**Terms of Reference**

**Consultancy to review Oxfam’s Triple Nexus programming in South Sudan**

***[17 January 2023]***

**Background**

The international aid sector is facing an unprecedented scale of need across the globe without a commensurate scale of resources to respond. In South Sudan, conflict and climate change are exacerbating poverty, inequality and people’s vulnerability. The 2022 Humanitarian Response Plan requested US$1.7 billion[[1]](#footnote-1), of which only 47%[[2]](#footnote-2) has been funded. In this context of protracted crisis, humanitarian relief, development programmes and peacebuilding are not serial processes: they are all needed at the same time to tackle the inter-connected nature of these problems. The triple nexus approach to programming across humanitarian-development-peace pillars means creating synergies and common goals across short-term emergency response program and longer-term social change processes in development, as well as enhancing opportunities for peace, so that individuals can enjoy the full spectrum of human rights.

Oxfam has been implementing triple nexus programs through funding from various donors, appeal funds and foundations. It is evident in integrated (peacebuilding, governance and humanitarian response) programing funded by Danida; Sida-funded programming on resilience, education and livelihoods’ Irish Aid-funded WASH programming, GAC-funded WASH and protection programming; WFP-funded Emergency Food Security and livelihoods programmes; and BMZ-funded programmes that bring together governance, peacebuilding, gender justice and WASH. Oxfam has been addressing local peace and conflict issues by supporting peacebuilding fora, setting up peacebuilding committees, and supporting women, peace and security initiatives, for example.

Oxfam is working in Jonglei, Lake and Central Equatorial states. In Jonglei, Oxfam has field bases in Pibor, Akobo East and Lankien with sub-field bases in Pochalla, Walgak and Yuai. In Lake state, we have a Field base in Rumbek with a sub-field base in Awerial. Oxfam also has activities in Central Equatorial which are mainly focused on Education and Livelihoods, while in Torit we implement through a partner. Oxfam is working with 12 partners (11 local NGOs and 1 International NGO).

Oxfam is a multi-mandate organisation and has been working towards delivering our ‘One programme’ approach for several years. In South Sudan the ‘one programme’ approach and a triple nexus approach are clearly stated intentions in Oxfam’s Country Strategy for 2022-26.[[3]](#footnote-3) Theoretically, the one programme approach (delivering integrated humanitarian, development and influencing work) aligns well with the triple nexus approach, although there have been challenges in the past over getting these traditionally separate workstreams to collaborate and align. Bringing in the peacebuilding pillar of the triple nexus is a more recent advance towards integrated programming for Oxfam, which brings new challenges and opportunities.

**Purpose**

The primary purpose of this consultancy is to showcase learning and the successes of a triple nexus approach in each of the areas where it is being implemented in South Sudan, so that Oxfam in South Sudan can better position itself as a key triple nexus actor, together with partners, within the humanitarian country team, lobby for additional donor funding using a triple nexus approach, and more intentionally position a triple nexus approach in its Country Strategy. This connects to Oxfam’s new Global Strategic Framework, which emphasizes enhanced humanitarian action and working on the root causes of crises.

The secondary purpose is to contribute practical learning to the sector and across the Oxfam confederation about what works, what does not work, and the practical challenges and opportunities with a triple nexus approach to programming in South Sudan.

**Objectives**

1. Aligned to existing Oxfam policies and definitions, to capture, in case study format, Oxfam and partners’ (especially women-led or women’s rights partners’) experiences and good practices with integrating humanitarian, development and peace programming, together with advocacy, in each of the 4 areas of South Sudan where it is operational. Partnerships that focus on triple nexus approaches to the Women, Peace and Security agenda would be particularly good to highlight.
2. To draw out the key challenges and opportunities that a triple nexus approach has generated for Oxfam and its partners, including process-based learnings around the design, adaptation or trial and error of triple nexus approaches. This could also include identification of missed opportunities, or inability to achieve the desired impact due to constraints delivering a triple nexus approach (e.g. short funding timescales, pre-determined interventions limiting adaptability, lack of organisational knowledge, lack of appropriate partners to co-deliver with etc).
3. To draw out any comparative advantage that Oxfam in South Sudan has, taking into consideration complementary commitments such as local humanitarian leadership and the Pledge for Change, partnerships, feminism, decolonisation and racial justice.
4. To provide a snapshot of civic space and local humanitarian leadership stakeholders in South Sudan that Oxfam could partner with to co-position for funding across the nexus.
5. To make recommendations about the development of a country-wide triple nexus strategy *[****2023-2026****]* to guide Oxfam and partners’ work in South Sudan.

