TENDER DOSSIER

Service provider for the evaluations of the Social Entrepreneurship Ecosystem (SEE) Change project

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1 PURPOSE OF THE TENDER DOSSIER

The purpose of this Tender is to obtain competitive offers for the selection of a service provider appointed of the evaluation of the project named Social Entrepreneurship Ecosystem (SEE) Change, co-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.

2 INVITATION TO TENDER TIMETABLE

	DATE	TIME (City)
Deadline for request for any clarifications from Oxfam	20 July 2023	5:00 pm CEST (Rome)
Last date on which clarifications are issued by Oxfam	25 July 2023	5:00 pm CEST (Rome)
Deadline for submission of tenders (receiving date, not sending date)	09 August 2023	5:30 pm CEST (Rome)
Notification of award to the successful tenderer	29 August 2023	n.a.

3 BACKGROUND

3.1 The project

SEE Change! Social Entrepreneurship Ecosystem Change

- Duration: 36 Months (September 2020-September 2023)
- Partners: Oxfam, Beyond Group, COSV
- Donor: European Union (EU)
- Budget: 7,500,000.00 Euro
- Areas: Beqaa, North, Mount Lebanon, Jezzine and Nabatieh

SEE Change Project

Oxfam in partnership with Beyond group and COSV is implementing an EU funded project entitled “Social Entrepreneurship Ecosystem Change” (SEE Change). Over the course of three years, the project was implemented in five different areas (Bekaa, Nabatieh, Jezzine, North, and Mount Lebanon) and aimed to increase the impact of social entrepreneurial activities in Lebanon – creating employment and social stability opportunities and supporting the local economy.

3.1.1 Theory of change and results chain of the project

The theory of change of SEE Change is the follow:

If community awareness on SE and social economy is further developed; if financial and non-financial support to existing and start-up SEs are provided to contribute to their sustainability and scale-up; if tailored capacity development is provided to SESOs; and if support to local networks working on SE policy is continued, then, social stability opportunities will be created, and the local social economy will be supported.

The overall objective / impact of the project is to contribute to social stability and local economy in Bekaa, North, and Mount Lebanon.

The project formulated three specific objective (SO) which contribute to reach the impact:

Specific Objective 1 The policy making processes and donor funding policy for Lebanon is influenced by the evidence-based advocacy of the EDPU	**Output 1.1:** EDPU members lead on policy discussions on common socio-economic developments **Output 1.2:** EDPU develops evidence-based data to influence actions
Specific Objective 2 Social Entrepreneurship[1] is strengthened to respond to the social and economic situation in Bekaa, North, and Mount Lebanon	**Output 2.1:** Community members are capacitated and supported on SE monitoring activities and tools **Output 2.2:** Existing SEs are equipped with strengthened skills and financial support **Output 2.3:** New models of social start-ups have access to tailored incubation programs focusing on social justice **Output 2.4:** SESOs technical capacity is strengthened to better respond to SE needs **Output 2.5:** SESOs collaboration is improved
Specific Objective 3 Legal and institutional frameworks for SE in Lebanon is advanced	**Output 3.1:** Members of the SE ecosystem in Lebanon develop a common advocacy strategy to promote for SE in Lebanon **Output 3.2:** Members of the SE governance structure have increased knowledge and skills

A grant scheme has been developed based on learnings from the different sub-granting schemes identified in a financial mechanism study, the sub-granting guideline was followed for the implementation of the financial support to the SEs, their eligibility was checked against the eligibility criteria depicted in the sub-granting guideline and therefore 60 SEs received financial support accordingly.

3.1.2 Target groups and expected final beneficiaries

The project expected to reach up the following target groups:

- **Individuals/community members:** These will include **7,500 Lebanese, Palestinian refugees and Syrian refugees** in Bekaa;
- **Governmental entities:** These will include at least **15 entities** (including approximately 5 Public Authorities (PAs) such as local chamber of commerce, Ministries/ Ministerial committees, etc.) and approximately 10 Local Authorities (LA) including union of municipalities, municipalities) in Bekaa, North, and Mount Lebanon;
- **SEs:** These will include **60 existing SEs** in Bekaa, North, and Mount Lebanon;
- **SESOs:** These will include **40 SESOs** in Bekaa, North, and Mount Lebanon;
- **Policy makers:** These will include **policy makers** who are part of the Lebanese Government, can contribute to advance the SE legal framework, and who are invested in promoting the SE agenda.

Final Beneficiaries: National authorities are among the main final beneficiaries and a key player of the advocacy initiatives planned under the Action. Moreover, other community members in the target areas will benefit from: the impact of the SEs and the services provided by the local authorities which will be part of the incubation process. Moreover, when the community members get exposed to the social impact manifested by the work of the SEs, they might get mobilized and inspired to develop similar actions. Other SESOs not directly targeted will gain from improved coordination and collaboration within the sector and of the new online platform.

(Refer Annex 1: SEE change project's Logical Framework for details)

[1] By SE we mean the SE overall environment which includes community members (refer to the above definition), the SEs, and the SESOs.

3.2 Project implementation

Technical level:

- Online training on Social Entrepreneurship to develop the capacity of community members, out of 1,049 registered users, 899 participants enrolled in the course, and 406 have completed it.
- An online platform built to support the Social Entrepreneurship ecosystem in Lebanon, access networks, data, and resources, is now launched and called SEEN (Social Entrepreneurship Ecosystem Navigator) that will be available in English and Arabic.

