

TERMS OF REFERENCE

Oxfam is a global movement of people who are fighting inequality to end poverty and injustice. Across regions, from the local to the global, we work with people to bring change that lasts.

<b>OVERVIEW</b>	
<b>Title and brief description of the assignment</b>	<b>Call for expressions of interest: Consultancy Service of Outcome Harvesting Survey for ICSP Project</b>
<b>Assignment location</b>	<b>Ainabo district, Somaliland</b>
<b>Contract start date</b>	<b>20<sup>th</sup> December 2025 (tentatively)</b>
<b>How to apply</b>	<p>Interested candidates are invited to submit with the following documents:</p> <ol style="list-style-type: none"> <li>1) A technical proposal with a detailed response to the TOR, with a specific focus on the scope of work, methodology, and timelines.</li> <li>2) Initial work plan and an indication of availability.</li> <li>3) A financial proposal detailing the daily rate expected including accommodation, transportation, stationery, taxes arising from the consultancy service (6% tax for National consultant and 12 % tax for international consultants), and all other costs related to this assignment. (Operational and consultancy fees).</li> <li>4) Curriculum Vitae(s) (CV) of the proposed consultant(s), proving relevant experience and/or qualifications. If multiple people are involved, an outline of roles/ responsibilities also needs to be included.</li> <li>5) Evidence of conducting previous similar work by providing minimum two signed contracts / purchase orders (preferably from UN agencies and INGOs).</li> <li>6) Two relevant references (minimum) for previous comparable assignments.</li> <li>7) Proof of registration: The bidders also must include a copy of their registration at the relevant authority.</li> </ol> <p><i>See section '7. Application Process' for further details</i></p>
<b>Application deadline</b>	<b>19 December 2025</b>
<b>Specific considerations</b>	Applications will be assessed on rolling basis.

## 1. PURPOSE OF THIS CONSULTANCY

The ICSP project was initially aimed to reach 200,000 people, with a special focus on women and youth (60% of the beneficiaries) to ensure their inclusion and representation. Oxfam is in partnership with Candlelight, a long-term local partner with expertise in humanitarian response, resilience-building, and climate/environment programs in the target areas. The project addressed the challenges posed by climate change, conflict, and insecurity, which continuously affect the livelihoods of pastoralists in Ainabo district.

### ○ **Project Rationale**

The project's specific objective and outcomes are: -

- **Impact/Goal - Conditions enabling sustainable human security for vulnerable pastoralist and agro-pastoralist communities in Somaliland and Puntland are created.**
  - Outcome 1: Enhanced resilience capacity of communities to adapt to climate-induced crisis (DRR, EW, community structures)

- *Output 1.1: EW EA, establish/strengthen community early warning system linked to national-level EW system.*
- *Output 1.2: community action and adaptation plans linked to contingency funds.*
- *Output 1.3: Natural resources management plans developed and implemented at community level.*
- *Output 1.4: Crisis modifier – respond to immediate food, water and protection needs of communities and HHs during crisis.*
- Outcome 2: Improved sustainable livelihood diversification through restoration and protection of community assets and investment in productive sectors for pastoral and agro-pastoral communities
  - *Output 2.1: restoration of community infrastructure – soil and water conservation, conservation of rangelands*
  - *Output 2.2: diversified livelihoods for communities: smart agriculture, fodder production, livestock treatment services*
- Outcome 3: Enhanced social cohesion and inclusive governance systems through community peacebuilding, conflict resolution and promoting women’s leadership.
  - *Output 3.1: Peace and conflict resolutions training for community committees (VDCs, EWC, NRM, Peacebuilding committees) and economic groups*
  - *Output 3.2: Enhanced women’s leadership in peacebuilding and social cohesion: strengthen/establish women groups promoting peacebuilding and conflict resolution.*

### ○ Objectives of the Outcome Harvesting

The primary objective of the Outcome Harvesting exercise is to assess the progress and outcomes of the ICSP project, with a specific focus on the following objectives:

- Measure the progress and outcomes achieved for ICSP project in Ainabo districts of Somaliland.
- Assess the institutional behavior change achieved by the project using the Institutional Behaviour Change Matrix (IBCM) and Scorecards.
- Determine the project's impact on addressing structural poverty and vulnerabilities for pastoralist communities.
- Assess the project's contribution to the Humanitarian-Development-Peace (HDP) Nexus approach and its effectiveness towards strengthening social cohesion and conflict resolution.
- Evaluate the project's efforts in addressing the vulnerability of women, girls, persons with disabilities (PWD), and youth, and empowering them through economic activities.
- Assess the project's success in strengthening community resilience and creating relevant structures at the community level linked with government institutions.
- Evaluate the project's impact on capacitating line ministries, particularly the National Disaster Preparedness and Food Reserve Authority (NADFOR) in Somaliland, through the strengthening of mobile early warning systems.
- Incorporate a detailed learning aspect to identify lessons learned, best practices, and areas for improvement.