**Suggested methodology**

1. Background review of key documents including:

* Project proposals, reports and evaluations;
* OI Rights, Resilience, Response Horizon Plan;
* [Oxfam Triple Nexus Policy Paper](https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKEwiO_dmUvoD7AhXxmFwKHRLiDA0QFnoECBcQAQ&url=https%3A%2F%2Fpolicy-practice.oxfam.org%2Fresources%2Ftransforming-the-systems-that-contribute-to-fragility-and-humanitarian-crises-p-621203%2F&usg=AOvVaw2BhsyJfHY66p0_52YkDAKW) and any associated public statements, engagements;
* Oxfam in South Sudan Country Strategy and Country Operational Plan;
* Other Oxfam triple nexus case studies;
* A short desk review of publicly available documents from other agencies, donors and other stakeholders on the triple nexus in South Sudan and/or the region;
* Donor strategies for South Sudan (Sida, SDC, EU, USAID; GAC; NMFA; FCDO; MOFA etc)
* PFPR strategy - Sida

1. Workshops with Oxfam and partner staff in each of the 4 bases
2. Focus group discussions with community participants and key stakeholders in each of the 4 areas (e.g. peace fora members, local government officials …)
3. Key informant interviews with Oxfam staff experienced in triple nexus approaches outside of South Sudan (e.g. Somalia Head of Programmes, Oxfam Ibis peacebuilding staff, OGB RRR team, HECA Platform nexus focal point)
4. Key informant interviews with external stakeholders (e.g. South Sudan Conflict Sensitivity Resource Facility, in-country nexus champions among donor agencies such as EU, DFID HARISS, GOAL) and potentially a small FGD with key in-country donor representatives to discuss emerging views
5. Interviews with donors; UN agencies – UNHCR/UNDP/UNICEF/OCHA

Oxfam’s country team in South Sudan will support the assignment by establishing a steering group to oversee the work of the consultant; advising on who to consult; arranging all travel and logistics for workshops, focus group discussions and interviews; and ensuring the draft report is circulated to all relevant reviewers and feedback received in time. Oxfam’s country team in South Sudan will also arrange for peer review of the draft report by local partners and a key NGO or UN agency stakeholder.

**Expected Outputs/Deliverables**

1. Inception report – detailing the exact methodology and timeline to complete the assignment
2. A clear and concise draft and final report, written for a wide audience in plain English, of no more than 20 pages
3. A 2-3 hour validation workshop (hybrid – online and in-person suggested) presenting the draft outcomes of the assignment to relevant Oxfam country staff, key partners and relevant Oxfam colleagues across the confederation
4. Powerpoint presentation to Oxfam in South Sudan summarising the main findings and recommendations

The proposed report structure (which can be amended through discussion with Oxfam in South Sudan) is:

* Executive Summary (2 pages)
* Introduction and methodology (1 page)
* Operational context in South Sudan – explaining why a triple nexus approach is deemed to be particularly relevant in this context (1-2 pages)
* Case studies (To be determined with Oxfam’s country team. This could be 1 from each geographical area, or case studies based on the 4 dilemmas in the triple nexus policy brief, for example) showcasing the triple nexus approach for donors (2 pages for each case study? Length to be determined)
* Analysis of what works, what doesn’t work, the challenges and opportunities for Oxfam (4 pages)
* Recommendations for Oxfam’s country strategy and a future triple nexus approach in South Sudan (1-2 pages)
* Development of the triple nexus framework for use by Oxfam (2023 – 2026)

**Timeline**

This assignment is expected to take no more than 45 working days, spread across 2-4 months. 70% of the consultant’s time will be spent in South Sudan.

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| **Activity** | **Deadline/date** |
| Initial meeting with selected consultant(s) to ensure shared understanding of the assignment | 20 February 2023 |
| Production of Inception report by consultant(s) | 25 February 2023 |
| Feedback on Inception report provided by Oxfam | 28 February 2023 |
| Final Inception report produced | 10 March 2023 |
| Research/evidence collection (KIIs, FGDs, Workshops in 4 different bases) | 31 April 2023 |
| Submission of draft report | 15 June 2023 |
| Feedback from Oxfam reviewers sent to consultant(s) | 25 June 2023 |
| Submission of final report | 30 June 2023 |
| Presentation of key findings in PowerPoint | 10 July 2023 |
| Publication of the report | 30 July 2023 |

**Application process**

Expressions of interest should be sent to [*dorina@oxfam.org.uk*](mailto:dorina@oxfam.org.uk) *;* [*zmaburutse@oxfam.org.uk*](mailto:zmaburutse@oxfam.org.uk)including the following information, **no later than 27th  *February 2023***

* Proposal to complete the assignment – including your understanding of the requirements, your suitability for the assignment, your proposed methodology and timeplan, your budget/cost
* CV of the consultant(s)
* Examples of previous work

1. https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKEwjugMvmnYD7AhUVhFwKHUH9DJwQFnoECBIQAQ&url=https%3A%2F%2Freliefweb.int%2Freport%2Fsouth-sudan%2Fsouth-sudan-humanitarian-response-plan-2022-march-2022&usg=AOvVaw0fMK4WCGLBuTQjVKYufs7O [↑](#footnote-ref-1)
2. https://fts.unocha.org/appeals/1098/summary [↑](#footnote-ref-2)
3. See Oxfam in South Sudan’s Country Strategy here: https://oxfam.app.box.com/file/776569517382?s=4qmijkqok7vwaqusk4yaxgu454oom56b [↑](#footnote-ref-3)