



**TERMS OF REFERENCE (TOR)**  
**VALUE CHAIN AND MARKET ASSESSMENT IN KAPOETA AND BUDI COUNTIES OF**  
**EASTERN EQUATORIA, SOUTH SUDAN**

**1.0 Project Overview**

Project title:	Strengthening Integrated Peace, Resilience, and Disaster Risk Reduction for Cross-border Communities in the Karamoja Cluster (SPREAD: Peace and Resilience)
Project donor:	European Union (EU)
Project duration:	3 years
Project main objective:	Enhance the effectiveness of conflict prevention and mitigation, Disaster Risk Reduction (DRR), and management and resilience-building in cross-border communities in the border region of the Karamoja Cluster (S. Omo/ Ethiopia, Turkana /Kenya, and Eastern Equatoria/ S. Sudan
Specific objectives:	<ol style="list-style-type: none"><li>1. Enhanced capacities of formal and informal cross-border stakeholders in conflict prevention and management and social cohesion building, with a particular focus on women (and youth).</li><li>2. Enhanced access to income-generating opportunities and shared natural resources for borderlands community members.</li></ol>
Beneficiaries:	80,000 local and cross-border community members (50% women/girls, 15% people with disabilities).
Assessment type	Value Chain and Market Assessment
Assessment purpose	<p>The main purpose of this assessment is to conduct a comprehensive analysis of the agricultural and natural resource value chains in Kapoeta and Budi Counties of South Sudan. This assessment aims to identify opportunities for enhancing resilience, social equity, and climate sustainability while mapping the complex market dynamics.</p> <p>By incorporating a gender and conflict-sensitive perspective, it seeks to understand the social implications of value chain engagement, particularly for marginalized groups. The assessment will also explore innovative technological solutions to improve market accessibility and productivity, along with assessing the potential for local and cross-border trade opportunities. Ultimately, the assessment strives to foster informed and inclusive strategies that promote sustainable livelihoods and sustainable market practices within diverse sectors.</p>







	Moreover, the assessment will provide actionable recommendations aimed at enhancing market engagement, production capacities, and overall viability for the existing value chains.
Assessment approach	To ensure coherence across the project locations and achieve the project objectives, the assessment will be implemented by the different partners (ROG and ICPDO) but coordinated by DCA South Sudan, with close collaboration with the Project Consortium Coordination Unit. This will allow coordinated analysis, consistent research framework and methodology applied across Kapoeta and Budi Counties.
Primary methodology	Both qualitative and quantitative data collection methodologies
Release of report	45 <sup>th</sup> day after contract signing

## 2.0 Background information

***The Strengthening Integrated Peace, Resilience, and Disaster Risk Reduction for Cross-border Communities in the Karamoja Cluster (SPREAD: Peace and Resilience)*** officially commenced on 1<sup>st</sup> February 2024. The project aims to enhance the effectiveness of conflict prevention and mitigation, Disaster Risk Reduction (DRR) and management and resilience-building in cross-border communities in the border region of the Karamoja Cluster (S. Omo/ Ethiopia, Turkana /Kenya, and Eastern Equatoria/South Sudan), with two major outcomes:

- **Outcome 1:** *Enhanced capacities of formal and informal cross-border stakeholders in conflict prevention and management and social cohesion building, with a particular focus on women (and youth). Improved food security and livelihoods for male and female small-holder farmers and agro-pastoralists*
- **Outcome 2:** *Enhanced access to income-generating opportunities and shared natural resources for borderland community members.*

*These outcomes will be achieved through:*

- Strengthening communities and community groups (particularly existing women and youth-led groups including faith community groups) to promote localized and inclusive initiatives that address cross-border conflict dynamics.
- Increasing regional, national, and international formal and informal authority to support the implementation of actions and policies to advance gender and climate-responsive prevention and management of cross-border conflict reflects the interests and priorities of communities within the cluster (Especially of women and marginalized communities).