## 2. SCOPE OF WORK

The outcome harvesting survey evaluates how the ICSP project has strengthened resilience, diversified livelihoods, and promoted inclusive governance among vulnerable pastoralist and agro-pastoralist communities in Somaliland and Puntland, with a strong emphasis on women, youth, and marginalized groups. It seeks to capture evidence of institutional behavior change, assess contributions to the Humanitarian-Development-Peace Nexus, and measure impacts on poverty reduction, social cohesion, and climate adaptation, while drawing lessons and best practices to inform future programming and reinforce community structures linked to government institutions.

### Key guiding criteria and research questions

Criteria for Conducting Outcome Harvesting

- **Progress and Outcomes Assessment:** Measure the progress and outcomes of the ICSP project since its implementation.

- **Institutional Behavior Change:** Assess the institutional behavior change achieved by the project using the Institutional Behavior Change Matrix and Scorecards.
- **Poverty and Vulnerability Reduction:** Determine the project's impact on addressing structural poverty and vulnerabilities for pastoralist communities.
- **Addressing Insecurity:** Evaluate the project's ability to address the key factors driving insecurity for vulnerable communities.
- **HDP Nexus Approach:** Assess the project's contribution to the Humanitarian-Development-Peace (HDP) Nexus approach and its effectiveness in decreasing destabilizing factors due to political dynamics and recurring drought crises.
- **Empowerment of Marginalized Groups:** Evaluate the project's efforts in addressing the vulnerability of women, girls, persons with disabilities (PWD), and youth, and empowering them through various initiatives.
- **Community Resilience:** Assess the project's success in strengthening community resilience and creating relevant structures at the community level linked with government departments.
- **Capacitating Line Ministries:** Evaluate the project's impact on capacitating line ministries, particularly the National Disaster Preparedness and Food Reserve Authority (NADFOR) in Somaliland, through the strengthening of mobile early warning systems.
- **Learning documentation:** Produce comprehensive learning documentation based on three project result areas chosen with the help of technical teams.

### **Key Guiding Questions for the Outcome Harvesting**

- To what extent has the project contributed to advancing the Humanitarian-Development-Peace (HDP) Nexus by reducing negative factors linked to political dynamics and recurring drought crises, and how are these contributions perceived by affected communities and stakeholders?
- To what extent has the project strengthened or established women's groups that promote peacebuilding and conflict resolution, and how have these efforts enhanced women's leadership and contributed to social cohesion within their communities?
- How has the project progressed last year? What outcomes have been achieved?
- What changes have occurred in the behavior and practices of institutions involved in the project? How has this contributed to the ICSP project's success?
- To what extent has the project addressed structural poverty and vulnerabilities for pastoralist communities? What specific impacts have been observed?
- How have women, girls, persons with disabilities, and youth been empowered through the project? What initiatives have been successful in promoting their inclusion and well-being?
- What impact has the project had on capacitating line ministries, particularly NADFOR, through the strengthening of mobile early warning systems? How has this improved disaster preparedness and response?
- What lessons have been learned throughout the project's implementation? What are the best practices that can be replicated or scaled up? What areas need improvement for future projects?

By using these criteria and guiding questions, the Outcome Harvesting exercise is expected to provide a comprehensive assessment of the ICSP project's progress, outcomes, and impact, enabling valuable inputs to the annual report and the RF and for informed decision-making

### **3. EXPECTED OUTPUTS**

The following deliverables are expected from the Outcome Harvesting exercise.

- a) A detailed report outlining the assessment methodology, findings, and analysis of the project's outcomes.
- b) A standalone executive summary highlighting the key findings and recommendations for project stakeholders.
- c) Implementation of distinct learning documentation pertaining to three project outcome areas.

- d) Recommendations for improving the project's effectiveness and sustainability, including suggestions for future interventions.
- e) Production of an updated project result framework along with updated in Excel format, including all indicators.

