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JOHANNITER



TERMS OF REFERENCE (ToR)

Participatory Value Chain & Market Assessment (PVCMA) – Groundnuts, Sorghum, and Fish

1. Background and Rationale

South Sudan faces a severe and prolonged food security and livelihoods crisis, driven by low agricultural productivity, weak market systems, limited financial access, and recurrent shocks. Over 60% of the population is food insecure, with millions at risk of emergency hunger levels, while malnutrition remains critically high among children. Agricultural production continues to fall short of national needs, and rural households face major barriers including poor infrastructure, high transport costs, unreliable input supply and limited access to functioning markets and credit.

Despite these challenges, evidence from partners such as Norwegian Church Aid (NCA), Catholic Relief Services (CRS), CARE International, Johanniter International Assistance (Johanniter) and Invisible Women Inclusion Network (I-WIN) shows that integrated approaches combining farmer training, access to climate-smart inputs, storage, aggregation, financial services and market linkages can significantly improve productivity, incomes and resilience. They will strengthen value chains, promote peacebuilding and ensure women and youth inclusion. However, these successes remain fragmented and difficult to scale in South Sudan's fragile context, where private sector engagement is limited and value chains are underdeveloped. The project is implemented in Three States Lake State, Jonglei State (Bor South County) and Western Bahr el Ghazal State (Jur River and Wau Counties).

The Agri-Hub/Market Integration approach is designed to address these systemic constraints by establishing localized hubs that aggregate production, reduce transaction costs and create reliable market linkages. Within the consortium design, CRS provides technical leadership for outcome 1 (Productivity and farmers skills), CARE provides technical leadership for Outcome 2 (Market systems and value chains) including value chain development, contract farming and private sector engagement, using approaches such as Farmer Field and Business Schools (FFBS) and Village Savings and Loan Associations (VSLAs). By integrating climate-smart agriculture, storage, finance and private sector partnerships, the hubs aim to strengthen value chains, improve food availability and increase smallholder incomes. NCA provides technical leadership for outcome 3 (Finance, Resilience and social cohesion) and Johanniter and I-WIN provides technical leadership for outcome 4 (strengthening smallholder value chain and building the economic resilience of women and youth). At the same time, the Programme targets value chains including sorghum, groundnut and fish, and anticipates partnerships with private sector actors (e.g. Pro Seed Ltd, Seed Grow, Jonglei Fisheries Union Co. Ltd) to improve input supply, aggregation and market access.

2. Project Objective

The project's overall objective is to transform South Sudan's agricultural sector into a resilient, inclusive, and market-driven system that enhances food security, livelihoods, and economic opportunities for rural communities in South Sudan. Specifically, the project will contribute to:

- (1). Increased food production through gender-sensitive, climate-resilient, and market-focused practices.
- (2). Increased access to and linkage with markets.
- (3). Increased access to credit and financing for farmers' groups and cooperatives.
- (4). Strengthening smallholder value chains and building the economic resilience of women and youth.

3. Purpose

The purpose of this participatory value chain and market assessment is to identify economic opportunities and constraints across production, processing and marketing stages for Groundnuts, Sorghum, and Fish in the targeted counties. Findings will inform Agri-Hub investment priorities, partnership strategies, capacity building packages and sequencing of interventions.

4. Specific Objectives

- Map the value chains for Groundnuts, Sorghum, cowpeas and Fish in the target areas, describing actors, functions, product flows, governance and coordination mechanisms.
- Identify opportunities for upgrading (productivity, quality, aggregation, storage, processing/value addition, logistics and market channels) consistent with the Agri-Hub model.
- Diagnosing constraints and risks affecting competitiveness and inclusion, including climate and conflict-related disruptions, seasonal road access, quality compliance, and risks of private sector disengagement.
- Assess market demand and buyer requirements (quality standards, volumes, pricing, contract feasibility, effective market operational points, and procurement practices). This survey will cover all counties where the project operates, including accessible nearby counties, and Juba as being the main business center in the country, as well as regional markets of DRC, Uganda, Kenya, Ethiopia, and Tanzania.
- Analyze supporting functions and the enabling environment (inputs, extension and training, finance—including VSLA/SILC/SACCO/banks—transport/logistics, storage/aggregation and market information).

