Term of Reference for Baseline Study for Danmission's Change-based Results Framework

Summary

Requested services	Baseline Study for Middle East North Africe (MENA) Regional Programme
Starting date	1st of July 2024
End date	31st of July 2024
Level of effort	Max 12 days
Rate	N/A
Expected places of travel	Lebanon

Background information on Danmission

Danmission is an independent, faith-based organisation with close links to the Evangelical Lutheran Church in Denmark. Danmission was founded in 2000 as a merger of the Danish Mission Society (established in 1821) and the Danish Santal Mission (established in 1867) and works in numerous countries across Africa, Asia, and the Middle East through partnerships with local churches, civil society organisations, international organisations, academia as well as with private sector actors and local governments. The programmatic work focuses on three overarching themes rooted in the vision of sustainable existence and peaceful co-existence, which are formalised in Danmission's Programme Strategy:

- Theme I: Contextual theology for faith and social action
- Theme II: Dialogue and peacebuilding
- Theme III: Sustainable and just stewardship of natural resources

Besides private donors and income generated by second-hand stores, the Danish Ministry of Foreign Affairs and the European Commission are the most prominent donors and supporters of Danmission.

Introduction and Purpose

Danmission is about to introduce a new change-based results framework (RF). The RF contains a mapping of the societal actors that Danmission and its partners intend to influence, combined with a mapping of dimensions of their possible change of behaviour[1]. These are the qualitative outcome indicators. The RF also contains quantitative indicators, the baseline for the quantitative indicators will be 0, since it counts the number of people reached, the number of initiatives, etc. Hence the baseline exercise is to assess qualitative indicators, meaning the mapped societal actors' current state of behaviour according to the dimensions.

The Global Results Framework (GRF) is not timebound and, therefore, does not have a baseline or targets; the country RFs are to be set in a period of four years and, therefore, need baseline values and targets.

The baseline study for Danmission's new change-based results framework is a *performance-based* baseline and not a context baseline. Meaning, that the aim is <u>not</u> to assess the baseline of the entire context or country, but solely to assess the current state of behaviour of the selected societal actors (mapped in the Regional RF) for each of the dimensions (established in the GRF). It will mainly be used to inform

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[1] The change of behaviour needs to be *observable*, hence changes in *intentions* and *awareness* are not sufficient to count as a change of behaviour.

subsequent monitoring and evaluation efforts, allowing Danmission to track progress on the outcome level and make informed decisions throughout our social interventions in each country.

For this purpose, it will provide a descriptive set of data that provides qualitative information on the status specific to the work that is involved in our country programmes, before the interventions. The results framework and its baseline are connected to the (intermediate) objectives of Danmission's work at the outcome level - not the impact level.

Explanation of Danmission's new change-based results framework

The global RF is divided into the three thematic areas of Danmission, with each their impact goal and including each of the outcomes contributing to that impact goal. Theme 1 has 2 outcomes, theme 2 has 2 outcomes, and theme 3 has 3 outcomes.

In the global RF, the societal actors have been divided into four types based on their expected roles and changes of behaviour related to the planned outcomes. The four categories are Local Community Actors (LCA), Empowering Actors (EA), Agenda-Setting Actors (ASA), and Political and Economic Actors (PEA).

The Country/Regional Offices (CO/RO) have selected which of the global outcome goals they intend to contribute to through their programme and mapped the societal actors whose behaviour they intend to influence to work towards these outcomes, together with their partners, for the next four years. After that, the COs and ROs organised the societal actors in the above four types of actors and grouped them into sub-groups.

The GRF contains a set of dimensions of behaviour for each of the four types of societal actors selected on basis of their expected contribution towards the planned outcome. The dimensions describe the possible behaviour of these actors in five scenarios going from harmful to thrivable. The dimensions cover e.g., representation, empowerment, advocacy, and action.

Here is one example:

Dimension	Harmful	Unconducive	Partly conducive	Conducive	Thrivable
Motivation	The LCA *demotivates* actors who engage with issues related to the outcome, e.g. by ridiculing and/or threatening them.	The LCA *does not* engage in issues related to the outcome.	The LCA *shows interest* in the issue of the outcome, e.g. by asking questions and/or searching for information.	The LCA *engages* in initiatives related to the outcome.	The LCA *motivates* others to join initiatives related to the outcome.