Social level:

- An accountability framework[2] was generated and 16 community members who conducted 150 interviews with key stakeholders and local authorities.
- A monitoring unit grew out of the community members to monitor the social indicators mentioned in the Social Impact roadmap that presents the activities and monitoring tools of each SE.
- The feasibility study of the SE-SME mixed clustering was done. A pilot in partnership with a leading food and beverage cluster (QOOT) will be launched soon.

Economic level:

- 60 winning SEs are provided with technical and financial support.
- In addition to the grant, the SEs are receiving coaching and mentoring support. Sessions include the identification of the mission, vision and SEs values, the depiction of the strategic priorities and pain points for each SE.
- 21 selected initiatives are working in a vast variety of sectors (agriculture, education, environment, waste management, mobility, culture, craftsmanship, employment and local community engagement and promotion) and are contributing to achieve the goal of the social justice incubation program, that was designed to enhance diversity and collaboration among different stakeholders around Lebanon with potential to improve Social Justice, Social Stability and Socio-Economic Development in their communities. The program encouraged the participation of women, youth, elders, representatives of minorities and vulnerable groups from all communities in Lebanon, to be inclusive of all the different residents of Lebanese society.
- Up to 40 SESOs are attending a catered capacity building program designed according to their needs to ensure that they provide improved and tailored support to the Social Enterprises. This program includes a series of more than 10 training sessions, one-on-one coaching and mentoring support, and online meetups.

Since the start of the project, an online community training on Social Entrepreneurship was made available for interested community members to access and learn more about SE. The adopted approach focused on raising awareness about the SE sector and building the capacity of around 750 participants through an online delivery of training sessions to counter imposed COVID-19 related lockdowns and security measures. The project team invested in building the knowledgebase of the community members on Social Entrepreneurship and its impact on the local economy. The training continues to be accessible to anyone, anytime, at their convenience.

In relation to the component focusing on building the capacity of SESOs, it launched with an in-depth review of the SESOs needs assessment with a capacity gap analysis. The aim was to build a comprehensive capacity building program which serves both the SESOs' identified capacity needs and the SEs' technical support needs. The review was followed by the development of a capacity building plan that comprises a combination of activities from workshops to coaching and mentoring sessions, and meetups. To date, more than 10 training workshops were delivered and a number of SESOs participants benefitted from one-on-one coaching sessions and participated in the various organized meetups. All learning is being captured through the development of 5 learning toolkits around the most needed topics as observed through implementation. These toolkits will provide access to SESOs to key material, knowledge, and tools and allow them to build their capacities internally along with transferring these to their SEs through enhanced support.

[2] The Accountability framework is a set of standards and procedures that specify how an agency will show accountability to its stakeholders, it shows key elements of the accountability a community shows toward the SEs in the region.

To complement in person networking and collaboration activities, the development of an online SE platform was initiated to support the establishment and growth of social enterprises in Lebanon by providing them with tailored and needs based access to a digital support ecosystem that allows them to develop impactful and financially sustainable products and services. SEEN (Social Entrepreneurship Ecosystem Navigator) platform launched in July 2023 and gathered since then more than 65 social enterprises and on boarded more than 18 SESOs and 8 experts. SEEN platform presents its users with 70+ knowledge pieces (articles, reports, tools and guides) all of which are available to any visitor of the platform. Efforts continue to further develop the platform and its remaining features, implement its outreach plan, and officially launch it by the end of the project.

Policy & partnership level – Scaling up potential:
Following on SEE Change programmatic design and recommendations/lessons learned from EDPU research, a core group of actors emerged from the ecosystem to provide better governance for the SSE subsector. It is currently being co-created and is proposed to push for the advancement and implementation of a legal and policy Social Entrepreneurship agenda in Lebanon

4 TECHNICAL SPECIFICATIONS OF THE EVALUATION

The SEE Change project it is now in final stages and approaching the closure and phasing out by mid-December 2023. Considering the importance to assess whether the action has been successful in achieving its expected results, there is a need to undertake a comprehensive evaluation process to analyze the project's performance and the potential impact. This important project step is intended to assess whether the targets and results[3] have been achieved within the project timeframe, including the mid-term and long-term effects generated and to get useful learnings from the implementation of the project. For this purpose, Oxfam is looking for a consultative firm or a research center (henceforth provider) with relevant experience and expert skill in conducting this service.

4.1 Purpose and scope

The consultancy consists of two different tasks: the first is the final external evaluation and the second is the ex-post evaluation of the project.

4.1.1 Project final external evaluation

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 learnt; and provide practical recommendations for implementation for improving further programming; (3) identify internal and external factors that have been affecting the Project negatively/positively and how Oxfam or partners have managed.

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

The 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 applicant for this assignment should submit further sub-questions as part of the application documents that needs to be developed further at the inception phase:

1. **Relevance**: the final 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)? To what extent are the objectives of the project still valid? Has anything changed to affect its relevance? To what extent the project was adapted to the evolving context and changes (political, socioeconomic, COVID 19 situation)? To what extent are the objectives of the project corresponding to the targeted population's expectations, and to women's need in particular?