- Identify private sector partnership opportunities and incentives for sustained engagement (buyers, aggregators, processors, input suppliers, transporters, financial service providers).
- Provide actionable recommendations and an investment/partnership roadmap aligned to Agri-Hub programming, including sequencing across outcomes (production → aggregation/markets → finance).

5. Scope of Work

5.1 Geographic and Commodity Coverage

Lakes State – Yirol West and Rumbek East: Groundnuts and Sorghum.

Jonglei State – Bor South County: Fish and Sorghum.

Western Bhar-el-Ghazal – Wau County: Groundnuts, Cowpeas and Sorghum.

The assessment will also consider key domestic and regional trade linkages (including cross-border markets) relevant to these commodities, while remaining grounded in local market realities and access constraints.

5.2 Value Chain Stages and Themes Covered

- **Production:** input access and costs, agronomic/fishing practices, yields/catch, labor, climate exposure, and on-farm/landing-site handling.
- **Aggregation and storage:** producer group/cooperative bulking, storage and handling technologies, grading, quality assurance, losses, traceability, and hub-based service models.
- **Processing and value addition:** feasibility of shelling/oil/paste (groundnuts), milling and processing (sorghum), and smoking/drying/icing/cold chain (fish); equipment, energy, food safety, and waste management.
- **Marketing:** market channels (spot and contract), buyer requirements, price formation and seasonality, logistics costs, and market information.
- **Supporting functions and enabling environment:** finance, extension, governance and regulations, gender and youth dynamics, conflict sensitivity and climate risks.

5.3 Cross-Border Market Analysis

In addition to domestic markets, the consultant will through desk review, analyze cross-border market dynamics that shape demand, prices, quality standards, trade flows and partnership opportunities for Groundnuts, Sorghum cowpeas, and Fish.

- **Regional demand and price differentials:** compare domestic vs. regional prices, identify seasonal demand shifts and potential higher-value markets (e.g., Uganda, Kenya, Sudan, Ethiopia, DRC).

- **Trade corridors and logistics:** map key corridors (border points, routes, transport times/costs, road/seasonal constraints, security and checkpoint dynamics) and assess feasibility of hub-enabled aggregation for regional trade.
- **Regulatory and non-tariff barriers:** document requirements (permits, duties/fees, standards, inspections) and practical barriers (informal fees, delays, border procedures).
- **Regional private sector actor profiling:** identify regional buyers, wholesalers, processors, exporters, transporters and their procurement criteria; assess partnership potential (MoUs, forward purchasing, contract supply, buffer-stock arrangements).
- **Compliance and quality gaps for regional markets:** analyze aflatoxin and moisture requirements for groundnuts/sorghum and hygiene/cold-chain requirements for fish; recommend upgrading options to meet standards.
- **Cross-border payments and finance:** identify payment mechanisms and risks (currency, liquidity), and financing needs for trade (working capital, trade finance, asset finance).
- **Cross-border risks and mitigation:** assess security, climate disruptions, governance issues and measures to reduce exposure and protect inclusive participation.

6. Key Assessment Questions

A. Market Demand, Prices and Competition

- What are the main end-markets (local, national and regional) for each commodity and how is demand trending?
- What buyer requirements (quality, volumes, packaging, traceability) drive acceptance, discounts or rejection?
- How do prices vary seasonally and spatially and what drivers explain volatility (roads, insecurity, fuel, flooding/drought)?

B. Production and Supply Reliability

- What constrains consistent supply (inputs, skills, labor, climate shocks, insecurity) and what are realistic supply projections?
- What practices and technologies can increase crop yields/fish harvest and improve quality at source?
- How can producer groups/cooperatives improve production planning and supply coordination to meet buyer volumes?

C. Aggregation, Storage and Quality Management

- Where do post-harvest losses occur and what are the most feasible loss-reduction solutions within hubs including right from individual farms, groups, cooperatives and hub levels?

- What grading and quality assurance processes/tools are needed for each commodity (including fish preservation and cold chain options)?
- What infrastructure and management models can sustain aggregation and storage through user fees or shared ownership?