### Specific outputs

- 1) An inception report outlining the methodology, data collection tools, and workplan that will be submitted within 5 days of commencing the outcome harvesting.
- 2) An executive summary (standalone)
- 3) Facilitation of a validation workshop to present findings
- 4) Comprehensive outcome harvesting report addressing all research questions and criteria with recommendations and data synthesis.

## 4. METHODOLOGY

The Outcome Harvesting exercise will utilize the Institutional Behaviour Change Matrix and Scorecards as the primary tools for assessment. More elaborated methodology will be agreed upon with the consultant during the inception. Overall, the following key methods will form the basis of the OH.

- a) Review project documentation, including the ICSP project proposal, Result framework, ICSP baseline report and relevant reports, to gain a comprehensive understanding of the project's objectives, activities, and expected outcomes.
- b) Conduct interviews and focus group discussions with project beneficiaries, community members, project staff, and relevant stakeholders to gather qualitative data on the project's impact and outcomes.
- c) Analyze the collected data using the Institutional Behaviour Change Matrix and Scorecards to identify the extent to which the project has achieved its intended outcomes and behavioural changes at the institution level.
- d) Identify and document lessons learned, best practices, and areas for improvement through a comprehensive learning component.
- e) Prepare a comprehensive report summarizing the findings, key achievements, challenges, and recommendations for future interventions.

## 5. DELIVERABLES AND PAYMENT SCHEDULE

Remuneration is based on submission of final deliverables according to the schedule below.

No.	Deliverables or Documents to be delivered	Estimated Dates	% Payment
1	<b>DELIVERABLE 1</b> Desk review and production of Inception report including new and adopted data collection tools	23 <sup>rd</sup> December, 2025	40%
2	<b>DELIVERABLE 2</b> Learning/sense-making workshop	15 <sup>th</sup> December 2025	
3	<b>DELIVERABLE 3</b> Submit draft RTR report	20 <sup>th</sup> December 2025	
4	<b>DELIVERABLE 4</b> Final RTR report (of maximum 30 pages including executive summary)	30 <sup>th</sup> December 2025	60%
	<b>TOTAL</b>		<b>100%</b>

## 6. PROFILE REQUIREMENTS

The consultant/team responsible for conducting the Outcome Harvesting exercise will be required to provide regular updates and progress reports to Oxfam. Any challenges or issues encountered during the assessment should be communicated promptly.

## Qualifications and Experience

The consultant/team responsible for conducting the Outcome Harvesting exercise should possess the following qualifications and experience.

- Demonstrated expertise in conducting outcome mapping or Harvesting assessments, preferably in the context of humanitarian, development, and peace projects.
- Demonstrated expertise in using IBCM Fund scorecards in outcome harvesting.
- Strong knowledge and understanding of the Somali context, including the challenges faced by pastoralist communities.
- Experience in working with local partners and stakeholders in the region.
- Excellent analytical and report writing skills.

## 7. APPLICATION PROCESS

### Submission deadline

Quotations and applications must reach Oxfam no later than **[December 19, 2025]**.

### Submission instructions

- Responses must be submitted electronically to: [SOM-Consultancies@oxfam.org](mailto:SOM-Consultancies@oxfam.org)
- The subject of the mail should be **Call for expressions of interest: Outcome Harvesting Survey for ICSP**
- All attached documents should be clearly labelled so it is clear to understand what each file relates to.

### Clarifications

Any questions, remarks or requests for clarification can be sent up to 7 days before the submission deadline in writing. The (anonymised) questions will be answered to all applicants.

### Administrative compliance (list of documents to be submitted)

Responses must be submitted and prepared in [English] and received by the deadline.

To be shortlisted for evaluation against award criteria, the following documents must be included in the application:

Administrative Criteria		Importance
1	<b>Technical proposal / approach paper</b> to conduct the assignment and achieve objectives including methodology, proposed work plan and timelines	Mandatory
2	<b>Financial offer</b> (price quotation) including budget and pricing A financial proposal detailing the daily rate expected including accommodation, transportation, stationery, taxes arising from the consultancy service (6% tax for National consultant and 12 % tax for international consultants), and all other costs related to this assignment. (Operational and consultancy fees)	Mandatory
3	<b>Curriculum Vitae(s) (CV) of the proposed consultant(s)</b> , proving relevant experience and/or qualifications. If multiple people are involved, an outline of roles/ responsibilities also needs to be included.	Mandatory
4	<b>Two relevant references</b> (minimum) for previous comparable assignments	Mandatory
5	<b>Proof of registration:</b> <i>The bidders also must include a copy of their registration at the relevant authority.</i>	Mandatory
6	<b>Evidence of conducting previous Similar work</b> by providing minimum two Signed Contracts / Purchase Orders - (Preferably from UN agencies and INGOs).	Mandatory

### Evaluation and award criteria

Incomplete applications will not be assessed, only quotations that meet the administrative criteria will be assessed.