[3] Within the present document, the authors are referring to the OECD-DAC's result definition available to this link

2. **Coherence**: the final evaluation should assess the compatibility of the project with other interventions, sector or institution. Key questions to be considered under the coherence are: to what extent other interventions support or undermine the project, and vice versa? 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 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 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 by subgrantees during the project implementation? How effective were the strategies and tools used in the implementation of the project? What are the main non-planned achievements within the project?
4. **Efficiency**: the final evaluation should assess to what extent has the project delivered results in an economic and timely way. Main questions to be considered under the efficiency 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 relationships, coordination and communication between subgrantees, subgrantees with target groups, project partners and key stakeholders?
5. **Sustainability**: the final evaluation should gauge 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? What is the likelihood of continuation and sustainability of project results after completion of the project? 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?

4.1.1.1 Objectives

The objectives of the final external evaluation are the follows:

1. Identify 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, 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 appropriateness and relevance of the beneficiary selection.
3. Identify key learnings, good practices, areas to be strengthened to create a more solid basis for evidence-based approach to promote social stability and local economic development in Lebanon.
4. Assess whether the management and governance structure of the project was fully functional to reach the project's objectives.
5. Assess the existing strategies for sustaining the project and recommend measures for strengthening the same. 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. Make recommendation of any knowledge product which can be prepared arising from the evaluation findings.

The final external evaluation findings and recommendations will be used as a basis for well-grounded strategic reflection by Oxfam for future support and involvement with similar initiatives.

The SEE Change 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.

4.1.2 Project ex-post evaluation

The ex-post evaluation has the purpose to assess the mid and long-term effects and changes generated by the project in the targeted areas after the end of the project activity. This includes direct and indirect, intended and non-intended, positive and negative changes. In particular, this evaluation focuses to identify social, environmental and economic effects of the intervention that are longer term or broader in scope than the project effectiveness.

Key questions to consider are: What real difference have the project made for the target groups? Has the intervention caused a significant change in the local enterprises and their contribution to the engaged communities? How did the intervention cause higher-level effects (such as changes in norms or systems)? Did all the intended target groups, including the most disadvantaged and vulnerable, benefit equally from the intervention? Is the intervention transformative – does it create enduring changes in norms – including gender norms – and systems, whether intended or not? Is the intervention leading to other changes, including “scalable” or “replicable” results? How will the intervention contribute to changing society for the better?

4.1.2.1 Objective

The objectives of the ex-post evaluation are the follows:

1. Determine the reason why certain changes occurred or not, synthetize what worked and not work and why, draw lessons, derive good practices and pointers for learning.
2. Provide recommendations to create a more solid basis for evidence-based approach to promote social stability and local economic development in Lebanon.
3. Identify potential risks which can impact on the project due to socio-economic, political and other factors.

The ex-post evaluation findings and recommendations will be used as a basis for well-grounded strategic reflection by Oxfam for future support and involvement with similar initiatives.

4.2 Geographical area

The project is implemented Lebanon with a specific focus in in Bekaa, North, and Mount Lebanon. In particular:

1. For the final external evaluation, the visit in Lebanon must be implemented by end-October 2023;
2. For the ex-post evaluation, the visit in Lebanon must be implemented after 3-4 months by end of the project approximately March-April 2024.

The provider must propose visits in the country, for both evaluations mentioned in previous Article. These will be confirmed with Oxfam considering the in-country security situations and restrictions applied to specific target areas. Field-visits have the purpose of collecting data from partners, stakeholders and beneficiaries in the targeted locations. In addition, data should be collected at national level as appropriate.

The project has a stakeholder’s map (see Annex 2) from which some stakeholders in the country level need to be selected and consulted. The evaluation proposal must describe how to collect data from beneficiaries and local stakeholders, if field mission won’t be possible due to security or other restrictions.

4.3 Methods of the evaluations

To select the provider for the supply of both the evaluations, Oxfam expects to receive clear technical and financial proposals clarifying the following:

4.3.1 Approach

Both evaluations employ both qualitative and quantitative methods for data collection supported by an extensive review of secondary information which are relevant to the project.

Multiple methodologies and techniques for primary and secondary quantitative and qualitative data should be used, including surveys, interviews and document reviews. All the mentioned research tools must be gender sensitive. Per each data-collection methodology, the provider must develop specific questionnaire / guidelines that will be made available as annexes in the final report. The information so gathered will be triangulated to obtain a more accurate picture.

The data collected should show segregation of beneficiaries by gender and age. The proposal also should illustrate the methodology of collecting field data from partners, stakeholders and beneficiaries.

Final external and ex-post evaluations have to be carried out in targeted areas of the country where the project is implemented as described under the section 4.2 Geographical areas. Evaluations also should adopt a context-specific approach in order to better capture and delineate the specificities of the targeted geographic areas and

In line with Oxfam's values and organizational ambition, the evaluations have to prioritize a focus on gender and inclusion.