D. Processing, Value Addition and MSME Opportunities

- Which processing/value addition options are commercially viable and inclusive for women/youth-led MSMEs?
- What constraints do processors/MSMEs face (working capital, equipment, energy, skills, licensing and food safety)?
- What business models and service packages can hubs host or catalyze to expand local employment and incomes?

E. Finance and Business Environment

- What financial services exist (VSLA/SILC/SACCO/banks/mobile agents) and what barriers reduce uptake (trust, collateral, distance)?
- What financing products are feasible for seasonal working capital, storage/processing assets and fishing gear?
- What governance and regulatory factors affect business operations, cooperative registration and market access?

F. Private Sector Engagement (Domestic and Cross-border)

- Which private sector actors are most relevant and what incentives would motivate and foster sustainability sustain engagement given supply and security risks while working with farmers in project locations?
- What partnership structures are realistic (MoUs, phased contracting, forward purchasing, buffer-stock agreements)?
- How can hubs reduce transaction costs and risks for firms while improving prices and reliability for producers?

G. Gender, Youth, Conflict and Climate

- Where are women and youth positioned along the chain and what norms/constraints limit their upgrading and leadership?
- What conflict and climate dynamics could disrupt production and trade and what mitigation measures are needed?
- What safeguards and do-no-harm measures are required to ensure safe participation and benefits?

7. Methodology (Participatory, Mixed Methods)

The consultant will apply a participatory, gender-responsive and conflict-sensitive methodology, combining desk review with primary qualitative and quantitative data

collection. The approach must be practical for fragile contexts and produce actionable recommendations for the Agri-Hub model.

7.1 Desk Review

- Review Programme documents, prior assessments, available production/market data, and relevant policies/regulations (domestic and cross-border especially the regional markets such as DRC, Tanzania, Uganda, Ethiopia and Kenya).
- Compile preliminary hypotheses on constraints, opportunities and key actors to guide fieldwork.

7.2 Stakeholder Mapping and Participatory Tools

- Conduct value chain mapping workshops with producers, traders and service providers (including separate or safe-space sessions for women/youth as needed).
- Use seasonal calendars (production/catch, prices, road access, climate shocks).
- Apply constraint ranking / solution prioritization and problem tree analysis.
- Undertake rapid cost and margin analysis at key nodes.
- Map buyer requirements and diagnose quality gaps; identify upgrading options and feasibility.

7.3 Primary Data Collection

- **Key informant interviews (KIIs) with:** producer group/cooperative leaders; traders and aggregators; processors; input suppliers; transporters; extension agents; county/state authorities; financial institutions; private off-takers.
- **Focus group discussions (FGDs) with:** women and men farmers; youth; fishers and fish processors; VSLA/SILC participants; MSMEs; vulnerable groups relevant to inclusion objectives.
- Market observations and rapid price tracking in selected markets; infrastructure assessment of storage, processing, and (for fish) preservation/cold chain.
- Cross-border KIIs with regional traders, wholesalers, processors, and border/trade officials at key corridors and border points (as feasible and safe).

7.4 Sampling and Coverage (Indicative)

- Select at least 6-8 Markets at Juba level, 4-5 Markets at inter-state level, 3-4 markets at State level, 2-3 markets per county, 1 per Payam, (primary and secondary) and 2-3 producer groups per commodity per county, ensuring women/youth representation.
- Include both more accessible and more remote locations to capture seasonal access constraints.
- For cross-border analysis, sample key corridor nodes (border points and major regional trading hubs) relevant to each commodity, subject to access and security.

7.5 Data Quality, Ethics and Safeguarding

- Use standardized tools, enumerator training, daily debriefs, and triangulation across sources to ensure data reliability.
- Apply informed consent, confidentiality, and do-no-harm principles; adhere to consortium safeguarding/PSHEA requirements.
- Plan for security and access constraints and propose remote methods where needed (phone KIs, trader panels, secondary data) without compromising participation.

