**TENDER DOSSIER**

Service provider for baseline, midline, endline, mid-term external evaluation and final external evaluation of the project “Working for Engagement, Acceptance and Mediation: A Community-based Approach to Social Cohesion in Lebanon – WE’AM”

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# PURPOSE OF THE TENDER DOSSIER

The purpose of this Tender is to obtain competitive offers for the selection of a service provider appointed for the baseline, midline and endline assessments of two specific indicators as well as mid-term external evaluation and the final external evaluation of the project “Working for Engagement, Acceptance and Mediation: A Community-based Approach to Social Cohesion in Lebanon – WE’AM” (NDICI-GEO-NEAR/2022/438-872), funded by the European Union.

The main project information is included in the Article 3 – Background, while a detailed description of the assignment and services required by Oxfam Italia is contained in the Article 4 – Technical specifications of the evaluation.

# INVITATION TO TENDER TIMETABLE

|  |  |  |
| --- | --- | --- |
|  | **DATE** | **TIME** |
| Deadline for request for any clarifications from Oxfam | 27th October 2023 | 5:00 pm Lebanon time |
| Last date on which clarifications are issued by Oxfam | 01st November 2023 | 5:00 pm Lebanon time |
| Deadline for submission of tenders | 10th November 2023 | 5:00 pm Lebanon time |
| Notification of award to the successful tenderer | 15th November 2023 | n.a. |

# BACKGROUND

## The project: “WE'AM - وئام - Working for Engagement, Acceptance and Mediation: A community-based approach to social cohesion in Lebanon”

* Duration: 36 Months (March 2023-February 2026)
* Partners: Oxfam, ALEF, Right to Play, SHIFT
* Donor: European Union (EU)
* Budget: EUR 6,314,411
* Areas: Akkar, Tripoli, Bekaa, Beirut, Mount Lebanon and South

Oxfam, in partnership with Right to Play, SHiFT and ALEF, is implementing a European Union-funded project entitled “Working for Engagement, Acceptance and Mediation: A Community-based Approach to Social Cohesion in Lebanon – WE’AM.” WE’AM aims to leverage experiences and complementarities to build consensus and stimulate lasting social cohesion initiatives in Lebanon following three working streams: addressing drivers of tensions at the community level by building on locally-led solutions and responses; disseminating gender-responsive conflict prevention and resolution tools and methods; mainstreaming community-level social cohesion into EU community-based development programming.

### Results chain of the project

The project aims to contribute to a people-centred recovery of Lebanon by supporting a socially cohesive environment in line with the Reform, Recovery and Reconstruction Framework (3RF). The project involves a variety of stakeholders, including civil society, community groups, religious, political, media, and private sector actors, donor community, and the wider audience with a participatory approach. While the action is expected to cover all Lebanon, the project will focus on a total of 6 areas (for a total of 12 localities) characterized by high tension or increasing tension risks, but where nascent women’s and youth community-based organizations have the potential, if supported, of being key agents of social cohesion. The prioritized locations include: Baddawi, Jabal Mohsen/Tebbeneh, el Mina (Tripoli); Fneidek, Mashta Hammoud/Mashta Hassan, Tikrit (Akkar); Ein Remmeneh/Shiyah, Hay el Gharbeh/Ghobeiri (Beirut); Barja (Mount Lebanon); Saida (South); Baalbek, Deir al Ahmar (Baalbek-Hermel).

The project formulated three specific objectives *i.e., Outcome(s)*: which contribute to reach the impact:

|  |  |
| --- | --- |
| **Specific Objective 1**  Women and Youth’ capacities to address and counter the drivers of social and political tensions within and among local communities are enhanced | **Output 1.1:** Civil society actors, specifically women and youth groups, relevant local actors and community leaders acquire tools and approaches, including play-based methods, that contribute to identify community needs and reduce intra-communal tensions  **Output 1.2:** Community or faith-based organisations, youth and women collective structures, academic institutions and civil society organisations are enabled to implement bottom-up initiatives at community level |
| **Specific Objective 2**  Communities have increased access to gender-responsive conflict prevention and resolution tools and methods to sustain social cohesion | **Output 2.1:** Gendered tools and approaches are mainstreamed throughout social cohesion local and national initiatives  **Output 2.2:** Conflict prevention processes are mainstreamed/promoted in large-scale campaigns, events and media |
| **Specific Objective 3**  EU-supported local development programming is informed by community-based, participatory, social cohesion approaches | **Output 3.1:** Social tensions that reflect real-time evolution of perceptions of communities and individuals are monitored and data disseminated  **Output 3.2:** Community driven recommendations on drivers of social cohesion are integrated into ongoing EU-supported local development projects and policy work |

### Target groups and expected final beneficiaries

The project expected to reach up the following target groups:

* **Women and youth and their groups** (180 women, 180 youth in 24 groups)..
* **Civil Society Organizations (CSOs), Community Based Organizations (CBOs), Faith-based Organizations (FBOs), Women Rights Organizations (WROs)** – 53 organizations (out of which at least 4 WROs.) operating in Lebanon and engaged in social cohesion and conflict resolution initiatives.
* **Inter-faith organizations** – at least 1 inter-faith organization operating in Lebanon and with vast experience in dialogue activities will be supported.
* **the Working Group for Persons Affected by the Syrian Crisis (WG PASC)** -16 members of WG PASC
* **Professional Sports Associations**– at least 1 professional sports association will be targeted.
* **Social Enterprises** – at least 10 Social Enterprises operating in focus areas for at least a year and active in addressing sources of social tensions.
* **Academic Institutions**– at least 3 academic institutions operating in Lebanon and with proven experience in social cohesion activities.
* **Journalists/reporters** – At least 30 journalists and reporters from different media outlets.
* Public Authorities including relevant Ministries (Ministry of Youth and Sports, Ministry of Social Affairs (MoSA), local authorities (Municipalities and Union of Municipalities, mokhtars), and district level authorities (qaimaqams and mouafez)
* Religious leaders
* EU programs’ staff, EU and non-EU funded social cohesion projects, UNDP, the 3RF Steering Committee and donors
* Other influencers and relevant stakeholders

**Final Beneficiaries:** direct final beneficiaries will be 954,000 (approximately 753,660 Lebanese, 162,180 Syrian, 38,160 Palestinian) individuals in target areas who will benefit from locally-led initiatives that address and counter social and political tensions, gender-responsive, national-level campaigns and events, as well from EU-programming that integrates community-level and participatory social cohesion approaches. Indirect final beneficiaries will be at least 2,840,000 individuals reached by media and awareness campaigns across the country and indirectly benefitting from the scale-up of initiative, approaches and methodologies for social cohesion applied in the target locations (Refer Annex 1: WE’AM project’s Logical Framework for details).

## Project Expected Impact

***Technical level:*** the Action will strengthen the technical capacity of civil society actors, specifically women and youth groups, Local Mediation Groups (LMG) members, relevant local actors, community leaders, and media and influencers who will be equipped with needed know-how and supported to promote social cohesion in their communities even beyond the end of the project period. Target actors will contribute to the design and implementation of at least 120 local bottom-up initiatives and 4 four national campaigns (sports, music, media, interfaith) to promote social cohesion, fostering their skills and self-perception of change makers in their own communities.

***Economic level:*** though limited, the income generation activities supported in the Financial Support to Third Parties (FSTP) and Quick Impact Projects (QIPs), will have a positive economic effect for the individuals employed, allowing them to meet their and their families’ basic needs. In this way the Action contributes to reducing the economic burden of the multi-layered crisis affecting Lebanon that are feeding the perception that refugee population are dis-proportionally more favoured than host community.

***Social level:*** the Action will increase intra and inter community trust, tolerance, and ability to peacefully resolve conflict 1) by strengthening local communities and civil society actors’ role in dialogue and mediation mechanisms that help prevent and manage conflicts; 2) by applying gender transformative approaches; and 3) by fostering social cohesion through local initiatives designed and implemented by conflict prone communities. It is expected that this will have a ripple effect in the medium to longer term as it reinforces existing structures and mechanisms.