4.3.2 Methodology

Both for final external evaluation and ex-post evaluation have to:

1. Review project documents (including the project proposal, log-frame, monitoring and evaluation (M&E) plan, baseline and end-line, risk management plan and other materials elaborated by project teams and partners) and carry out preliminary interviews with the relevant staff. Review the existing M&E tools, reports and databases to identify the availability and gaps of the information;
2. Develop detailed inception report along with the proposal for both evaluations, questionnaires and methodologies. The inception report both for the final external evaluation and the ex-post evaluation provide details regarding the methodology, approaches and tools, questions, timeframe, and implementation plan before the start of the work. The inception report will be reviewed and approved by Oxfam team before the commencement of the study. Oxfam reserves the right to ask the consultant for modifications and adjustments as it sees fit. In the event the provider fails to fully submit all relevant parts of the inception report or if the inception report in its entirety does not meet Oxfam's quality standards, Oxfam reserves the right to terminate consultancy contract at the inception phase;
3. Upon approval of the Evaluation proposal / Inception report, collect data at field level as per schedule, interpret and analyze. Pay extra attention to data related to disability, children and GBV while collecting data and reporting on findings;
4. Review the information available in the project and progress reports (Quarterly and Annual) generated by project staff and triangulate them with the evaluation findings;
5. Assess the relevance, coherence, efficiency, effectiveness, sustainability of the project (by using indicators) as to whether it is consistent to the intended results.
6. Compare baseline and end-line data of each log-frame indicator to measure the progress and performance of the project. Use baseline and end-line data against the indicators, and perspectives provided by stakeholders through survey/HHS/ KIIs /FGDs as a basis for the Evaluation team's assessment;
7. Identify the reasons for eventual and unexpected delays;
8. Capture the evidence for the project's achievements in the form of case studies too, for the final externa evaluation. A minimum of 6 case studies are expected.

4.4 Expected deliverables

The provider is liable for following deliverables:

1. An inception report (both for final external evaluation and end-line evaluation), including the provider's understanding of the assignment, ways of working, brief written description of the methodology and associated tools and any other detail such as questionnaires, FGD and KIIs checklist and a field survey plan (specify sampling). (This needs to be agreed with Oxfam prior to the start of field survey). Inception report also should include: the detailed plan on how each and every indicator will be measured and the outline of both evaluation reports. Further, if any data or information gaps are identified, the strategies also to be proposed how that information will be collected;
2. Final external evaluation report (max 30 pages, without annexes) with executive summary and log-frame with final values for all the indicators. This needs to be submitted according to the following procedures: the provider will prepare a draft report and share with Oxfam followed by a presentation of preliminary findings on a prior agreed date. Oxfam will feedback on draft report and the provider then have to finalize the report. Report should be comprehensive with benchmarks of all indicators set in log-frame and other crosscutting issues and minimum 6 case studies. The provider needs to submit the electronic copy of the final evaluation report. Language of the final report should be English. In addition to that, the provider needs to provide also easy to read and schematic presentation of the key evaluation findings;
3. Final ex-post evaluation report (max. 20 pages, without annexes), including executive summary. This needs to be submitted according to the following procedures: the provider will prepare a draft report and share with Oxfam followed by a presentation of preliminary findings on a prior agreed date. Oxfam will feedback on draft report and the provider then have to finalize the report. Report should be comprehensive. The provider needs to submit the electronic copy of the final evaluation report. Language of the final report should be English. In addition to that, the provider needs to provide also easy to read and schematic presentation of the key evaluation findings;
4. Regular update meetings with Oxfam during the consultancy period, detailing 1) activities / tasks completed

to date, 2) any challenges faced, 3) any adjustments made in response to the challenges, 4) any deviations from the timeline and explanations for the deviations, and 5) additional human resources and/or logistical support needed;
5. It could be requested to attend a face to face or virtual meeting to present the findings both of the final external evaluation and ex-post evaluation with all the Consortium's partners, stakeholders and European Union representatives;
6. Fully "cleaned-up" dataset in Excel, if applicable;
7. Note and/or recording of qualitative data collected (typed in word/excel forms or .mp3, .waw file);
8. All collected data (i.e. raw data) in any form from hard or soft copies (surveys, note, audio recordings…etc.) should all be handed over with the draft report. Oxfam Italy reserves full ownership and claim over all intellectual property produced from this study.

The time frame for the assignment is:
1. For the final external evaluation, three (3) months starting from the date of signing the contract (tentatively September 2023) until the submission of final report (**no later than mid-December 2023**);
2. For the ex-post evaluation, two (2) months with the submission of the report **by mid-May2024**.

4.5 Responsibilities

The provider is required to:
1. Take the responsibility for the both evaluations and appoint a person as the contact point with Oxfam for all the liaison and coordination;
2. Compose the team for both evaluations 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 both evaluations with Oxfam and donor;
8. Submit the deliverables (mentioned under article 4.4) on / 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 of evaluators 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, 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, include 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.

4.6 Competency of provider

The provider should possess extensive experience (minimum 10 years) and in-depth technical knowledge on relevant sectors and conducting evaluations, surveys researches etc. The proposed team shall comprise personnel with extensive experience (at least seven years) in the related field.

The provider should also have:
1. Expertise in project cycle management and extensive knowledge of monitoring, evaluation, accountability and learning systems and data collection methods;
2. Proven record in the development and implementation of robust final evaluation in the social business sector, preferably in Lebanon and Middle East North Africa region;
3. Good knowledge and extensive practice applying participatory approaches, qualitative and quantitative methods to monitoring and evaluation;
4. Experience of integrating gender dynamics within participatory data collection and analysis;
5. Previous experience in working with INGOs' procedures, approaches and operations;
6. Acknowledged similar consultancies with recognized organizations;
7. Experience and knowledge of the targeted area;
8. Ability to propose efficient and effective team composition in Lebanon taking into consideration the social, cultural, environmental, and political/security issues;
9. Demonstrated analytical and writing skills;
10. Ability to communicate fluently in English and write reports in English (Arabic is desirable);
11. Ability to work with a diverse team and under pressure to produce agreed deliverables in a timely manner;
12. Commitment to and understanding of Oxfam values and principles;
13. The provider must be collaborative, willing to share thoughts, ideas, and make constructive criticism.