Award decisions will be based on *best value for money criteria covering both technical quality and price.*

The award criteria are assessed according to the following distribution of points:

Award Criteria		Max. points
<b>Technical offer/ approach paper evaluation</b>		
<b>Experience/ competences</b>	Relevant experience with the NGO sector	5%
	Positive references/reputation	5%
	Relevance and quality of sample previous work, reporting etc.	5%
	Knowledge of country, context	5%
	Knowledge of team languages	5%
	Clearly indicated alignment with Oxfam values	5%
<b>Technical quality</b>	Quality of application: complete, good presentation and format, etc.	7%
	Understanding of the assignment and the scope of the project	10%
	Quality of the methodology, workplan and feasibility of the timeline (concrete and realistic)	10%
	Quality and experience of staff resources assigned to the services + sufficient assigned resources (where relevant)	10%
	Strong understanding of IBCM and Scorecard methods for evaluations	8%
<b>TOTAL:</b>		<b>75%</b>
<b>Financial offer</b>		
<b>Financial offer</b>	<p><b>Submission of realistic and acceptable financial proposal –</b> reasonable budget breakdown and cost consideration detailing the daily rate expected including travel, accommodation, transportation, stationery, taxes arising from the consultancy service (6% tax for National consultant and 12 % tax for international consultants), and all other costs related to this assignment. (Operational and consultancy fees).</p> <p>The lowest evaluated financial proposal that meets the administrative criteria will be awarded the maximum point (25%).</p> <p>The points for all other Applications will be prorated.</p>	<b>25%</b>
<b>GRAND TOTAL:</b>		<b>100%</b>

Oxfam withholds the right to conduct interviews with one or more potential applicants before an award decision is made. The purpose of the interview is to seek further clarification on the submitted documents and learn more about the background and previous experiences of the potential suppliers and their teams.

## 8. OTHER CONDITIONS

Issuance of this Terms of Reference does not constitute an award commitment on the part of Oxfam, nor does it commit Oxfam to pay for costs incurred in the preparation and submission of a bid.

The attached Annexes are an integral part of this Request for Proposals – see section 13.

Oxfam may contact bidders to confirm contacts, addresses, bid amount and to confirm that the bid was submitted for this solicitation.

OXFAM has the right to undertake due diligence to verify the references, and very details submitted before award.

### Quotation validity

- The quotation shall be valid for 90 days from the submitted. If this is not possible, the bidder may propose a different timeframe.

- If the bidder is awarded the contract, all information provided in the quotation and negotiation process is contractually binding.

### **Right to Select/ Reject**

Oxfam reserves the right to select and negotiate with those firms it determines, in its sole discretion, to be qualified for competitive proposals and to terminate negotiations without incurring any liability. Oxfam also reserves the right to reject any or all proposals received without explanation.

### **Reserved rights**

All applications and quotes become the property of Oxfam, and Oxfam reserves the right in its sole discretion to:

- Disqualify any offer based on applicant's failure to follow solicitation instructions.
- Waive any deviations by the applicant from the requirements of these terms of reference that, in Oxfam's opinion, are considered immaterial defects requiring rejection or disqualification; or where such a waiver will promote increased competition.
- Extend the time for submission of responses after notification to all applicants.
- Terminate or modify the process at any time and re-issue the request for quotation to whomever Oxfam deems appropriate.
- Issue an award based on the initial evaluation of offers without discussion.
- Award only part of the activities in the solicitation or issue multiple awards based on solicitation activities.

## **9. CODE OF CONDUCT**

Oxfam is committed to integrity in its operations and supply chains and ensuring high ethical standards. Complying with all laws and regulations and ensuring fair competition are fundamental to this commitment. We actively promote these principles and standards and expect all Oxfam suppliers to demonstrate commitment towards them.

All consultants/applicant are required to agree and adhere to the [Oxfam Supplier Code of Conduct](#), whereas individuals (including consultants) must sign the [Oxfam Non Staff Code of Conduct](#)<sup>1</sup>. These Codes of Conduct set out the specific standards and principles in the areas of human and labour rights, environmental impact and anti-corruption that suppliers must follow.