***Policy level:*** the Action will directly impact target groups’ capacity and positioning to influence policy decisions on divisive issues that hamper social cohesion in Lebanon. Technical support to women and youth groups and participatory and consultative processes with communities will support the definition of collaborative sustainable frameworks that foster long-term social cohesion. Research and policy briefs developed within the Action will inform policy making on social cohesion. Recommendations stemming from community perceptions, priorities and solutions have the potential to be adopted by other actors, including relevant Ministries, and are expected to be integrated into ongoing EU-supported local development projects and policy work and to feed the 3RF process, thus widening the impact of the Action beyond its actual scope.

# TECHNICAL SPECIFICATIONS OF THE EVALUATION

The WE’AM project is now in the early stages of the implementation phase. Oxfam is looking for a consultant or consultancy firm with (i.e. service provider) relevant experience and expert skills in conducting the services described below throughout the project life cycle.

## Purpose and scope

The purpose of these Terms of Reference (ToR) is to outline the requirements for a consultant or consultancy firm to conduct three different tasks. The first is the baseline, midline, endline assessments for two specific indicators. The monitoring of all other remaining indicators in the WE’AM MEAL framework is the responsibility of Oxfam and the consortium members and partners.

The second is the mid-term external evaluation, and the third task is final external evaluation of the WE’AM project. The selection of the consultant or firm will take place in the first year, and Oxfam will collaborate with the same individual/firm throughout the life of the project. The consultant/firm will play a crucial role in assessing the project’s progress and impact, providing valuable insights and recommendations for its successful implementation.

The mid-term external evaluation and final external evaluation contracts will be contingent upon the satisfactory completion of the baseline assessment.

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### Baseline-Midline-Endline

#### Objectives

The baseline assessment will specifically target community members residing in the 12 aforementioned localities and will serve as a reference point against which the progress of outcomes will be measured. The baseline assessment is expected to provide relevant quantitative data on the two specific results indicators; (1.2 & 2.2) outlined in the WE’AM MEAL Framework and mentioned in the table below. The same methodology employed in the baseline assessment will be replicated midway through the project and at the end of the project to measure changes in the outcome indicators over the project’s lifespan. The remaining indicators in the WE’AM MEAL framework will be the responsibility of the WE’AM consortia members and partners.

The consultant/firm will be responsible for designing and implementing the baseline survey, developing a detailed methodology, analyzing the data, and generating quantitative data on the required outcome indicators. Continuity and consistency in data collection and analysis will be maintained with the same consultant or consulting firm for all three phases.

Under the guidance of Oxfam and the Project Management Unit (PMU), the consultant will design and execute a baseline assessment that includes:

* Methodology development and validation.
* Desk/literature review.
* Development of data collection tools.
* Data collection, cleaning, and analysis.
* Reporting on outcome indicators.

The consultant is expected to collect baseline, midline and endline information for the following result indicators from the project’s logical framework:

|  |  |  |  |
| --- | --- | --- | --- |
| **Objectives** | **Indicators** | **Data Disaggregation** | **Data Collection Timing/Frequency** |
| Outcome 1  Women and Youth’s capacities to address and counter the drivers of social and political tensions within and among local communities are enhanced | 1.2 % of residents in target areas who say that they would collaborate with members of groups they are in conflict with to address community problems | Sex, Age Group, Ethnicity, Focus area/locality | Three times (at inception, mid-implementation and at end of project) |
| Outcome 2  Communities have increased access to gender-responsive conflict prevention and resolution tools and methods to sustain social cohesion | 2.2. % of residents in target areas who report that women are leaders promoting social cohesion in their community | Sex, Age Group, Ethnicity, Focus area/locality | Three times (at inception, mid-implementation and at end of project) |

The WE’AM project has clearly defined its results chain, including overall objective, specific objectives/outcomes and outputs, as stated in the log frame with indicators reported in Annex 1.

#### Methodology and Sampling

The baseline, midline and endline assessments aim to measure the baseline-midline-endline values of two outcome indicators by surveying residents from 12 different localities. To ensure a representative sample, it is recommended that the consultant firm selects 200 residents per each locality, divided equally between two main subgroups. The characteristics of each subgroup should be based on the main drivers of conflict identified by WE’AM’s consultancy mapping for each locality.

The methodology for the baseline survey should be designed to ensure representativeness of the target population and should reflect the diversity and characteristics of the different target areas. The consultant should develop a sampling strategy that considers age, gender, ethnicity, and other relevant demographic factors. It should also ensure representation of the two subgroups that will be determined after mapping out the main drivers of conflict in each project locality (WE’AM’s consultancy mapping).

The methodology should include secondary methods of data collection, in which a desk/literature review is conducted to gather existing information and knowledge about the drivers of tensions, gender-responsive conflict prevention and resolution tools, and community-based social cohesion initiatives in Lebanon. The literature review will include projects docs that will be shared by Oxfam in addition to any relevant published articles, reports, databases, and official records.

This review will inform the development of the data collection tools and ensure the relevance and validity of the baseline-midline-endline assessments.

The consultant or consulting firm should also use primary data collection methods, mainly quantitative methods, to collect relevant quantitative data on the two outcome indicators identified in the logical framework.

The methodology should also consider gender-responsive approaches to ensure the participation and perspectives of women in promoting social cohesion. In terms of primary methods of data collection, it is suggested that quantitative methods be used in the baseline-midline-endline assessments.

The consultant or consulting firm will be responsible for conducting the data collection process, ensuring data quality and accuracy through effective cleaning and validation procedures. The collected data should be analyzed using appropriate statistical methods and qualitative analysis techniques to generate meaningful insights and findings. Based on the data analysis, the consultant or consulting firm will prepare a comprehensive report that presents the baseline-midline-endline findings for the identified outcome indicators.

#### Expected Deliverables

The consultant(s) is expected to deliver the following:

1. Inception report, including a table of content and outline of the report mentioning detailed methodology, sampling methods, ethical considerations, data collection tools (surveys), timeline, to be reviewed and approved by Oxfam and the Consortium partners;
2. Cleaned database (quantitative data results);
3. Draft report of main findings on outcome indicators (with required disaggregation);
4. Data Validation Workshop with MEAL officers and/or consortium partners;
5. Final report with all annexes.

#### Timeline

**Baseline:**

The consultant is expected to provide the deliverables of the baseline assessment within (2) two months between **November 2023 and December 2023** with the submission of the **Final report** by **31st December 2023.**

**Midline:**

The consultant is expected to provide the deliverables of the midline assessment within (2) two months between **July 2024 and August 2024** with the submission of the **Final report** by **31st August 2024.**

**Endline:**

The consultant is expected to provide the deliverables of the endline assessment within (2) two months between **December 2025 and January 2026** with the submission of the **Final report** by **31st January 2026[[1]](#footnote-1).**

### Mid-term external evaluation

#### Objectives

The mid-term external evaluation is intended to assess both the progress of the project at outcome level and internally for formative, process-focused purposes (including consortium functioning). This type of data will provide key learning on achievements and challenges by illustrating the project’s successes and gaps and giving forward-looking recommendations to contribute to project adaptations and adaptive management. The mid-term external evaluation aims at assessing the a) Relevance, b) Coherence, c) Effectiveness, d) Efficiency and e) Sustainability of the project against its overall objective and the main outcomes.

The purpose of the mid-term external evaluation is:

1. Evaluate the adequacy and effectiveness of the project implementation, delivery of project outputs and outcomes at mid-term and partnership arrangements.
2. Assess results achieved at mid-term in comparison with a) the performance indicators outlined in the project Monitoring, Evaluation and Learning framework and b) the mid-line findings, including a re-examination of the validity of the project design.
3. Identify significant factors that are facilitating or impeding the delivery of outcomes. This includes investigating delays in project implementation and their causes to draw lessons from the delays and provide suggestions for improved implementation to avoid further delays going forward and to ensure achievement of the project objectives.
4. Identify strengths and weaknesses as well as opportunities and risks of the project.
5. Develop recommendations for remaining project and for any necessary changes in the overall design and orientation of the project.
6. With reference to the sub-granting component of the project, assess the effectiveness of the financial support and elaborate key recommendations. Under Stream 1, 1,510,000 EUR will be dedicated to the Action’s target areas (Lot 1), 500,000 EUR will be assigned to scaling up interventions beyond the Project’s target areas (Lot 2).Under Stream 2 for a total value of 160,000 EUR will be open to WG PASC members only.