- Strengthening Civil Society Organizations (CSOs) (women- and youth-led CSOs, and Faith-Based Organizations (FBOs) to lead and participate in advocacy to prevent and mitigate cross-border conflict.
- Increasing access to relevant, affordable, and sustainable financial services
- Increasing and diversifying income portfolios for marginalized cross-border communities.
- Strengthening inclusive and sustainable local and cross-border markets and value chains for agricultural commodities
- Increasing sustainable agricultural production.
- Improving the capacity for cross-border communities on shared natural resource management.
- Strengthening capacity for cross-border communities at the Payam and Boma levels to mitigate and respond to disasters.

As part of programming requirements, the DCA plans to carry out value chain and market assessment during the first year of implementation. The results of this assessment shall be used to advise pastoralists, agro-pastoral farmers, fisher folks, and cross-border communities on the value chains and employment opportunities with the biggest potential for contributing to improved food security and livelihoods.

This Terms of Reference (ToR) has been prepared to hire the services of a consultant to conduct the Value Chain and Market Assessment in Kapoeta and Budi Counties.

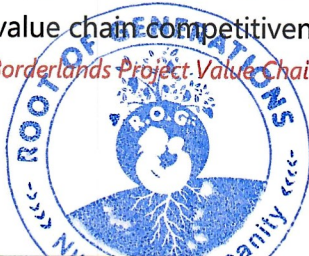
### **2.1 Purpose of the assessment**

The main purpose of this assessment is to conduct a comprehensive review and analysis of the agricultural and natural resource value chains in Kapoeta and Budi Counties of South Sudan. This is aimed at identifying opportunities for enhancing resilience, social equity, and climate sustainability while mapping complex market dynamics.

*The following are the key objectives of the assessment:*

- Identify the local and cross-border climate-resilient livelihoods and sustainable alternative livelihood options which have the potential to stimulate trade and employment creation. The exercise will justify meaningful local and cross-border business opportunities within the priority value chains, especially for youth, women and people living with disability community.
- Establish the existing horizontal and vertical linkages among market actors, end market demand drivers, supporting markets, functioning of the business enabling environment, and the identification of leverage points where interventions can catalyze improved value chain competitiveness in the region.

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- Employ a gender and conflict-sensitive lens to assess how social unrest and gender considerations impact value chain engagement. It aims to provide insights into fostering equitable practices within these chains and promoting resilience among marginalized groups.
- Explore the potential of integrating information and communication technology (ICT) and mobile applications to enhance market accessibility and productivity. Investigating technological approaches to overcome barriers to competitiveness will be a focus area, advocating for modernization in value chain practices.
- Provide clear, actionable recommendations aimed at enhancing market engagement, production capacities, and overall viability for the value chains identified.

## 2.2 Project locations

In South Sudan, the SPREAD Project is implemented in Kapoeta East, Kapoeta South and Budi Counties in Eastern Equatoria State of South Sudan. Eastern Equatoria region is predominantly rural, with agro-pastoral to pastoral communities with some areas classified as marginally agricultural receiving below 200 mm of rainfall per annum.

In both Kapoeta and Budi, the communities face interlinked socio-economic and environmental challenges that require comprehensive strategies for sustainable development, focusing on improving access to education, healthcare, and economic opportunities while addressing environmental conservation and resilience-building measures. For instance, many residents rely on subsistence agriculture and pastoralism, which are vulnerable to climate variations. Economic opportunities are limited, and high rates of poverty persist. The ongoing conflicts have also resulted in displacement and instability, impacting socio-economic development. Therefore, many people are affected by insecurity and violence. Moreover, a large youth population faces unemployment and limited economic prospects, leading to potential social unrest and migration. Therefore, the project focuses on addressing the above challenges.