8. Deliverables

1. **Inception Report (within 7 days of contract start):** refined methodology, tools, sampling plan, field itinerary, stakeholder engagement plan, and risk management approach.
2. **Four Value Chain Maps (Groundnuts, Sorghum, Fish and Cowpeas):** actor/function mapping, product flows, governance, supporting functions and constraints/opportunities per location.
3. **Market and Cross-Border Analysis:** demand and buyer requirement analysis; domestic and regional price/volume dynamics; corridor/logistics mapping; regulatory/NTB analysis; buyer/processor profiles.
4. **Cost and Margin Snapshots:** indicative gross margin/cost build-ups at key nodes (production, aggregation, processing, trading) with assumptions clearly stated.
5. **Gender and Youth Inclusion Note:** participation patterns, constraints, and practical upgrading recommendations for women and youth along each chain.
6. **Prioritized Action Plan and Investment/Partnership Roadmap:** recommended hub service packages; partnership/MoU concepts; sequencing (production → market → finance); and risk mitigation actions.
7. Draft Final Report + Presentation Deck (10–15 slides) summarizing findings and recommendations.
8. Validation workshop(s) and brief validation report documenting feedback and final adjustments.
9. Final Report (incorporating validation feedback) and final slide deck.

9. Suggested Report Structure

- Executive Summary
- Introduction and Context
- Methodology and Limitations
- Commodity Value Chain Profiles (Groundnuts, Sorghum, Fish and Cowpeas) with location-specific insights
- Domestic Market Analysis (demand, prices, buyer requirements, channels)
- Cross-Border Market Analysis (regional demand, price differentials, corridors/logistics, regulations/NTBs, actor profiles)

- Constraints and Opportunities by Stage (Production/Processing/Marketing) and Supporting Functions
- Gender, Youth, Conflict and Climate Analysis
- Recommendations and Agri-Hub-Aligned Action Plan (investment bundles, partnerships, sequencing)
- Annexes (tools, respondent list, maps, price tables, assumptions)

10. Management and Coordination Arrangements

The assignment will be overseen by the consortium's coordination mechanisms. The consultant will work closely with the Consortium Steering Committee and technical leads. CARE (Outcome 2 lead) will provide technical input on market systems and value chain development, while relevant county/state line ministries and departments will be engaged for access, validation and uptake of recommendations.

Overall, CARE will be responsible for the management of the consultant scope of work; and partners of the consortium such as CRS and NCA will support the consultant to travel and do work in respective locations, like primary data collection, etc

11. Indicative Timeline

- Week 1: Desk review, stakeholder mapping, inception report and tool finalization.
- Weeks 2-3: Fieldwork in Lakes (Yirol West, Rumbek East) – Groundnuts and Sorghum; initial corridor interviews as feasible.
- Week 4: Fieldwork in Jonglei (Bor South County) – Fish and Sorghum; additional cross-border trader/buyer KIIs as feasible.
- Week 5: Fieldwork in Western Bharl-el-Ghazal (Wau County) – Groundnuts, Cowpeas and Sorghum; additional cross-border trader/buyer KIIs as feasible.
- Week 6: Analysis, draft report and preliminary slide deck.
- Week 7: Validation workshop(s), finalization and submission of final report and deck.

12. Required Qualifications and Experience

- Advanced degree in agricultural economics, agribusiness, development economics, fisheries economics, or a related field.
- Demonstrated experience leading participatory value chain and market assessments in fragile/conflict-affected settings.
- Strong technical expertise in sorghum and groundnut value chains and fish value chains, including post-harvest handling, quality standards and processing feasibility.
- Proven capability in market systems development and private sector engagement analysis.
- Experience integrating gender and youth economic inclusion, including facilitation methods that ensure safe participation.

- Strong analytical writing and presentation skills; ability to translate findings into actionable recommendations and investment/partnership roadmaps.

13. Proposal Submission Requirements (for procurement)

Bidders should submit the following (as applicable):

- Technical proposal (methodology, workplan, team composition and roles, tools outline).
- Financial proposal (fees, field costs, travel/logistics, and any taxes).
- CVs of key personnel.
- Examples of similar assignments (1–2 samples).
- Risk management and safeguarding approach.

Annex 1: Location–Commodity Matrix

- Yirol West (Lakes): Groundnuts, Sorghum
- Rumbek East (Lakes): Groundnuts, Sorghum
- Bor South County (Jonglei): Fish, Sorghum
- Wau (WBES) Groundnuts, Cowpeas and Sorghum.