The mid-term evaluation purpose is focused on both accountability and learning. The guiding questions listed below are the basis (but not limited to) for the evaluation. The consultant/firm should submit further sub-questions as part of the application documents that needs to be developed further and confirmed at the inception phase. Therefore, the main evaluation questions are the following:

* 1. **Relevance:** assessing relevance means understanding to what extent the project’s objectives and design respond to beneficiaries’, country, and partner/institution needs, policies, and priorities. Questions to consider are: To what extent are the objectives of the program still valid? Are the activities and outputs of the program consistent with the overall goal and the attainment of its objectives? Are the drivers of tensions at the community level being addressed by locally led solutions and responses? Is community-level social cohesion being mainstreamed into EU community-based development programming?
  2. **Coherence:** assessing coherence means analysing the compatibility of the project with other projects in the country, sector, or institution. Questions to consider are: To which extent other interventions support or weaken the project, and vice versa? Which are the synergies and interlinkages between the project and other interventions carried out by the same institution/government, as well as the consistency of the project with the relevant international norms and standards? Which is the consistency of the project with other actors’ interventions in the same context? How do our partnerships, collaborations, and engagements benefit the local communities including the women and youth groups who are adversely impacted by tension? Which partnerships, collaborations, and engagements have been most beneficial and why?
  3. **Effectiveness:** assessing effectiveness means to what extent have the expected outcomes and objectives of the project been achieved so far? Questions to consider are: To which extent the project has already achieved its objectives and results or is likely to achieve them in both output and outcome levels? What have been the achievements and challenges of the WE’AM project? What enabled the achievements? What were the major factors influencing the achievement (or non-achievement) of objectives? How has Oxfam and consortia partners responded to challenges? Did the gender-responsive approaches ensure participation of women and youth in promoting social cohesion? How can the project work in inclusive ways, learn from mistakes, and adapt to complex and changing contexts in inclusive ways?
  4. **Efficiency:** assessing efficiency means measuring to what extent has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions? Questions to consider are: Were activities cost-efficient? Were the objectives achieved on time? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project’s implementation? How can we prioritize knowledge and learning to promote social cohesion?
  5. **Sustainability:** assessing sustainability means measuring to what extent are there mechanisms for sustaining project results after end of external donor support? to which the net benefits of the intervention continue or are likely to continue. The project needs to be financially, economically, socially, environmentally, and institutionally sustainable. Questions to consider are: What were the major factors that can influence the attainment or non-attainment of sustainability of the project at the end of the intervention? How have partners’ capacities for influencing social cohesion initiatives changed? How are the perspectives and priorities of the local communities addressed across all the project activities? How can the project best support and work with women and youth-led organizations, grassroots, and other kinds of organization? Is there evidence that the project is likely to grow – scaling up and out – beyond the project life?

#### Methodology

The mid-term external evaluation should employ a mixed method of both qualitative and quantitative methods for data collection supported by an extensive review of secondary information on demography and issues that are relevant to the project and cover OECD DAC criteria of evaluations. All the research tools must be gender sensitive. The mid-term external evaluation will collect data related also to the social impact on the communities that will be used for the final evaluation. It will be linked, but not limited, to the project’s Logical Framework.

The mid-term external evaluation will be carried using semi-structured questionnaire/s (SSQ), Key Informant Interviews (KIIs), Focus Group Discussions (FGDs) and gender sensitive tools with partners and key stakeholders in each target area and to collect and analyse data, recommending the Oxfam and the Consortium partners subsequent adjustments. The evaluation will be informed by midline data collection on relevant indicators.

#### Expected Deliverables

The consultant(s) is expected to deliver the following:

1. Inception for the mid -term external evaluation report including a table of content and outline of the report mentioning details on data collection methods, questionnaires, guidelines FGDs and KIIs checklist and a field survey plan, sampling methods, ethical considerations, timeline, to be reviewed and approved by Oxfam and the Consortium partners.
2. Draft of the mid-term external evaluation report (see Annex 3 for Oxfam’s recommended outline of an evaluation report).
3. Final report for the mid-term external evaluation with an executive summary and all annexes. (Max 30 pages, without annexes).
4. Presentation of findings by the consultant to Oxfam, Consortium partners, and the donor.

#### Timeline

The mid-term external evaluation will be carried out during the 18th month of the project implementation. The consultant is expected to provide the deliverables of the mid-term external evaluation within (3) three months between **July and September 2024** with the submission of the final report by **30th September 2024.** The mid-term external evaluation will be informed by midline data collection on relevant indicators.

### Final External Evaluation

#### Objectives

The final external evaluation has the purpose to (1) assess the quality of the project design, planning, delivery, management and monitoring and its contribution to its specific objectives and outputs; review and asses the implementation methodology, sequence and interrelationship of implemented activities; (2) provide an analysis of the project’s result achievements and generate lessons learned; and provide practical recommendations for implementation for improving further programming; (3) identify internal and external factors that have been affecting the project and how Oxfam or consortium partners have managed.

This evaluation aims at assessing the a) relevance, b) coherence, c), effectiveness, d) efficiency e) impact (potential) and f) sustainability of the project against its overall objective and the main outcome, consistently with OECD-DAC evaluation criteria.

The purpose of the final external evaluation is:

1. Assess and document the evidence for the achievement of expected and unexpected results of the project towards the intended outcomes following the results chain in the targeted areas.
2. Assess the relevance, coherence, effectiveness, efficiency, impact, and sustainability of the project related to contribution to partnerships, accountability, value for money from the perspectives of different stakeholders, capacity to generate development processes that continue after the project duration. This can include the relevance of the beneficiary selection.
3. Identify key learnings, good practices, areas to be reinforced to create a more solid basis for evidence-based approach to promote social cohesion in Lebanon.
4. Assess whether the management and governance structure of the project was fully operational to reach the project’s objectives.
5. Assess the existing strategies for sustaining the project and recommend measures for strengthening them. This can be linked with the governance structure, decision making process, project implementation modality, steering committees etc.
6. Identify external environment challenges and opportunities that had impacted on the project progress.
7. Develop recommendations arising from the final evaluation findings that will be used as a basis by Oxfam for future support and involvement with similar initiatives.
8. Capture the evidence for the project’s achievements in the form of case studies too. A range of 4- 6 case studies are expected. Topics will be defined during the inception period.

The goal of the final external evaluation is to focus on both accountability and learning. The guiding questions listed below are the basis (but not limited to) for the evaluation. The consultant/firm should submit further sub-questions as part of the application documents that needs to be developed further and confirmed at the inception phase:

1. **Relevance:** the final external evaluation should assess to what extent the project objectives and design respond to beneficiaries’ and partner institution’s needs, priorities and policies, and its adaptability to the change in context and circumstances. Key questions to consider are: was the project design appropriate to the specific contexts (Lebanon)? Has anything changed to affect its relevance? To what extent the project was adapted to the evolving context and changes (political, socioeconomic, to what extent are the objectives of the project corresponding to the local community’s expectations and capacities to promote social cohesion?
2. **Coherence:** the final external evaluation should assess the compatibility of the project with other interventions, sector, or institution. Some questions to be considered are: Which synergies and interlinkages between the project and other interventions are carried out by other institutions? How consistent is the project with the relevant international norms and standards?
3. **Effectiveness:** the final external evaluation should use the end-line results implemented by the project team and assess to what extent did the project achieved its objectives and results, including any differential results across groups. Key questions to be considered are: To what extent were the expected and not-expected results of the project achieved? What were the major factors influencing the achievement (or non-achievement) of objectives (these include external, internal constraints and challenges)? What were the management/operational challenges met during the project implementation? How effective were the strategies and tools used in the implementation of the project? What has been effective in engaging/influencing communities, & other stakeholders to strengthen social cohesion? How are WE’AM’s actions contributing to the economic empowerment of women and youth? How have the local communities, partners and Oxfam supported new thinking and learning based on our experiences? What role has Oxfam played in these efforts? How has this learning contributed to changes in our practice?
4. **Efficiency:** the final external evaluation should assess to what extent has the project delivered results in an economic and timely way. Some questions are: did the intervention method achieve the expected results within the allocated financial, logistical, human, and technical resources? Were activities cost-efficient? Could a different approach have produced better results? What was the level of coordination and communication between women and youth groups, subgrantees, key stakeholders and project partners? How can Oxfam best support leadership, influencing capacity and effective engagement of women, youth, local organizations, and organizations of people with disabilities in their quest for social cohesion?
5. **Impact (potential):** the final external evaluation should assess to what extent is the project oriented towards achieving the expected impacts? What are the effects of the WE’AM project, intended or unintended, positive, or negative, short term or long term? Did the intervention create lasting social cohesion initiatives in Lebanon? How is Oxfam ensuring that people impacted by tension, particularly women, youth, and people with disabilities, have representation, to influence the policies, strategies and plans that promote social cohesion and mainstream gender-responsive conflict prevention actions? How has the knowledge generated by the project contributed to promote social cohesion? In particular, what strategies / approaches supported by Oxfam and partners have contributed to women’s empowerment and to what effect?
6. **Sustainability:** the final external evaluation should assess to what extent are the benefits of the program likely to continue after donors funding has been withdrawn. Main questions to be considered are: to what extent are the benefits of the projects likely to be sustained after the completion of this project? Will the Quick Impact Projects and initiatives done by the sub-grantees sustain after the project ends? Did the WE’AM project create long lasting solutions to social cohesion in Lebanon? How effective were the exit strategies, and approaches to phase out assistance provided by the project including contributing factors and constraints? What are the lessons learnt and recommendations for similar support in future, based on the evaluation findings? How can Oxfam ensure that local communities, particularly women, youth and those representing marginalised social groups, have the knowledge and skills to withstand economic shocks and recover quickly during humanitarian crises? How to bring these approaches to scale?

#### Methodology

Like the mid-term external evaluation, the final external evaluation must use quantitative and qualitative data, drawing upon both primary and secondary data collection techniques. All the research tools must be gender sensitive. The evaluation will be linked, but not limited, to the project’s Logical Framework. It must cover OECD DAC criteria of evaluations. Social impact on the communities will be a key component that will be analysed and measured. The final evaluation will be informed by final data collection on relevant indicators. It is also important to capture the evidence for the project’s achievements in the form of case studies. A range of 4- 6 case studies are expected. Topics will be defined during the inception report period.

#### Expected Deliverables

The consultant(s) is expected to deliver the following:

1. Inception report for the final external evaluation, including a table of content and outline of the report mentioning details on data collection methods, questionnaires, guidelines FGDs and KIIs checklist and a field survey plan, sampling methods, ethical considerations, timeline, to be reviewed and approved by Oxfam and the Consortium partners.
2. Draft of final evaluation report (see Annex 3 for Oxfam’s recommended outline of an evaluation report).
3. Final evaluation report with all annexes, executive summary, and log-frame with final values for all the indicators (Max 30 pages, without annexes). Report should be comprehensive with benchmarks of all indicators set in log-frame and other crosscutting issues and a range of 4- 6 case studies.
4. Presentation of findings by the consultant to Oxfam, Consortium partners, and the donor.

#### Timeline

The consultant is expected to provide the deliverables of the final external evaluation within (4) four months between **December 2025 and March 2026\*** with the submission of the **Final report** by **31st March 2026[[2]](#footnote-2).** The final evaluation will be informed by final data collection on relevant indicators.

## Management of the Assignment

This study is commissioned by Oxfam and facilitated by the Consortium partners working in the different geographic areas mentioned in this ToR. The consultant/consultancy firm will coordinate the associated task requirements, logistical and operational support needed with the different partners.

The administration of and oversight to this assignment will be managed by Oxfam.

## Responsibilities

The provider is required to:

1. Take the responsibility for the baseline, midline, endline of the two indicators as well as both Midterm and Final evaluations and appoint a person as the contact point with Oxfam for all the liaison and coordination;
2. Compose the team that is capable to deliver the output of required quality in time and mention the team composition in the proposal;
3. Make necessary appointments for the KIIs, mobilize participants for FGDs and visit the enterprises and beneficiaries for data collection. Oxfam will provide necessary authorizations through letters to use the organization names by the provider. All communication and coordination in the field for collecting data should be the provider’s responsibility;
4. Manage all the logistics of field survey in coordination with Oxfam’s contact person;
5. Train and deploy an adequate number of team member (who are qualified to gather data) for the field survey and supervise their work (both progress and the quality);
6. Ensure that all his / her personnel employed are following the Code of Conduct and the policies of Oxfam and a declaration to this effect is signed by them;
7. Present and discuss the preliminary and final findings of the three tasks with Oxfam and donor;
8. Submit the deliverables in time, and
9. Maintain the confidentiality of all information gathered. (Prior to undertaking, the provider will have to declare that the information gathered would not be used for a purpose other than for those stipulated in the ToR).

Note: The Oxfam officials will carry out random audits on data collection with or without the presence ofevaluators to ensure data quality and policy compliance.

As the organization commissioning the Evaluation, Oxfam will:

1. Provide all the relevant documentation for the evaluation’s purposes, including baseline and end-line data (Excluding the two indicators the subject of this TOR), project information and data;
2. Hold the responsibility for the provision of feedback / comments for inception report, questionnaires, draft report and presentations as per the agreed time frame;
3. Provide the templates for reporting and financial settlement;
4. Keep the relevant stakeholders (who are to be interviewed by provider) informed about the evaluation, including European Union;
5. Make necessary arrangements for meetings and presentation whenever required;
6. Review the timeline of evaluation and make necessary amendments in consultation with provider, and
7. Pay as per the agreed schedule upon the completion of minimum requirements.

## Competency of provider

* Provider will provide evidence of having a pool of experts with graduate degree or equivalent working experience in peacebuilding or conflict studies or other relevant fields;
* Proven experience working in conflict-torn and fragile states and communities;
* Minimum of 5 years of working experience and strong background in developing methodologies and research work, conducting surveys, conflict analyses, contextual studies, and similar publications
* Proven skills in quantitative and qualitative participatory research;
* Availability to take on all phases of the consultancy (baseline/midline/endline, mid-term external evaluation, and final external evaluation)
* Fluent in spoken and written English and Arabic;
* Solid knowledge of the Lebanese historical and political context, as well as social dynamics of the different populations;
* Cultural sensitivity and cultural understanding of the areas of intervention.

# INSTRUCTIONS FOR THE SUBMISSION PROCESS

Interested bidders should submit their:

* An overview of the bidder with updated CVs of consultants and role of each under the scope of this assignment for firms;
* A Technical Proposal which includes a detailed methodology and a workplan for the baseline-midline-endline for the two indicators as well as for the mid-term external review and final external evaluation of the project.
* A Financial Proposal detailing all costs associated with the assignments (including costs foreseen for the mid-term evaluation and final evaluation);
* 2-3 samples of previous baseline studies, mid-term external evaluations or evaluation reports produced before.

Oxfam in Lebanon reserves the right to reject any and all bids, including the Bidding processes, or not to award the contract at any time, without thereby incurring and liability to the affected Bidders.

Please submit the full application documents to [procurement.lebanon@oxfam.it](mailto:procurement.lebanon@oxfam.it) by **no later than 10th November 2023 at 5:00 PM**, mentioning “WE’AM Baseline/endline and evaluations” in the Subject Line.

## Currency

All prices shall be expressed in Euro including VAT and all taxes. Where exchange rates have been used to arrive at a Euro figure this should also be provided.