The project is implemented in the areas tabulated below:

State	County	Payam	Boma
Eastern Equatoria	Kapoeta East	Narus	Loolim, Kalacha, Kanachidik, Kallok, Lokubuo, Lomuta, Kaldo, Nakodo, Nadapal, Naliel, Nakabangole, Kapoe, Nachipo, Narus, Loriwo, Kamee, Kokoro, Morunyang, Naleakujuk, Lopua
		Lotimor	Sakol Boma, Kumama, Lodome, Ngilingakol, Kapung, Nakaleeso, Nakudocua, Lorengelup, Nangolese, Chaare, Naita, Natubot, Namunyorongor, Bilimoi, Etuko, Morukemer, Nakorei, Diichimoe, Kuridalio, Lokolengor, Lotimor
		Katodori	Nakoromai, Nanyatuny, Koteen, Loyakali, Nawoit, Nyapudoru, Morkori, Lokuma, Kalokupe, Nakwapiri, Kangurasasia, Nalemoru, Nakaraboli, Chiliban, Namukuny, Nari, Nangolet, Nasarich, Kanangole, Naawoit, Nabeyoit, Loregeae, Kari, Nangolet
	Kapoeta South	Pwata	Napetait, Lopara, Narekedae, Napong, Nachukut, Lomongole, Nanaknak, Nakoringomo, Kapoeta Town (Atlabara, Haitarawa, Palakal, Rei, Narengaro), Morualengan, Nakicho
		Longeleya	Kangatuny, Naremsokan, Natiliae, Nakwasikila, Nataaba, Nakwatal, Nakwaskila, Katiyakini, Goloki, Napian, Natapal, Lokwamor, Lolemu, Loyapuru
	Budi	Komiri	Kibiric, Monita, Lothigira, Lohipor, Betalado
		Lotukei	Kikilai, Lorema, Itingi, Piobokoi, Himan

2.3 Target Audiences

The following are the target audience of the value chain and market analysis:

- 1. *Local value chain actors:* Agricultural producers, pastoralists and local traders
- 2. *Cross-border market actors:* Traders operating between Ethiopia, Kenya and South Sudan and Regional market facilitators
- 3. *Key target groups:* Women involved in agriculture and trade, young people engaged in local economies and other marginalized groups such as PwDs
- 4. *Stakeholders in the value chain:* Representatives from agricultural and livestock sectors and actors in natural resource-based industries
- 5. *Local and national stakeholders:* Relevant ministries and government departments, Local, national, and regional forums





6. *Regional and International Organisations:* Intergovernmental Authority on Development (IGAD), Producer & Marketing Organizations
7. *Financial Institutions:* Microfinance institutions and Savings groups
8. *Industry Associations:* Organizations representing specific agricultural and livestock sectors

### 3. Methodology

The assessment will utilize a combination of quantitative and qualitative methods for collecting primary and secondary data. It will take a participatory approach that involves conducting interviews with various stakeholders, including agricultural producers, pastoralists, traders, women, youth, persons with disabilities (PwDs), and representatives from the agricultural and livestock sectors, among others.

In November 2023, DCA carried out an extensive Value Chain Analysis and Market Assessment for Groundnuts, Honey, Milk, Shea Nuts, and Broiler Chicken in Juba, Kapoeta, Budi, and Magwi Counties of South Sudan. The Consultant will review this report along with other available resources to gain insights into the key value chains identified and the corresponding market segments.

To gather both primary and secondary data, tools such as a household survey questionnaire, key informant interview checklists, focus group discussion guides, and document review checklists will be utilized.

Furthermore, tools for analyzing gender and social inclusion, along with political economy frameworks, will be employed to investigate the power dynamics and the economic and social factors affecting development in the project area. Observation methods may also be used to collect information at various levels of the value chain.

#### *Quality Assurance and Ethical Standards*

The Consultant shall take all reasonable steps to ensure that the assessment is designed and conducted to respect and protect the rights and welfare of the people and communities involved and to ensure that the assessment is technically accurate and reliable, is conducted transparently and impartially, and contributes to organizational learning and accountability. It's unethical to present data or information from other contexts or areas of study in assessments. Project deliverables that show evidence of data not representing the targeted areas or copied from other documents will not be accepted and thus not approved.

The technical proposal should include the following methodology in detail:

- Literature review and review of relevant existing data.