The language proficiency of the proposed personnel is important to indicate in the proposal.

5 INSTRUCTIONS FOR THE SUBMISSION PROCESS

Interested candidates (individuals or companies) should send the comprehensive proposal describing / articulating the work requirements outlined in this tender dossier.

In submitting a proposal, the provider accepts in full and without restriction the special and general conditions governing this contract as the sole basis of this tendering procedure, whatever their own conditions of sale may be.

Providers are expected to examine carefully and comply with all instructions, forms, provisions and specifications contained in this tender dossier.

Failure to submit a tender containing all the required information and documentation within the deadline specified will lead to the rejection of the tender.

The proposal should include 2 (two) documents: a) Technical proposal and b) Financial proposal, in Euro (refer Annex 3: Proposal and Budget template, for details). Each document should be enclosed in separate file indicating the subject.

The abovementioned documents must be sent via email to silvana.grispino@oxfam.it and lorenzo.paoli@oxfam.it with the email subject: **Oxfam Italia – TD 23/001/FLR-IT**

Deadline for the receipt of proposals by Oxfam Italia: **09 August 2023** at **5:30 pm CEST** (Rome - Italy time).

Language: all documents shall be submitted in English.

The proposal and the budget should be prepared using the template provided.

It is the responsibility of the provider to ensure that their offer is complete and meets Oxfam´s requirements. Failure to satisfy all aspects of the tender dossier may lead to the offer being rejected without further reason being given. It is therefore essential to ensure that you read this document carefully and answer in full all questions asked.

5.1 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.

5.2 Tender validity

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

5.3 Tender presentation

Providers may submit a tender for some or 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 3: Proposal and Budget template.

5.4 Compliance

Your 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 at Article 6.8 Tender Process

5.5 Technical proposal

A technical proposal offer describing the way in which the provider intends to carry out the tasks as described in the contract. Respecting all the obligations imposed by the specifications, bearing in mind the principals and values of Oxfam.

The tender should include all the information detailed in the Annex 3: Proposal and Budget template.

5.6 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.

6 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.

6.1 Questions / Request for clarification

Any requests for clarification may be submitted by email to silvana.grispino@oxfam.it and lorenzo.paoli@oxfam.it until **25 July 2023 at 5:00 pm CEST (Rome)**.

6.2 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.

6.3 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.

6.4 Late proposal

Tenders offer must be received before **09 August 2023 at 5:30 pm CEST (Rome)**. Tenders received after the closing date will not be considered, unless in Oxfam sole opinion there are exceptional circumstances which have caused the delay.

6.5 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.

6.6 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.

6.7 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.

6.8 Tender process

The potential and interested local and international 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 MENA	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 business and/or finance 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	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.

6.9 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.

6.10 Schedule of payments

- 30% of total value of consultancy will be paid upon the signing of agreement.
- 35% of total value of consultancy will be paid after the acceptance of final report of the external evaluation.
- 35% of final payment will be paid after the acceptance of final report of the ex-post evaluation.

6.11 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.

6.12 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.

7 ANNEXES

Annex 1: SEE Change project's Logical Framework

	Results chain	Indicator	Baseline	Current value*	Target	Source and mean of verification	Assumptions
Overall Objective	OO - To contribute to social stability and local economy in Bekaa, North, and Mount Lebanon	1 - % of key community members in Bekaa, North, and Mount Lebanon who report enhanced social stability as a result of the Action 2 - % of key community members who report an increase in socio-economic opportunities in Bekaa, North, and Mount Lebanon as a result of the Action 3 - % of people reporting 'no tensions' between Lebanese and Syrians 4- Number of reported tensions in Bekaa, North, and Mount Lebanon[4].	1 – 0% 2 – 0% 3- 4%[5] 4-TBC[6]	1 – 0% 2 – 0% 3- 0% 4- 0%	1 - 60% 2 - 70% 3- 3% 4- TBC[7]	1 - Action learning research, baseline, endline, final evaluation, and review of project learning 2 - Baseline, endline, final evaluation, and review of project learning 3- UNDP& ARK, Regular Perceptions Survey on Social Tensions report	N/A
	SO1 - The policy making processes and donor funding policy for Lebanon is influenced by the evidence-based advocacy of the EDPU	1.1 Number of decision-making processes and donor funding policies influenced by the advocacy action by the EDPU 1.2 - Number of Lebanese decision makers and representatives of the donor community and experts who report or consult the EDPU as a reference for up-to-date policy analysis concerning socio-economic development	1.1 – 0 1.2 – 0%	1.1 – 0 1.2 – 0%	1.1 – 10 1.2 – 80%	1.1 - advocacy tracker, media tracker (tracks the tweets and re-tweets, public statements, official documents) 1.2 - Annual survey; Labor Monitor Observatory (LMO) platform	Political environment is favourable for carrying out advocacy activities.

[4] UNDP& ARK, Regular Perceptions Survey on Social Tensions report, Wave VII (January 2020) – Preliminary findings shared during the National Social Stability Working Group Meeting on 31-03-2020

[5] UNDP& ARK, Regular Perceptions Survey on Social Tensions report, Wave VI (August 2019)

[6] Will be added once the final version of the report survey is shared. The preliminary presentation included

[7] Will be added once the baseline figure is shared.