Oxfam has the following requirements of its service providers, to ensure integrity in its supply chain:

### **Bribery and collusion**

Oxfam does not tolerate fraud, including bribery or kickbacks, collusion among bidders, bribery or kickbacks. Any firm or individual violating these standards will be disqualified from this procurement and barred from future procurement opportunities.

Employees and representatives of Oxfam are strictly prohibited from asking for or accepting any money, fee, commission, credit, gift, gratuity, object of value or compensation from current or potential vendors or suppliers in exchange or as a reward for business.

### **False statements**

Bidders must provide full, accurate and complete information as required by this solicitation and Annexes. False statements in bids constitutes grounds for immediate termination of any agreement with the supplier. OXFAM takes misstatements, falsification, manipulation, alteration of facts and/or documents very seriously, has a zero-tolerance policy to such behaviours, and may choose to take legal action in a case of misrepresented disclosures by

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<sup>1</sup> Non-Staff Code of Conduct applies for any self-employed individuals or contracted employees of suppliers who are working on Oxfam sites, or who have access to Oxfam materials, or who may represent Oxfam in any manner but are not part of Oxfam's legal entity)

## Conflict of interest

Bidders must provide disclosure of any past, present or future relationships with any parties associated with the issuance, review or management of this solicitation and anticipated award. Failure to provide full and open disclosure may result in Oxfam having to re-evaluate the selection of a potential bidder.

## Diversion of funds

Oxfam is determined that all its funds and resources should only be used to further its mission and shall not be subject to illicit use by any third party nor used or abused for any illicit purpose. Suppliers (and their affiliates/group companies, employees, officers, owners, agents and sub-contractors) may be subject to formal screening against global lists of individuals subject to designation or proscription under financial sanctions or counter terrorism regulations.

## 10. Monitoring

**Due diligence:** As a charitable organisation, Oxfam must take care to protect its assets and funds, as well as the communities that we work with. One of the steps that Oxfam takes to comply with this legal duty is to conduct adequate and proportionate due diligence on suppliers prior to entering a contract. This includes checking legal registration and financial solvency, but may also include other checks, such as misconduct/performance reference checks and if working with children or vulnerable adults, a criminal records check.

Important note: Oxfam performs a regular screening check of all suppliers against international sanctions lists.

**Audit:** Any audit requirements are detailed in the terms and conditions of business




**Data protection:** Oxfam is legally bound to ensure that all personal details held by the organisation relating to any individual or entity are kept secure and according to international data protection standards.

## 11. MISCONDUCT REPORTING AND WHISTLEBLOWING

Oxfam's reporting and whistleblowing mechanisms are available for Service Providers as well Oxfam employees, to ensure that Oxfam continues to operate under the highest ethical standards and principles.



You can use these reporting channels confidentially, anonymously, and in your own language to report any concerns involving fraud, corruption, waste, abuse or safeguarding concerns.

Speak up			
	Oxfam GB	Oxfam Novib	Oxfam Intermón
<b>Email:</b> 	<a href="mailto:SpeakUp@oxfam.org.uk">SpeakUp@oxfam.org.uk</a>	<a href="mailto:integrity@oxfamnovib.nl">integrity@oxfamnovib.nl</a>	<a href="mailto:buzon.etico@oxfam.org">buzon.etico@oxfam.org</a>
<b>Online:</b> 	<b>Oxfam Misconduct Reporting Webform</b> (including possibility for anonymous reporting) <a href="https://oxfam.clue-webforms.co.uk/webform/misconduct/">https://oxfam.clue-webforms.co.uk/webform/misconduct/</a>		
<b>Phone:</b> 	<b>Global phone number:</b> +44 1249 661808 Check <a href="https://speakup.oxfamnovib.nl">https://speakup.oxfamnovib.nl</a> for local numbers (you can request interpretation)		

## 12. ANNEXES

- Oxfam Supplier Code of Conduct: <https://oxfam.box.com/v/Oxfam-Supplier-CodeConduct>
- Oxfam Non-Staff Code of Conduct: <https://oxfam.box.com/v/Nonstaff-CodeConduct>
- Conflict of interest declaration form: <https://oxfam.box.com/v/Supplier-COI-declaration>
- [Safeguarding policy](#)
- (If applicable) [Oxfam child safeguarding policy](#)
- (Edit if applicable) Example privacy notice:  
<https://oxfam.box.com/s/mo8artt9l8a2x0cnpqqrugrt8k0r773>