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- Required number of focused group discussions (with equal representation of men, women, and youth (boys & girls)) and interviews with key informants/Market actors. The Consultant should clearly elaborate the sampling strategy for both quantitative and qualitative data collection
- Participatory field observations, interviews, and consultations at the major market points including producers, traders, and relevant stakeholders from within and cross-border to collect the required information.
- Analyze government policy and regulatory environment/frameworks in the county related to specific value chains.

#### Limitations

- Insecurity within the area will require fully working closely with the Partner focal contacts before any movement to the field. Insecurity, terrain, unpredictable weather patterns, and logistical challenges: Certain parts of the County where some of the projects are to be implemented have cases of insecurity while others are inaccessible due to the rough terrain. The Region is very vast with minimal infrastructural development. The Consultant should also identify the risk mitigation measures in case of any challenges encountered during the Consultancy.

#### 4.0 Consultant Expertise

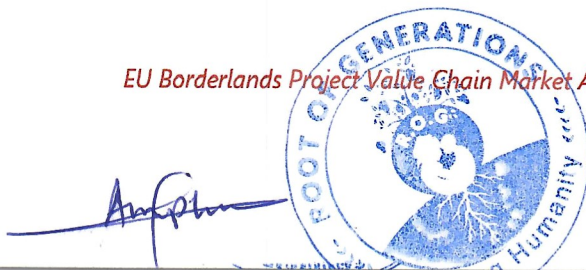
The Consultancy firm should have a mix of expertise to successfully deliver on the assignment. The Lead Consultant should have at least a Master's degree in Agricultural Economics, Environment, and NRM-related disciplines with Economics/Business related components. The consultant should demonstrate a proven track record in Market Systems Development and knowledge of the key elements in this type of programming. At least one member of the team should have expertise in gender and social inclusion mainstreaming backgrounds.

At least 10 years of demonstrated experience in market system development, agribusiness, NRM in the ASALs, and market research and/or practice, with a good understanding of value chain development.

Demonstrable ability to work and link with the private sector, local and national institutions, business service providers, and relevant government agencies.

#### 4.1 Authority and Responsibility

Core Evaluation Team			
Name	Role & Expertise	Stage of Design	Specific duties
Lead Consultant			





To be selected	Independent and seasoned Consultant with technical speciality in agricultural, economic development, and/or NRM projects.	Oversee all the stages of the assessment process	Review project documents. Lead development of a detailed assessment plan. Develop qualitative and quantitative data collection tools. Conduct training of enumerators and implement data quality checks. Oversee and support data collection, especially qualitative activities. Lead qualitative data collection with key stakeholders. Complete data analysis in line with the key objectives Draft and finalize the assessment report.
<b>DCA assistant evaluators</b>			
DCA MEAL Manager	Key Assessment Facilitator -Provide technical support and quality assurance. -Coordinate with the partners on the assessment process	ToR review Selection of Lead Evaluator Pre-data collection logistical arrangements Deputy for the data collection process Liaison during analysis and writing period.	Review ToR, in consultation. Source the Consultants. Organise data collection logistics. Facilitate Staff Assessment Training Lead delegated aspects of data collection. Coordinate all staff involved in data collection. Track, receive, and collate all data via a data collection framework.
DCA Programme Manager	Assessment Lead	Support all stages of the assessment process.	Lead approach to project assessment. Review ToR, in consultation with the project team. Select lead evaluator. Oversee the data collection process.