Specific Objective(s)	SO2-Social Entrepreneurship8 is strengthened to respond to the social and economic situation in Bekaa, North, and Mount Lebanon	2.1- % of targeted community members who self-report that their sense of "civic responsibility has improved due to their participation in the community-led accountability initiatives implemented under the Action. (disaggregated by gender, age, nationality) 12.2 - Number of job opportunities promoted by EUTF (EUTF RF #9) I would put this at OO level because the action does not intervene specifically on that 2.3 – Number of supported SEs with a measurable social impact 2.4 - % of SESOs that demonstrate improved capacity to support SEs	2.1 – 0% 2.2 – 0 2.3 – 0 2.4 – 0%	2.1 – 0% 2.2 – 0 2.3 – 0 2.4 – 0%	2.1 – 80% 2.2 – 40 2.3 - 65 2.4 – 80%	2.1 - Perception surveys before and after the Action, Baseline and endline, final evaluation, project review of project learning 2.2- Baseline and endline, progress reports 2.3 social impact measurement tool & community-monitoring reports 2.4 - Pre/Post-assessment	Municipal elections do not compromise the support of municipalities' for improving local socio-economic opportunities. Project target groups are allowed to engage in livelihoods and employability activities, as defined in official policies SESOs are responsive to wider exposure and the emerging demands of SEs.
	SO3 - Legal and institutional frameworks for SE in Lebanon is advanced	3.1 – Number of legal documents endorsed by the relevant decision makers to advance SE in Lebanon 3.2 - % of SEs' communities members who perceive that the advocacy actions are effective towards an enhanced legal environment	3.1 – 0 3.2 – 0%	3.1 – 0 3.2 – 0%	3.1 – 4 3.2 – 80%	3.1 - Project records, meeting minutes, attendance sheets, social media tracker, public/policy positions, elections program, press statements) 3.2 - Endline survey and results of the Action-learning research	The enabling environment supports a discussion of legal frameworks to influence policy and practice related to social entrepreneurship and enterprises.
	1.1 EDPU members lead on policy discussions on common socio-economic developments	1.1.1 - Number of EDPU members that participate in the co-design workshops that take place to develop the Unit's advocacy strategy and action plan 1.1.2 - % of the EDPU members that perceive that they actively participated in the development of the advocacy strategy and action plan	0.1.1 -0 0.1.2- 0%	0.1.1 -0 0.1.2- 0%	0.1.1 -4 0.1.2- 90%	0.1.1 - Project Records, attendance sheets 0.1.2 - Annual perception survey 0.3.1 - Policy dialogue forum (e.g. round table, advocacy meeting) reports	Participatory approaches are utilised to ensure that all members of the EDPU are actively contributing to the development of the Unit's strategy and action plan Members of the EDPU are transparent and open to reflect on their personal experience in participating in the EDPU strategy

[8] By SE we mean the SE overall environment which includes community members (refer to the above definition), the SEs, and the SESOs.

	1.2 - EDPU develops evidence-based data to influence actions	1.2.1 - Number of evidence-based policy documents (e.g. policy brief, policy paper) generated by the EDPU 1.2.2- Number of evidence-based policy dialogue forums organised by the EDPU to influence policy makers and donors (adapted from the framework)	0.2.1- 0 0.2.2- 0	0.2.1- 0 0.2.2 - 0	0.2.1- 15 0.2.2 - 3	0.2.1 - Period research papers and policy documents	development and review meetings The EDPU develops an advocacy strategy and action plan linked to the area of forum of their respective Actions, which includes a research component to be rolled out by an external policy/research institute. Some of the periodic research pieces will include a policy recommendations section, and other policy products will be developed The advocacy action plan includes policy actions in which the results of the research and other evidence will be discussed.
Outputs	2.1 Community members are capacitated and supported on SE monitoring activities and tools	2.1.1 - Number of individuals who benefit from the acquired social impact monitoring tools (disaggregated by gender, age, and nationality) 2.1.2 - % of targeted community members who express satisfaction with the delivered capacity development trainings (disaggregated by gender, age, and nationality) EUTF 10	2.1.1 - 0 2.1.2 – 0%	2.1.1 - 0 2.1.2 – 0%	2.1.1 - 100 (50% women, 50 % men; 50% youth (15-24); 75% Lebanese, 25% Syrian) 2.1.2 – 80%	2.1.1 - Project records, focus groups discussions with community members 2.1.2 - Pre – post tests, lessons learned report	Target communities including women, men and youth, and other stakeholders willingly engage in and commit to the Action. Roads are accessible to reach the SEs and SEs are committed and cooperative. Municipal elections do not compromise the support of municipalities for improving local socio-economic opportunities. Context is favourable to the MSME-SE clustering approach.
	2.2 - Existing SEs are equipped with strengthened skills and financial support	2.2.1 - Number of existing SEs with access to technical support 2.2.2 - Number of existing SEs with access to financial support 2.2.3 - % of targeted SEs that report satisfaction with the technical support provided by the SESOs.	2.2.1 - 0 2.2.2 – 0 2.2.3 -0%	2.2.1 - 0 2.2.2 – 0 2.2.3 0%	2.2.1 - 60 2.2.2 – 60 2.2.3 80%	2.2.1 - Attendance sheets, project records, coaches reports 2.2.2 - Attendance sheets, project records 2.2.3 - Spot-check form, end line survey	