Evaluation criteria

Technical Criteria	Description
Consultant's operation status with CARE	Is the consultant in CARE's blacklist? (Yes / No)
Experience with CARE	CARE Previous Experience (Yes / No)
Individual consultant or Registered consultancy firm	Legal status - Evidence of Tax Compliance Certificate for firms - TIN Certificate for Individual Consultants (Yes / No)
General understanding of the TOR.	Does the proposal demonstrate a clear understanding of the TOR? Does the consultant try to interpret the objectives? (10 marks)
Methodology	To what extent is the methodology clear and detailed? Is the sampling method and sample size computation scientifically acceptable? Are all the relevant methods of data collection included in the proposal? (15 marks)
Team composition	Does the consultant (or proposed team) have the necessary competencies and experience as described in the TOR to undertake this study? (15 marks)
Experience in similar or related survey	Experience of conducting Endline surveys in South Sudan, preferably within proposed geographical area has competitive advantage. Experience with similar assignments with INGOs/ other organizations and Norwegians related project is an added advantage. (10 marks)
Quality of previous work done	Quality of their previous reports like this assignment, Layout, content, and organizational structures (5 marks)

Workplan	Is an action plan part of the proposal? Is it reasonable or realistic? Does it meet the expected deadlines? Is it flexible to accommodate any changes without compromising the deadline and quality of outs. (10 marks)
Budget	To what extent is the presented budget reasonable. Is the budget clearly aligned with the planned amount? (5 marks)

Budget Responsibilities

Description	Total Amount	# of consultants	Period/Days	Rate per day	Total Cost (US\$)	Remarks
Consultant's professional fees						This is the professional fee for the consultancy inclusive of 20% Government withholding tax.
Incentives for Enumerators						CARE will pay the enumerators
Per diem						Consultant will cater for it but must follow CARE's standard per diem rates for Wau, Rumbek East and Yirol West.
Flight ticket Juba -Bor, Bor-Juba, Juba-Lake and Lake-Juba, Juba – Wau, Wau- Juba.						CARE will provide this
Accommodation, and Internet in Bor, Wau and Lake						Consultant will cater for this, and CARE will reimburse as per actual upon submission of original receipts and/or invoices.

Stationery and printing						CARE will provide this for the consultant.
Transportation in the field						CARE will provide this through its partners in Yirol West, Rumbek East and Wau. Consultant to quote for Vehicle hire only in Bor. CARE will reimburse as per actual upon submission of original receipts and/or invoices.
Identification of enumerators						CARE in consultation with consultant will identify the team
Number of Enumerators (10 enumerators if any in Wau, Lake and Bor						
Hiring of venue for the training of enumerators						CARE will provide this through its partners in Yirol West, Rumbek East and Wau. Consultant to quote for Venue (hall) hire in Bor. CARE will reimburse as per actual upon submission of original receipts and/or invoices.
Refreshment and lunch during the						Consultant will cater for this, and

training of enumerators.						CARE will reimburse as per actual upon submission of original receipts and/or invoices.
Training of enumerators						Consultant to train the enumerators

TERMS AND CONDITIONS

1. Proposals to be split as **1) Technical** and **2) Financial proposal** separately and **MUST** be attached along with other relevant documents for this assignment.
2. Technical proposals will be scored out of 70 and ANY consultants that score 50 marks and above automatically qualifies for the financial scoring.
3. "There will be a one-off payment, consultant will be paid 100% upon successful completion of the tasks, submission and approval of the report by CARE, approval of certificate of work completion by both parties and approval of consultant's evaluation form by CARE."
4. Invoice will be accepted by procurement upon completion of activities in point 3.

SUBMISSION OF PROPOSALS

The subject line of the email should read: "**Application to Conduct the Participatory Value Chains and Market Assessment for 'Economic opportunities and constraints across production' of the Agri - Hub Project** "

All proposals **MUST** be received no later than **Tuesday, 19th May 2026**, by email addressed to SSD.Procurement@care.org and will be scored on the criteria above.

Deadline: No applications will be accepted after **Tuesday, 19th May 2026**.

Attached is the CARE vendor questionnaire form which will be submitted together with the technical and financial proposal.



Instructions for
Completing CARE Ver