## Tender validity

Providers shall remain valid for a period of 3 (three) calendar months after the deadline for receipt of tenders.

## Tender presentation

Providers may submit a tender for all of the services demanded according to their capacity to supply.

Prices and lead times, presented in the tender, should be firm and valid for the whole duration of the agreement from the date of its signature by both Parties. The financial proposal should be submitted according to the template in the Annex 2: Proposal and Budget template.

## Compliance

The basic offer shall be strictly in accordance with the technical specifications specified in the Article 4 Technical specifications of the evaluation.

Award of the contract is based on the criteria listed in the Article 6.8 Tender Process.

## Technical proposal

A technical proposal offer shall be describing the way in which the provider intends to carry out the tasks as described in the project, respecting all the obligations imposed by the specifications, bearing in mind the principles and values of Oxfam.

The tender should include all the information detailed in the Annex 2: Proposal and Budget template.

## Financial proposal

Clear breakdown of costs related to services requested, and additional services that the service provider would be willing to provide Oxfam at no cost.

Special consideration in the financial proposal Provider is expected to present a financial projection for all three stages separately. First stage can cover the first few months (period ending by February 2024) and shall include data collection (including the data analysis and elaboration of the report) consisting of number and cost per Data collector per day for the Baseline of the 2 indicators (1.2 & 2.2) only.

# TERMS AND CONDITIONS

The provider will sign the service contract with Oxfam Italy, as Lead of the Consortium.

Payment will be on submission of Tax Invoice on delivery against milestones.

All incidentals, equipment and materials, accommodation and travel required for the assignment are to be procured by the provider except where otherwise indicated in the consultancy agreement.

The provider should follow the Oxfam’s Branding policies and ensure Oxfam and donor logos are presented as per the guidelines.

The provider and his / her team in the assignment must abide by Oxfam child protection policy, code of conduct, sexual harassment policy and Oxfam’s other relevant policies.

All requirements in respect of insurance including professional indemnity, worker’s compensation, public liability, superannuation and taxation, where applicable will at all times remain the responsibility of the provider.

## Questions / Request for clarification

Any requests for clarification may be submitted by e-mail to [procurement.lebanon@oxfam.it](mailto:procurement.lebanon@oxfam.it) until **27th October 2023 at 5:00 pm Lebanon time**.

## Alteration or withdrawal of tenders

Providers may alter or withdraw their tenders by written notification prior to the deadline for submission of tenders referred to in Article 2. No tender may be altered after this deadline. Withdrawals must be unconditional and will end all participation in the tender procedure.

## Costs of preparing tenders

All costs incurred by the tenderer in preparing and submitting the tender are not reimbursable. All such costs will be borne by the tenderer.

## Late proposal

Tenders offer must be received before **10th November 2023 at 5:00 pm Lebanon time**. Tenders received after the closing date will not be considered, unless in Oxfam sole opinion there are exceptional circumstances which have caused the delay.

## Eligibility and compliance

Participation in tendering is open on equal terms to any natural and legal persons or company.

Oxfam reserves the right to reject all bids not submitted in the format specified and any bids where any of the required forms are not completed.

## Right to reject all tenders and power to accept part of a tender

Oxfam is under no obligation to accept any tender.

Oxfam reserves the right, unless the tenderer expressly stipulates to the contrary in the tender, to award batches separately or in any combination.

## Specification and confidentiality

If the provider wishes to propose modifications to the specification (which may provide a better way to achieve Oxfam´s objectives) these must be considered as an alternative offer. The provider must make alternative offers in a separate letter to accompany the tender. Oxfam Italia is under no obligation to accept alternative offers.

Provider must treat the invitation to tender and all associated documentation supplied by Oxfam Italia as confidential.

## Tender process

The potential and interested local firms are required to submit a comprehensive proposal describing / articulating the work requirements outlined in this tender dossier.

Oxfam Italia reserves the right to negotiate, accept or reject any or all proposals and quotations at its sole discretion and to pursue or act further on any responses it considers advantageous.

The contract will be awarded to the administratively and technically compliant tender that is the most economically advantageous, taking into account the quality of the services offered and the price of the tender.

Tenders will be evaluated on the criteria listed below:

| **Criteria** | **Award criteria** | **Score up to** | **Max. Score** | **% of overall** |
| --- | --- | --- | --- | --- |
| **Specific experience of the provider** | Experience in years | 2 | **10** | **10%** |
| Geographical experience in project areas in Lebanon | 4 |
| Thematic experience in the sector of the project | 4 |
| **Capability / competence of tenderer to perform the service required, including CV** | Gender balance composition of team | 3 | **40** | **40%** |
| Team leader | 8 |
| Social cohesion expert | 8 |
| Gender and youth specialist | 6 |
| Quantitative expert | 5 |
| Qualitative method/M&E/FGD/KII/research specialist | 6 |
| Single expert or team of experts or consortium / research center | 4 |
| **Methodology and work proposed to perform the service** | Experience with other international NGOs of a similar Oxfam volume | 3 | **30** | **30%** |
| Previous experience with Oxfam | 3 |
| Clarity and completeness of the proposed methodology | 6 |
| Level of understanding of the service | 2 |
| Level of accuracy of the data collection methods both qualitative and quantitative | 3 |
| Feasibility of the approach and methods proposed | 4 |
| Qualifications, skills, languages and experience of key personnel engaged in the evaluations | 7 |
| Clarity of the proposal and language used | 2 |
| **Prices for service** | Clarity of the cost breakdown including the special consideration | 5 | **20** | **20%** |
| Price proposal of service in accordance with the request (best value for money) | 15 |
| **TOTAL MAXIMUM GENERAL SCORING** | | | **100** | **100%** |

In the interests of transparency and equal treatment and without being able to modify their tenders, tenderers may be required, at the sole written request of the evaluation committee, to provide clarifications within 48 hours. These requests can only be for clarification purposes, not for the correction of major details.

Any attempt by a tenderer to influence the evaluation committee in the process of examination, clarification, evaluation and comparison of tenders, to obtain information on how the procedure is progressing or to influence Oxfam in its decision concerning the award of the contract will result in the immediate rejection of his tender.

## Notification award and contract signature

The successful provider will be informed in writing that their tender has been chosen (notification of award). Oxfam Italia will agree with the selected tenderer on the final contract version and will send the signed documents in two original copies to the successful tenderer.

The unsuccessful tenderer will be informed by e-mail within the 15 days following the award.

Within 7 working days following the reception, the successful tenderer will sign, date and send back the contract. The selected provider will have to communicate the number and exact references of the bank account where the payments will be executed.

If the successful provider fails to sign and send back the contract within 7 working days, Oxfam Italia can consider (after notification) the award as null and void.

## Schedule of payments

* Up to maximum 10% of total value of consultancy will be paid upon the signing of agreement.
* 40% of total value of consultancy will be paid after the acceptance of report of the Midline and the Midterm External Evaluation.
* 50% of final payment will be paid after the acceptance of the final report of the Endline and the Final External Evaluation.

## Ownership of tenders

Oxfam Italia retains ownership of all tenders received under this tender process. Consequently, provider have no right to have their tenders returned to them.

Oxfam Italia guarantees that tender offers shall remain confidential.

## Cancellation of the tender procedure

In the event of a tender procedure's cancellation, providers will be notified by Oxfam Italia.

Cancellation may occur where:

1. The tender procedure has been unsuccessful, namely where no qualitatively or financially worthwhile tender has been received, or where there has been no response at all.
2. The economic or technical parameters of the project have been fundamentally altered.
3. Exceptional circumstances or force majeure render normal performance of the project impossible.
4. All technically compliant tenders exceed the financial resources available to Oxfam.
5. There have been irregularities in the procedure, in particular where these have prevented fair competition.

Under no circumstances will Oxfam Italia be liable for damages, whatever their nature (in particular damages for loss of profits) or relation with the cancellation of a tender, even if Oxfam Italia has been warned of the possibility of damages.