	2.3 - New models of social start-ups have access to tailored incubation programs focusing on social justice	2.3.1 - Number of new models of social start-ups that receive tailored incubation programs 2.3.2 - Number of PAs co-managing a SE with citizens and Civil Society Organizations (CSOs) 2.3.3 - Number of public Vocational Training Institutions co-managing a SE with CSOs. 2.3.4 - Number of PAs adopting Social Public Procurement for community service provision.	2.3.1 – 0 2.3.2- 0 2.3.3-0 2.3.4-0	2.3.1 – 0 2.3.2- 0 2.3.3-0 2.3.4-0	2.3.1 – 20 2.3.2-7 2.3.2-5 2.3.4-3	2.3.1 - Profiling tool and database 2.3.2 - Profiling tool and database 2.3.3 - Social Justice Incubation Report 2.3.4 - Social and Solidarity Economy study	
	2.4 - SESOs technical capacity is strengthened to better respond to SE needs	2.4.1 - Number of SESOs that receive capacity development support 2.4.2 - % of targeted SESOs that report satisfaction with the hybrid in-house & interactive capacity development support modality adopted	2.4.1 – 0 2.4.2 – 0%	2.4.1 – 0 2.4.2 – 0%	2.4.1 – 120 2.4.2 – 80%	2.4.1 - Action learning research, KII transcripts, endline 2.4.2 - Practice - based research report, pre – post events, endline	SESOs are committed to the capacity development agenda SESOs continue to engage and share their experiences, knowledge and build upon each other's work.
	2.5 - SESOs collaboration is improved	2.5.1 - Number of joint coordination and convening meetings between members of the SE ecosystem, including the SESOs organised. 2.5.2 - % of targeted SESOs that established new partnerships with other SESOs.	2.5.1 – 0 2.5.2 – 0%	2.5.1 – 0 2.5.2 – 0%	2.5.1 – 2 2.5.2 – 20%	2.5.1 - Post networking events reports, Attendance Sheets. 2.5.2 - Practice - based research report, endline	
	3.1 - Members of the SE ecosystem in Lebanon develop a common advocacy strategy to promote SE in Lebanon	3.1.1 - % members of the active SE groups who have actively contributed to the development of the SE advocacy strategy and action plan (disaggregate by gender, age, and group type (e.g. SEs, SESOs, academics, private section) 3.1.2 – Number of advocacy initiatives supported at the national and regional level (EUTF RF #43)	3.1.1 – 0% 3.1.2 - 0	3.1.1 – 0% 3.1.2 - 0	3.1.1 – 80% 3.1.2 - 5	3.1.1 - Project records, meeting minutes, Action –learning research report, project records 3.1.2 - Project records, policy documents	Political and security environment allows SE networks to operate effectively Members of the SE governance structure in the Prime Minister Office are supported, invested, and committed
	3.2: Members of the SE governance structure have increased knowledge and skills	3.2.1 - Number of SE governance body members trained	3.2.1 – 0	3.2.1 – 0	3.2.1 - 20	3.2.1 - Project records, attendance sheet	

Activities	**Linked to SO1:** Under Output 1.1: Act 1.1.1: Organize participatory workshops to develop the organizational structure, advocacy strategy and action plan, and ways of working of the EDPU Under Output 1.2: Act 1.2.1: Strengthen the evidence generation and knowledge-base of the EDPU through integrated periodic research and policy products Act 1.2.2: Implement advocacy actions such as round tables, debate sessions, and conferences to influence policies related to Livelihood and Social Stability in Lebanon	***Means*** Salaries (coordinator, administrator and reporting officer, information manager), meeting and workshop costs (catering), printing, translation, edits, consultancy fees for the research institute, consultancy costs for designer and/or digital developer), round-table costs, consultancy cost for a media consultant (depending on if the media campaign will be implemented).	***Assumptions*** The establishment of an independent policy coordination unit, with an independent HR structure, that works very closely with the five EU-funded consortia, will strengthen their ability to collectively influence decision-making, policies, and funding opportunities related to livelihood and social stability in Lebanon. The members of the other EU-funded consortia are interested and invested in coordinating their policy work through the EDPU. The investment in the generation of periodic research; linked to the programmatic work of the five EU-funded consortia; and carried out by an external research institution/think tanks will provide up-to-date data that can be used for advocacy on timely manner.
	Linked to SO2 Under Output 2.1: A2.1.1 Provision of tailored capacity development trainings for community members A2.1.2 Development of a community-led accountability framework for the SEs A2.1.3 Community monitoring of the economic and social impact of the SEs Under Output 2.2: A 2.2.1 Provision of financial and non-financial support to SEs Under Output 2.3: Act 2.3.1 Development of social justice incubation program for new models of social start-ups	***Means*** Cost of town meetings and community discussions (venue, catering, rental of sound system or other equipment if needed), fees for consultants for trainings, volunteer stipends for community members, consultancy fees for researcher, financial support (depending on the selected type of financial mechanism, could be zero interest fund, guarantee fund, seed funding etc.), consultancy costs for technical support, consultancy fees for researcher workshop costs (catering, stationary, printing), consultancy cost for coaches, salary for experts (e.g. incubation expert and sub-granting specialist), networking and learning event costs (venue, catering, rental of equipment), consultancy cost for Action – Learning research, consultancy cost for digital consultant to develop the LMO	***Assumptions*** The community participatory approach adopted by the project is effective in encouraging community stakeholders to engage and openly reflect on needs and priorities Community members are interested taking an active role in their local communities through influencing the selection of the SEs for support, setting an accountability framework, and monitoring the social impact of SEs through a shared governance approach. Local Authorities in target areas are willing to engage with the local community members to identify local priorities and implement community-focused SE initiatives