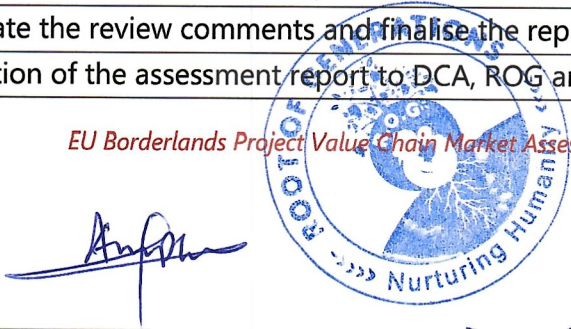


			Guide consultant in data analysis and reporting. Review and accept the final report.
CMU	DCA Regional Sector lead	Planning Data collection Report draft review	Support the development of the ToR and Assessment Plan. Provide technical guidance where required. Lead aspects of data collection (if available).
Partners (ROG ICPDO)	Overall field coordination of the entire assessment process	Reviewing the ToR, planning data collection logistics and reviewing the assessment report	Provide overall leadership & logistical support to the process. Ensure smooth running of the assessment process. Supervision of the consultant and overall supervision of the data collection teams during the assessment process Documentation of all processes and ensuring that expenses are in line with DCA financial policies.

5.0 Duration

The duration of the assignment will be 45 days, starting from **18 November 2024**. The table below presents the tentative schedule prepared to guide the evaluation process.

Activity	Duration (days)
Review of documents and preparation of the inception report and tools by the Consultant	7
Review of the inception report and tools by DCA, ROG and ICPDO	3
Finalise the Inception Report, tools, and detailed work plan	2
Mobilisation of the data collection team and logistics	3
Training of the data collection team and pre-testing of tools	3
Field data collection	7
Prepare the draft assessment report	10
Review of the draft assessment report	3
Incorporate the review comments and finalise the report	5
Presentation of the assessment report to DCA, ROG and ICPDO	1





Validation workshop/meeting to discuss the draft final report	1
<b>Total</b>	<b>45</b>

6.0 Logistics

- The costs of meals, accommodation, and transport up to the project field offices in the field will be met by the Consultant. The project will only meet transportation costs within the project areas during the implementation phase.
- Presentation of the report and findings to the project team and implementing partners will be done virtually through MS teams. DCA will coordinate this with the Consultant.
- In consultation with the Consultant on the criteria and qualifications required, the Partner MEAL Officer supported by the project team will coordinate the recruitment of the enumerators. The Consultant will provide enumerators and field supervisors whose remuneration will be included in the financial bid.
- The Consultant will be expected to provide separate and adequate field supervision during data collection. The cost of this will also be included in the financial bid of the Consultant. Note the project team will not offer this supervision as their work shall be limited to ensuring the smooth flow of the logistics as well as handling any management issues that may arise.

7.0 Consultancy Deliverables

1. *Inception report:* The report should include a detailed methodology, survey tools, and a work plan for implementing the assessment
2. *Data:* Original (raw) and cleaned data sets (both qualitative and quantitative) with codebook, original field notes for in-depth interviews and focus group discussions, as well as recorded audio material. The consortium members will have sole ownership of all final data, and any findings shall only be shared or reproduced with the permission of the consortium members.

3. *Final Assessment Report:*

The following format may be used to guide the Consultant:

- a. Table of contents
- b. A brief and clear executive summary with among others major findings of the exercise and a summary of conclusions and recommendations.
- c. The objectives of the exercise, methodology, and any challenges encountered in the field.
- d. Survey findings addressing all the key objectives of the assessment





- A detailed analysis that synthesizes findings from the analysis of agricultural and natural resource value chains, including a summary of opportunities for enhancing resilience, social equity, and climate sustainability.
  - Value chain mapping: Mapping of the existing horizontal and vertical linkages among the market actors, highlighting the key players, processes, and interactions within the value chains.
  - Livelihood and trade opportunity analysis: A catalogue of identified climate-resilient livelihoods and sustainable alternatives, specifically targeting youth, women, and people living with disabilities, along with justifications for their potential impact on trade and employment.
  - Key recommendations: Recommendations for promoting equitable practices and resilience among marginalized groups as well as the recommended ICT or mobile applications that could enhance market accessibility and productivity, including potential implementation strategies. The recommendations should be prioritized based on feasibility of implementation, potential impact on the marginalized groups, alignment with the existing resources and initiatives.
  - Proposed road map for implementing the key recommendations, actions from the assessment findings.
  - Stakeholder engagement plan: A proposed plan for engaging key stakeholders in the value chains, detailing how their participation can be facilitated in future initiatives and interventions.
- e. A PowerPoint presentation highlighting key findings from the assessment. The presentation should be clear with the use of infographics and value chain maps for ease of interpretation.