**Providers are requested not to contact Oxfam Italia during the tender assessment period, unless through the formal questioning mechanism outlined above or if they are an existing Oxfam Italia supplier, and then only in pursuit of existing Oxfam Italia business.**

# ANNEXES

## Annex 1: WE’AM project’s Logical Framework

| ***Results*** | ***Results chain*** | ***Indicator*** | ***Baseline***  ***(value & reference year)*** | | ***Target***  ***(value & reference year)*** | ***Current value\****  ***(reference year)***  ***(\* to be included in interim and final reports)*** | ***Sources of data*** | ***Assumptions*** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| ***Impact (Overall objective )*** | To contribute to a people-centred recovery of Lebanon, in line with 3RF Pillar 3 focusing on supporting a socially cohesive environment | Impact Indicator 1  Group Grievance Index Score (part of the Fragile States Index) | Baseline for impact indicator 1  7.9 (2021) | Target for impact indicator 1  7.7 | | Current value for impact indicator 1  7.9 | Sources of data for impact indicator 1  Fragile States Index |  |
| Impact Indicator 2  Proportion of population that feel safe walking alone around the area they live, disaggregated by sex, age group, ethnicity (SDG 16.1.4) | Baseline for impact indicator 2 (percentage)  47% | Target for impact indicator 2  50% | | Current value for impact indicator 2  47% | Sources of data for impact indicator 2  Lebanon Sustainable Development Report |
| ***Outcome (s) (Specific objective(s)*** | Outcome (SO) 1  Women and Youth’s capacities to address and counter the drivers of social and political tensions within and among local communities are enhanced | 1.1 Indicator 1 to Outcome 1  % of actions implemented by supported community structures and grantees that improve/resolve divisive issues with inclusive methods | * 1. Baseline for indicator 1.1 (same unit of measure)   0 | * 1. Target for Indicator 1.1   70% | | * 1. Current value for indicator 1.1   0 | * 1. Source of data for indicator 1.1 (values)   Community-led monitoring tool | The compounded financial, economic, and political crises, don’t turn into open conflict  No large-scale intra-communal incidents occur  Exacerbating pressure on services and resources doesn’t increase the trust deficit in local authorities |
| 1.2 Indicator 2 to Outcome 1  % of residents in target areas who say that they would collaborate with members of groups they are in conflict with to address community problems | * 1. Baseline for Indicator 1.2 (same unit of measure)   To be confirmed at baseline in target communities | 1.2 Target for Indicator 1.2  60% | | 1.2 Current value for Indicator 1.2  0 | 1.2 Source of data for Indicator 1.2 (values)  Baseline/midline/endline |
| Outcome (SO) 2  Communities have increased access to gender-responsive conflict prevention and resolution tools and methods to sustain social cohesion | 2.1 Indicator 1 to Outcome 2  % of supported civil society organisations, including Women Rights Organizations, initiating gender-transformative conflict prevention actions | 2.1 Baseline for indicator 2.1 (same unit of measure)  To be confirmed at baseline with target organizations | 2.1 Target for Indicator 2.1  50% | | 2.1 Current value for indicator 2.1  0 | 2.1 Source of data for indicator 2.1 (values)  Baseline/midline/endline | Lebanon keeps advancing in the implementation of the National Action Plan on United Nations Security Council Resolution 1325 (NAP)  Gender-transformative initiatives under the Action are not met with violent backlash in public or private spheres  The national media landscape favours diversity |
| 2.2 Indicator 2 to Outcome 2  % of residents in target areas who report that women are leaders promoting social cohesion in their community | 2.2 Baseline for indicator 2.2 (same unit of measure)  To be confirmed at baseline in target communities | 2.2 Target for Indicator 2.2  60% | | 2.2 – Current value for indicator 2.2  0 | 2.2 – Source of data for indicator 2.2 (values)  Baseline/midline/endline |
| Outcome (SO) 3  EU-supported local development programming is informed by community-based, participatory, social cohesion approaches | 3.1 Indicator 1 to Outcome 3  % of EU-funded implementing partners that are aware of data on local-level social tensions and social cohesion factors | 3.1 Baseline for Indicator 3.1  To be confirmed with EU-funded partners and EU representatives | 3.1 Target for Indicator 3.1  80% | | 3.1 Current value for Indicator 3.1  0 | 3.1 Source of data for Indicator 3.1  Baseline/midline/endline with EU-funded projects and EU focal points | The enabling environment supports ongoing data sharing and discussion of policy and practices related to social cohesion |
| 3.2 Indicator 2 to Outcome 3  % of EU-funded projects in Lebanon incorporating community-based social cohesion data and recommendations into activities and workplans | 3.2 Baseline for Indicator 3.2  To be confirmed with EU-funded a partners and EU representatives | 3.2 Target for Indicator 3.2  60% | | 3.2 Current value for Indicator 3.2  0 | 3.2 Source of data for Indicator 3.2  Baseline/midline/endline with EU-funded projects and EU focal points  Document review |
| ***Outputs*** | * 1. Output 1 related to Outcome 1   Civil society actors, specifically women and youth groups, relevant local actors and community leaders acquire tools and approaches, including play-based methods, that contribute to identify community needs and reduce intra-communal tensions | 1.1.1 Indicator 1 to Output 1  # of local CSOs, community structures, local actors and leaders receiving organizational/capacity support | 1.1.1 Baseline for indicator 1.1.1 (same unit of measure)  0 | 1.1.1 Target for Indicator 1.1.1  24 | | 1.1.1 Current value for indicator 1.1.1  0 | 1.1.1 Source of data for indicator 1.1.1 (values)  Attendance records  Training documents (agendas, curricula)  Satisfaction survey | Target communities including women, men, youth, and other stakeholders willingly engage in and commit to the Action  Municipal elections of 2023 do not compromise the support of municipalities for improving local social cohesion  Increased perception of aid bias does not materialise in tensions |
| 1.1.2 Indicator 2 to Output 1  % of groups receiving capacity building support that establish and implement capacity building plans | 1.1.2 Baseline for indicator 1.1.2 (same unit of measure)  0 | 1.1.2 Target for Indicator 1.1.2  80% | | 1.1.2 Current value for indicator 1.1.2  0 | * + 1. Source of data for Indicator 1.1.2 (values)   Project documentation (workplans, budgets, photo/video)  Monitoring data |
| 1.1.3 Indicator 3 to Output 1  # of Quick Implementation Project plans produced and implemented | 1.1.3 Baseline for indicator 1.1.3 (same unit of measure)  0 | 1.1.3 Target for Indicator 1.1.3  36 | | 1.1.3 Current value for indicator 1.1.3  0 | 1.1.3 Source of data for indicator 1.1.3  Project documentation (workplans, budgets, photo/video)  Monitoring data |
| * 1. Output 2 related to Outcome 1   Community or faith-based organisations, youth and women collective structures, academic institutions and civil society organisations are enabled to implement bottom-up initiatives at community level | 1.2.1. Indicator 1 to Output 2  # of social cohesion community actions supported through a subgranting scheme | 1.2.1. Baseline for indicator 1.2.1 (same unit of measure)  0 | 1.2.1. Target for Indicator 1.2.1  78 | | 1.2.1. Current value for indicator 1.2.1  0 | 1.2.1. Source of data for indicator 1.2.1 (values)  Grant agreements  Financial records |
|  | 1.2.2 Indicator 2 to Output 2  # of grassroots initiatives, meetings, and events implemented through participatory processes | 1.2.2 Baseline for indicator 1.2.2 (same unit of measure)  0 | 1.2.2 Target for Indicator 1.2.2  120 | | 1.2.2 Current value for indicator 1.2.2  0 | 1.2.2 Source of data for indicator 1.2.2 (values)  Project documentation (workplans, budgets, photo/video)  Social media documentation  Monitoring data |
| 2.1 Output 1 related to Outcome 2  Gendered tools and approaches are mainstreamed throughout social cohesion local and national initiatives | 2.1.1 Indicator 1 to Output 1  # of gender and conflict analysis reports and knowledge products produced | 2.1.1 Baseline for indicator 2.1.1 (same unit of measure)  0 | 2.1.1 Target for Indicator 2.1.1  3 | | 2.1.1 Current value for indicator 2.1.1  0 | 2.1.1 Source of data for indicator 2.1.1(values)  Project print and visual files | The enabling environment supports Women Rights Organizations’ work  Public discourse around aid is not instrumentalized and does not lead to increased constraints and hate speech |
| 2.1.2 Indicator 2 to Output 1  # of Women’s Rights Organizations (WROs) engaged and trained | 2.1.2 Baseline for indicator 2.1.2 (same unit of measure)  0 | 2.1.2 Target for Indicator 2.1.2  4 | | 2.1.2 Current value for indicator 2.1.2  0 | 2.1.2 Source of data for indicator 2.1.2 (values)  MoU or other agreements with selected WROs  WRO profiles (print, multimedia, etc.)  Training documentation (attendance sheets, pre-post-tests, satisfaction surveys, etc.) |
| 2.1.3 Indicator 3 to Output 1  # of gender and conflict analysis toolkits produced | 2.1.3 Baseline for Indicator 2.1.3  0 | 2.1.3 Target for Indicator 2.1.3  1 | | 2.1.3 Current value for indicator 2.1.3  0 | 2.1.3 Source of data for indicator 2.1.3 (values)  Toolkit content files |
| 2.2 Output 2 related to Outcome 2  Conflict prevention processes are mainstreamed/promoted in large-scale campaigns, events, and media | 2.2.1 Indicator 1 to Output 2 related to Outcome 2  # of journalists and media influencers trained on gender and conflict-sensitive coverage and social cohesion topics | 2.2.1 Baseline for indicator 2.2.1 (same unit of measure)  0 | 2.2.1 Target for Indicator 2.2.1  30 | | 2.2.1 Current value for indicator 2.2.1  0 | 2.2.1 Source of data for indicator 2.2.1(values)  Toolkit content files |
| 2.2.2 Indicator 2 to Output 2 related to Outcome 2  # of religious leaders engaged to work on conflict prevention | 2.2.2 Baseline for indicator 2.2.2 (same unit of measure)  0 | 2.2.2 Target for Indicator 2.2.2  90 | | 2.2.2 Current value for indicator 2.2.2  0 | 2.2.2 Source of data for indicator 2.2.2 (values)  Outreach materials  Training documentation (attendance sheets, pre-post-tests, satisfaction surveys, etc.) |
| 2.2.3 Indicator 3 to Output 2 related to Outcome 2  # of sports associations engaged and trained in social cohesion topics | 2.2.3 Baseline for Indicator 2.2.3  0 | 2.2.3 Target for Indicator 2.2.3  2 | | 2.2.3 Current value for Indicator 2.2.3  0 | 2.2.3 Source of data for indicator 2.2.3  Training documentation (attendance sheets, pre-post-tests, satisfaction surveys, etc.) |
| 2.2.4 Indicator 4 to Output 2 related to Outcome 2  # of campaigns implemented | 2.2.4 Baseline for Indicator 2.2.4  0 | 2.2.4 Target for Indicator 2.2.4  4 | | 2.2.4 Current value for Indicator 2.2.4  0 | 2.2.4 Sources of Data for Indicator 2.2.4  Campaign multimedia documents  Social media analytics |
| 3.1 Output 1 related to Outcome 3  Social tensions that reflect real-time evolution of perceptions of communities and individuals are monitored and data disseminated | 3.1.1 Indicator 1 to Output 1 related to Outcome 3  # of tensions monitoring systems set up and functioning | 3.1.1 Baseline for Indicator 3.1.1  0 | 3.1.1. Target for Indicator 3.1.1  1 | | 3.1.1 Current value for Indicator 3.1.1  0 | 3.1.1 Sources of data for Indicator 3.1.1  System interface and database | The EU and EU-funded programs are responsive to changing perceptions of communities and individuals  Recommendations stemming from community perceptions are viable and can be tailored to the current programming |
|  | 3.1.2 Indicator 3 to Output 1 related to Outcome 3  # of tensions monitoring reports produced from the monitoring system | 3.1.2 Baseline for Indicator 3.1.2  0 | 3.1.2 Target for Indicator 3.1.2  11 | | 3.1.2 Current value for Indicator 3.1.2  0 | 3.1.2 Sources of data for Indicator 3.1.2  Digital report documents |
| 3.1.3 Indicator 3 to Output 1 of Outcome 3  # of local-level meetings using data from the tensions monitoring system | 3.1.3 Baseline for Indicator 3.1.3  0 | 3.1.3 Target for Indicator 3.1.3  55 | | 3.1.3 Current value of Indicator 3.1.3  0 | 3.1.3 Sources of data for Indicator 3.1.3  Meeting documentation (agendas, content, attendance) |
|  | 3.2 Output 2 related to Outcome 3  Community driven recommendations on drivers of social cohesion are integrated into ongoing EU-supported local development projects and policy work | 3.2.1 Indicator 1 to Output 2 related to Outcome 3  # of national roundtables and workshops held with EU program and policy staff | 3.2.1 Baseline for Indicator 3.2.1  0 | 3.2.1 Target for Indicator 3.2.1  6 | | 3.2.1 Current value for Indicator 3.2.1  0 | 3.2.1 Sources of data for Indicator 3.2.1  Event documents (agendas, content, attendance, social media) |
|  |  | 3.2.2 Indicator 2 to Output 2 related to Outcome 3  # of policy products produced and disseminated | 3.2.2 Baseline for Indicator 3.2.2  0 | 3.2.2 Target for Indicator 3.2.2  4 | | 3.2.2 Current value for Indicator 3.2.2  0 | 3.2.2 Sources of data for Indicator 3.2.2  Multimedia policy documents and files |