Scope of the study

The baseline values for the qualitative indicators constitute the assessment of the current state of behaviour of each sub-group of societal actors for each of the dimensions of behaviour, contributing to the planned outcome of the programme.

The baseline report is not an extensive narrative report but will consist of data collected in a table. Danmission will provide this table to be used for the assessment of the societal actor's behaviour (on a scale from *1 (harmful)* to 5 *(thrivable)*), and the consultant's justification/analysis of the assessment, including reference to evidence (programme documents and assessment interviews).

Methodology for Assessing the State of Behaviour

The *evidence* will primarily constitute secondary data = not from direct observations but accounts from third parties. The data will be a combination of project documents and assessments made by selected sources such as Danmission's Programme Managers (PMs) and individuals considered by Danmission PMs to possess knowledge about the behaviour of the societal actors in question. Most of the latter sources will be DM partners. The data for these assessments will be collected through interviews with the selected sources.

Data collection

The consultant will:

1) Interview the Danmission PMs, responsible for the theme in question, to receive their immediate assessment of the current behaviour of the societal actors for each of the dimensions by using the Country Results framework; and to indicate the most relevant partners to interview to further assess the societal actor's behaviour.
2) Interview the selected partners to receive their assessment and justification of the current behaviour of the societal actors for each of the dimensions by using an interview guide.
3) Conduct the final assessment and compile a short justification for each of the behaviours assessed.

Expected steps and estimated level of effort by the consultant

	Phase	Task	# of days
1	Intro	Introductory meeting (online) with HQ MEL unit: • explanation of Danmission behaviour-based RF and its methodology • revision and approval of ToR	½
2	Desk Study	Programme documents (project descriptions, status reports and baseline/end line/etc. (if available)). Methodological Introduction to Danmission Behaviour-based Results Framework.	2-3
3	Prepare data collection	Finalise a draft interview guide, that will be shared by Danmission. **Deliverable: Final interview guide**	½
4	Data Collection	Interview Danmission PMs: • To understand the mapping done of the Societal Actors • For preliminary assessments and; • For selecting the partners for interviews	1
5		Interview selected partners: • To assess the current status of behaviour (may be conducted online to avoid expensive travel costs).	2-5
6	Finalisation	Cleaning and revision of data (justifications/evidence). **Deliverable: Baseline study**	2
		Total days for consultant	**8-12**

All written deliverables must be in British English.

Suggested deliverables and payments

When	Deliverable	Payment	Expected time
Beginning of contract	Sign of contract	20 %	1st of July 2024
Completion of contract	Baseline study, written feedback and debriefing meeting	80 %	31st of July 2024

Required skills of consultant

The following qualifications are required:
- Fluency in English
- Good understanding of Arabic (to conduct interviews in Arabic)
- Documented experience with conducting (qualitative) baseline studies
- Documented experience with qualitative data collection including interviews
- Documented experience with M&E

The following qualifications are preferred:
- Experience with behaviour-focused M&E (like Outcome Harvesting, Outcome Mapping, Progress Markers, or Rubrics)

Location: Preferably, the consultant will be based in Lebanon since it will be an advantage if the interviews can be done in person.

Application and inquiries

The deadline for applications is the 20th of June 2024. Submission of proposals should be made to tender-mena@danmission.dk

To apply, interested candidates (individuals or teams) are requested to submit the following documents:
- Curriculum vitae of the consultant(s);
- A technical proposal that includes:
  - The methodology for the evaluation, including proposed workshops, interviews, meetings, focus groups, etc.
  - A schedule that includes the different steps and deliverables
- The financial proposal for the completion of the above deliverables
- A short cover letter that demonstrates the experience of the consultant(s) on the methodology of outcome harvesting
- An (recent) example of a baseline study done by the consultant(s)

Questions about the assignment can be directed to Julianne Sloth Bach, Advisor MEL & Systems, jsb@danmision.dk

Questions about the procurement can be directed to Elie Bkassiny, Finance and Admin Manager, ebk@danmission.dk