## 8.0 Application Requirements

Application materials shall include:

- A written response to this TOR in terms of a proposal detailing the technical understanding of the task, proposed methodologies of the assessment, expected activities and deliverables, proposed work plans with schedule, and financial bids. **See Annex 1&2**
- Detailed **CVs of all professionals (s)** who will work on the assignment. If there is more than one consultant on the proposed assessment team, please attach a table describing the level of effort (in number of days) of each team member in each of the assessment activities. **See Annex 3**
- Professional references: please **provide at least three references** from your previous clients and full contact details of the referees.
- At least one value chain analysis **report** undertaken of similar projects and context.

## 9.0 Submission

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- The Technical Proposal **MUST** be prepared in conformance to the outline provided in **Annex 1** while the financial proposal shall conform to the template provided in **Annex 2**. Team composition should conform **to Annex 3**
- *Bidders should provide a technical and financial proposal in **two separate envelopes** marked "Technical Proposal" and "Financial Proposal" **and sealed in one plain envelope** marked "Consultancy for Value Chain and Market Analysis – SPREAD: Peace and Resilience Project; Submitted through all the listed emails below::*
  1. [rootofgenerations.procurement@gamil.com](mailto:rootofgenerations.procurement@gamil.com)
  2. [Nakineimaggie86@gmail.com](mailto:Nakineimaggie86@gmail.com)
  3. [agym@dca.dk](mailto:agym@dca.dk)
  4. [kamm@dca.dk](mailto:kamm@dca.dk)

Hand deliveries to the following addresses:

1. **Kapoeta town:** Integrated community Peace and Development Organisation (ICPDO), Opposite Red cross.
  2. **Chukudum Town:** Root of Generations (ROG) office, Chukudum- Kikilai Road, Loro Residential Area, Chukudum.
  3. **Juba:** Root of Generations (ROG) office, Munuki Residential Area, Plot No: 179, Block No- A-IV, Bilpam Road.
- The proposal should be addressed as below to reach the undersigned (by mail or hand delivery) by **4<sup>th</sup> November 2024**.

## Annexes

### Annex 1: Technical Proposal Format

1. **Introduction:** description of the firm, its qualifications, and statutory compliance (1 page)
2. **Background:** Understanding of the project and assignment, context, and requirements for services (2 pages)
3. **Proposed methodology** - Indicate how each indicator and review objective will be assessed. Highlight any indicators that may need to be reviewed. The targeted respondents should be indicated for each indicator. Proposed detailed questions should be indicated. Detailed sampling procedure and survey design need to be indicated. (Max 6 pages)
4. **Firm's experience** in undertaking assignments of similar nature and experience from the geographical area for other major clients (Table with Name of organization, name of assignment, duration of assignment (Dates), reference person contacts-2 pages.
5. **Proposed team** composition (As per annex 3)- Max 2 pages
6. **Work plan** (Gantt chart of Survey implementation plan (Start date: As per Contract signing date)-1 page.







Annex 2: Financial Template

The consultant firm shall only quote for the items below as the Project Manager will manage all other related costs (Logistics and payment of enumerators and FGDs) as described in section 9.0.

Item	Unit	# of Units	Unit Cost	Total Cost USD
Consultancy Fee (for the whole assessment period)	Per day			
Applicable Meals and Accommodation				
Supervisors and enumerators				
Office expenses (printing, photocopy, binding, communication costs, etc.)	lump sum			
Grand Total				

A cover letter shall be provided detailing total costs in (USD) addressed as per the technical proposal.

Annex 3: Proposed Team Composition Template

Name of Team Member	Highest Level of Qualification	General Years of Experience related to the task at hand	Number of days to be engaged (Level of effort)	Roles under this assignment