## Annex 2: Proposal and Budget template

Proposal template (sections listed below are compulsory):

* Cover letter
* Introduction
* Background and understanding of the assignment
* Proposed approach, methodology and techniques (including internal coordination process) – max 3 pages
* Deriving and presenting conclusions & recommendations
* Work plan
* Team composition and CVs of professional members of the proposed team
* Evidence of past experience
* A profile of the tenderer
* Supplier questionnaire
* Any other relevant information and elements deemed useful.

Budget template[[3]](#footnote-3)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Description** | **Unit Description** | **No. of Units** | **Unit Cost (Euro)** | **Total (Euro)** |
| **A) Professional Fees** | | | | | |
| Sub Total - Professional Fees |  |  |  | 0 |
| 1. |  |  |  | 0 |
| 2. |  |  |  | 0 |
| 3. |  |  |  | 0 |
| **B) Field Work** | | | | | |
| Sub Total - Field Work |  |  |  | 0 |
| 1. Data collectors | per day |  |  | 0 |
| 2. |  |  |  | 0 |
| 3. |  |  |  | 0 |
| **C) Logistics & Local Administration** | | | | | |
| Sub Total - Logistic Administration |  |  |  | 0 |
| 1. |  |  |  | 0 |
| 2. |  |  |  | 0 |
| 3. |  |  |  | 0 |
| **Total (Inclusive of all taxes)** |  |  |  | **0** |

## Annex 3: Recommended outline of an evaluation report

1. **Cover pageclearly identifying the report as an evaluation and stating:**

* Evaluation title
* Program/project title /affiliate identification code
* Geographical coverage
* date that the evaluation report was finalised
* evaluator(s) name(s) and logo (if available)
* Oxfam and Partners logos (unless not appropriate)
* appropriate recognition of institutional donor support.
* Clear statement in case this report can NOT be used externally

1. **Table of contents**
2. **Glossary**
3. **List of abbreviations.**
4. **Executive summary that can be used as a stand-alone document**
5. **Introduction, stating objectives of the evaluation and evaluation questions**
6. **The intervention and context**
7. **Methodology, including an indication of any perceived limitations of the evaluation**
8. **Presentation of the findings and their analysis**
9. **Conclusions**
10. **Learning and Recommendations**
11. **Appendices:**