	Under Output 2.4: Act 2.4.1 Assessment of the profiles, capacities, and needs of the SESOs Act 2.4.2 Provision of capacity development support to SESOs Under Output 2.5: Act 2.5.1 Strengthening the networking and knowledge exchange between SESOs through online and offline approaches	***Means*** Fees for consultants who will work on capacity assessment for the SESOs, communication fees to conduct discussions, fees for trainings, training costs, consultancy cost for the MSME- SE cluster assessment, consultancy fees for development of the tool-kits and manuals, researcher of Practice-based research, consultancy fees for the research for mapping of services, cost for the learning event (venue, catering, equipment), consultancy cost for digital consultant to develop the SE platform.	***Assumptions*** Members of the SESOs are ready and willing to improve their capacities and tailor their services to the SEs needs Exposure to external experts and technical institutions will widen the exposure of the SESOs to new skills and information, and consequently improve their thematic technical capacities. Pilot testing innovative approaches utilizing different actors in the economic system (e.g. MSMEs and SES) will improve the local social economy. The use of online digital technologies will strengthen the connectivity and intersectionality between members of the SE ecosystem, and across other productive ecosystems.
	Linked to SO3 Under Output 3.1: Act 3.1.1: Support the existing networks working on SE Under Output 3.2: Act 3.2.1: Provide capacity development support to potential members of the SE office/unit Act 3.2.2: Support the implementation of advocacy actions	***Means*** Research, workshop costs (catering, stationary, printing), coordination meeting cost (catering, and printing material), consultancy fees to the capacity assessment, costs for round – table, cost for campaign (media costs, printing, social media boosts, meetings, communication)	***Assumptions*** The institutionalization of the SE within the formal structure, through developing a governance unit that works on setting an accreditation system and developing a set monitoring framework to measure the social impact, will ensure sustainability of the efforts that enable a conducive legal framework for SEs. Members of the SE ecosystem are open to and interested in working jointly on advocacy initiatives to improve the SE legal framework in Lebanon The advocacy actions with targeted decision makers are effective in sharing the policy discourse and promoting actions to improve the legal SE framework in Lebanon

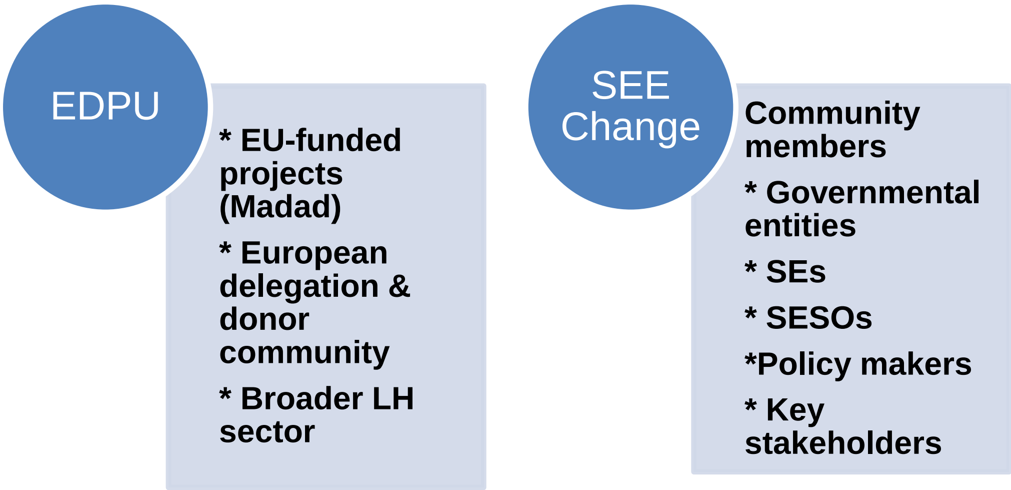
	All activities	The HR foreseen in the budget is common to all activities. The level of involvement can vary based on their field of experience. Visibility materials, bank charges, evaluation, local transportation, office rent, consumables and maintenance (Oxfam and co-applicants), mobile phones, communication cost, internet cost, expenditure verification, financial consultant, ***Costs*** Human Resources: 2,725,700 EUR Travel: 56,010 EUR Equipment and supplies: 82,860 EUR Local office: 254,404 EUR Other costs, services: 441,460 EUR Other: 3,448,912 EUR Total direct costs: 7,009,346 EUR Indirect costs: 490,562 EUR **Total: 7,499,908,20 EUR**	

Annex 2: List of the local partners and stakeholders

Partners:

Oxfam
COSV
Beyond Reform and Development

Stakeholders:



Annex 3: Proposal and Budget template

Proposal template. Sections listed below are compulsory. Any other information relevant to the ToR also can be included:

- Covering 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 organization
- Any other elements deemed useful.

Budget template

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
4.				0
B) Field Work				
Sub Total - Field Work				0
1.				0
2.				0
3.				0
4.				0
5.				0
C) Logistics & Local Administration				
Sub Total - Logistic Administration				0
1.				0
2.				0
3.				0
4.				0
5.				0
6.				0
7.				0
8.				0
Total (Inclusive of all taxes)				**0**