* Terms of reference
* Evaluation program (main features of data and activities carried out).
* A list of interviewees (name, function and working environment) and places visited.
* List of documents and bibliography used.
* Details on composition of evaluation team (names, nationality, expertise, working environment).
* Link to Methodological appendices:
  + The evaluation proposal
  + Evaluation instruments such as questionnaires and interview guides
  + Data collected

## SUPPLIER QUESTIONNAIRE

**ALL Suppliers and Subcontractors to complete Sections 1-6 and the declaration.**

**Suppliers providing branded products and services, rental vehicles and construction projects to also complete section 7 and 8.**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **1 A) Company Profile** | | | | | **Oxfam Use only** |
| Name of Company |  | | | |
| Name of Oxfam staff member you have contact with; if any. (Name, Department, Location) |  | | | |
| Registered Office address |  | | | |  |
| Ordering Address (if different) |  | | | |  |
| Payment Address (if different) |  | | | |  |
| Telephone Number |  | | | |  |
| Email |  | | | |  |
| Website |  | | | |  |
| Company Registration number (Please attach a copy of the certificate) |  | | | |  |
| Year established |  | | | |  |
| Please state your position in the supply chain e.g. Agent, Manufacturer, Service Provider, Importer, Trader |  | | | |  |
| Please specify the product/service being supplied to Oxfam |  | | | |  |
| Do your goods or services carry the Oxfam brand? |  | | | |  |
| Company turnover in trading currency (please attach recent financial statement) |  | | | |  |
| Turnover of the part of the business that would serve Oxfam |  | | | |  |
| Location of other operational sites (national and international), their functions and approximate numbers of employees where Oxfam goods or services could be positioned |  | | | |  |
|  | | | |  |
|  | | | |  |
|  | | | |  |
|  |  |  |  |  |  |
| **1 B) Total Number of Workers** | | | | |  |
|  |  | Men (%) | Women (%) | Total |  |
| Permanent Workers | |  |  |  |  |
| Temporary directly employed workers | |  |  |  |  |
| Agency indirectly employed workers | |  |  |  |  |
| Homeworkers/outworkers | |  |  |  |  |
| Management | |  |  |  |  |
|  |  |  |  |  |  |
| Is your company committed to achieving the labour, environmental and business integrity standards in Oxfam's Ethical and Environmental Policy | | | | Yes |  |
| No |
|  |  |  |  |  |  |
| **2) Health & Safety** | | | | |  |
| Is there anyone designated as being responsible for Health and Safety issues in your company? | Yes/ No. Give details | | | |  |
|
|  |  |  |  |  |  |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **3) Management Systems and Policies** |  |  | |  | | |  |  |
| Do you have or are you working towards any of the following ethical/environmental, legal and technical management standards (add more fields if necessary) | | ISO9001 - Quality | | | | |  |  |
| ISO14001 - Environment | | | | |  |  |
| ISO26000 - Social Responsibility | | | | |  |  |
| SA8000 - Labour standards | | | | |  |  |
| Other | | | | |  |  |
| Confirm which policies your company has in place. Please attach these: | | Quality | | | | |  |  |
| Health & Safety | | | | |  |  |
| Environmental Management | | | | |  |  |
| Labour Standards | | | | |  |  |
| Equal Opportunities | | | | |  |  |
| Training & Development | | | | |  |  |
| Other | | | | |  |  |
|  |  |  | |  | | |  |  |
| **4) Ethical (Labour) Standards** | | | | | | | |  |
| Do you ensure your company meets worker related legislation? (e.g wages, hours, health & safety) Please share what you have in place to support this. | Yes/No. Give details. | | | | | | |  |
|  |  |  | |  | | |  |  |
| **5) Environmental Standards** | | | | | | | |  |
| Do you ensure that your company meets all required local laws/regulations covering the environment? Please share what you have in place to support this. | Yes/No. Give details. | | | | | | |  |
| Do you have an environmental policy in place? Please attach | | | | | | | Yes |  |
| No |
|  |  |  | |  | | |  |  |
| **6) Experience & Subcontracting** | | | | | | | |  |
| Please provide details of 3 customers/clients for whom you have completed contracts for in the last 3 years, willing to provide a reference. If available, attach reference letters. | | | | | | | |  |
|  |
|  | Reference 1 | Reference 2 | | | Reference 3 | | |  |
| Customer/Organisation |  |  | | |  | | |  |
| Contact name |  |  | | |  | | |  |
| Telephone No |  |  | | |  | | |  |
| Date awarded contract |  |  | | |  | | |  |
| Contract scope and details |  |  | | |  | | |  |
| Please detail what experience you have with dealing with International Non Governmental Organisations (INGO): If yes, please provide details about the scope of contract and the INGO name. |  | | | | | | |  |
| If you supply services to OXFAM, do you subcontract/outsource services? If yes, please share name and contact details of the sub-contracters and the type of service provided. |  | | | | | | |  |
| **Please complete Sections 7 and 8 IF providing branded products or services, rental vehicles or construction projects** | | | | | | | | |
| **7) Pay & Hours** | | | | | | | |  |
| What is the national minimum wage (per hour)? |  | | | | | | |  |
| What is the lowest hourly pay in your company? |  | | | | | | |  |
| What deductions taken from worker's wages e.g. pension, tax? |  | | | | | | |  |
| If yes, how much are the charges and what are they for? |  | | | | | | |  |
| What are the normal weekly working hours for employees? |  | | | | | | |  |
| Do workers have at least 1 day off in 7? | | | | | | Yes | |  |
| No | |
| What is the average overtime worked each month |  | | | | | | |  |
| What is the minimum age of worker your company would hire? |  | | | | | | |  |
| Explain how you ensure workers are not hired below the minimum age requirement |  | | | | | | |  |
| Were any health and safety risk assessments carried out in the last year? | | | | | | Yes | |  |
| No | |
|  |  |  |  | | |  | |  |
| **8) Worker Management Communications** | | | | | | | |  |
| How do you ensure employees are aware of their rights? | Written Contracts | | | | |  | |  |
| Staff notice boards | | | | |  | |  |
| Intranet | | | | |  | |  |
| Employee Handbook | | | | |  | |
| Other | | | | |  | |  |
| What forms of representation are used? | Union | | | | |  | |  |
| Employees share ownership | | | | |  | |  |
| Elected Health & Safety Committee | | | | |  | |  |
| Workers co-operative | | | | |  | |  |
| Works Council | | | | |  | |
| Staff Association | | | | |  | |
| Other | | | | |  | |  |
| Do any workers belong to a Trade Union | | | | | | Yes | |  |
| No | |
| If yes, please provide the name/s of the Union/s |  | | | | | | |  |
|  |  |  |  | | |  | |  |
| **Declaration** (*to be completed by Senior Authorised Manager. Please insert electronic signature or type name*): I confirm that all the information given is accurate. For and on behalf of the supplier: | | | | | | | | |

|  |  |  |  |
| --- | --- | --- | --- |
| **Name:** |  | **Position:** |  |
| **Date:** |  | **Signature:** |  |

**For Oxfam use only - Risk Rated by**

NB There are some industries Oxfam has run campaigns on to highlight the harm they can cause to poor communities. If your company, or any parent or subsidiary, has any involvement with the production or sales of weapons, pharmaceuticals, infant formula or pesticides; or with the Finance industry please tell your Oxfam contact.

|  |  |  |  |
| --- | --- | --- | --- |
| **Name:** |  | **Position:** |  |
| **Date:** |  | **Risks:** |  |

1. The final date of the project might change in case of any delay or extension. Based on that, the contract with the consultant will be amended to cover that period. [↑](#footnote-ref-1)
2. The final date of the project might change in case of any delay or extension. Based on that, the contract with the consultant will be amended to cover that period. [↑](#footnote-ref-2)
3. Proposed budget template is preferably to be elaborated for three stages separately (baseline, midline and midterm evaluation and endline and final evaluation) [↑](#footnote-ref-3)