TERMS OF REFERENCES (TOR)

Modelling good programme learning and identifying the most significant changes to inform REE-CALL II programme design

Background:

The Resilience through Economic Empowerment, Climate Adaptation, Leadership and Learning (REE-CALL) programme of Oxfam in Bangladesh has been working with 800 community based organizations (CBOs) under 65 unions in 24 *Upazillas*/Sub-districts of 14 districts of Bangladesh and is formally coming to an end in March 2017. This is therefore a period of intensive review and reflection and innovative horizon scanning to identify the most significant changes of REE-CALL I so that those can inform the design of REE-CALL II.

In 2016, REE-CALL was selected as one of Oxfam GB's 14 Flagship Programmes around the world. This reflects its firm foundation in programme quality and good practice in programme learning, and marks a commitment to share its thematic and programme learning practices with the wider Oxfam community while it integrates Oxfam's thematic priorities: Women, Work, Water and Inequality.

REE-CALL is supporting around 75,000 households directly, meaning 225000 women and men in Bangladesh, to thrive despite the very real challenges they face in their daily lives – poverty, inequality, natural disasters, climate change impacts and gender injustice. Oxfam views all work in Bangladesh through two critical strategic lenses: Women's Leadership and Resilient communities. The Bangladesh Oxfam Country Strategy (OCS) was last revised in 2015 and the next 3 years (2017-2020) REE-CALL will be designed on the basis of the findings of the learning and country level theory of change which has been produced based on the revised OCS. REE-CALL accounts for 50% of the total country programme and employs dedicated project management staff as well as the shared advisory services and expertise of other teams including Livelihood and Private Sector, policy & advocacy team, Insurance project team, Water sanitation and hygiene (WaSH), Gender etc. Although REE-CALL formally comes under the Economic Justice and Resilience theme, it has strong links with colleagues and programmes in Gender Justice, WaSH (under Humanitarian response) and policy advocacy.

The four major pillars of REE-CALL are:

1. Building women's agencies through building solidarity and capacity of community women and youth.
2. Enhancing women's economic leadership and market access.
3. Promoting water, sanitation and hygiene initiatives.
4. Producing sustainable models to address climate uncertainty and disasters.

All of these pillars are focused on pro-poor implementation of policies so that rights and entitlements of the poor people are ensured. The standalone women's transformative leadership programme in Bangladesh is Let Her Decide and Participate and this approach has been mainstreamed in the REE-CALL programme.

REE-CALL was designed with support from regional and global stakeholders in 2009. It began late in 2010, was scaled up in 2012 and will end in March 2017. It took one year to design, with a large amount of time invested in consultation with communities, key stakeholders including experts.

As a Flagship, REE CALL is committed to demonstrate its impact at scale and to be a 'go to' agency. The Government of Bangladesh is looking to adopt REE-CALL's community resilience model nationwide. Members of the REE-CALL team are active members of numerous networks, at local, national and international levels advocating for pro-poor policies on climate change and trade, climate governance, marketing and fare price of agriculture product, promoting responsible business, pro-poor budgeting etc. They are engaged in productive alliances, including with the INGO forum, BRAC University (the

Centre for Climate Change and Research), Campaign for Sustainable Rural Livelihoods (CSRL), the all party parliamentary group (APPG), GMark, Food rights movement, Civil Society Movement on SDG, Alliance of Community Radio through the project PROTIC (it is ICT based action research project of Oxfam in Bangladesh). These are invaluable collaborators with potential to support REE-CALL's thematic learning and engagement and influence with policy makers and shapers, as well as donors and the private sector. Within Oxfam, the REE-CALL team is working closely with multiple advisors and support staff, including the National Influencing Team.

Rational of the assignment:
REE-CALL leadership acknowledges the importance of regular reflection and horizon scanning:
- to take regular (routine) stock takes, review and reflect in order to learn from mistakes, be alert to threats and opportunities,   know who can help fix a problem and how to look after each other to get the best from each other,

- to monitor and improve the governance system, understanding and willingness of partner NGOs in achieving programme goals,

- to look outside of the programme and the community of partners for inspiration, support and advice.

Reflection, review and horizon scanning are required to fulfill Oxfam GB's ambition for the next REE-CALL programme to build on strong foundations and contribute to lasting (transformational) change for more people, through higher quality programming, combined with the enhanced power to influence.

REE-CALL wishes to embrace evidence based third generation programme design and management, which means investing in programme learning practices that are as core to programme implementation as other programme activities. 'Good' programme learning practice blends internal reflection and review processes with external critiquing and inputs, both by peers and 'non-traditional' sources.

As mentioned earlier, this Programme Learning Journey will enhance REE-CALL's 'good programme learning practice' through capturing the most significant changes and capacities to inform the design (November 2016 – March 2017) of REE-CALL New Generation/REECALL II Programme and contribute to programme quality in other Oxfam programmes. A learning guide is needed to guide this assignment with the support of a review team and feedback from 'critical friends' while consulting various documents of REE-CALL and information from the community.

Purpose of the assignment:
- By identifying the most significant changes of REE-CALL and influencing factos behind those changes to inform the design of REE-CALL II with an emphasis on understanding better 'how change happens' and the link between 'good programme learning practice' and transformative quality programmes for the period of April 2017 – March 2020. (August 2016-March 2017)
- To enhance the REE-CALL team's programme learning practice, identify the most significant changes and how change happened (ongoing)
- To improve the understanding on what was missing in the programme design and implementation that could rather improve programme quality and impact
- To identify what factors brought together the CBOs and what hindered the CBOs to act together as well as Oxfam and partners' role in facilitating the process of unified actions of CBOs. This would assist in next generation programme design of REE-CALL.
- To share thematic learning and programme learning practice more widely within Oxfam (post March 2017)

Objectives of the assignment for a learning guide:
- To promote and support reflective practice and sense making for the REE-CALL team, partners, other thematic stakeholders in the design of REE-CALL next generation programme.
- To facilitate REE-CALL's own review of its knowledge management and programme learning practice (analysis, reflection, innovation, communication) relating to how it learns from its own, and other's work
- To support REE-CALL's definition of its future programme learning approach linked to (and not separate from) the REE-CALL II programme and budget and the 2020 Bangladesh programme theory of change and promote a culture of programme learning that is linked to programme design and management (looking forward)
- To support the sharing of REE-CALL's 'good programme learning practice and the most significant changes' with other Oxfam teams, notably in relation to how it learns from programme experience to adapt and inform programme design particularly in relation to integrated programmes design
- To support the sharing of REE-CALL's thematic learning with other Oxfam teams.
- To support the review of key secondary documents of REE-CALL while working with review team
- To devise the methodology and data collection tools for the review team while participating in the data collection process

Activities and Methodology:
- Blend external and internal inputs, with the REE-CALL Team leading the process and 'critical friends' providing critical challenge and/or targeted research (eg. thematic resilience learning to be led by the BRAC University's Centre for Climate Change and Research)
- Facilitate opportunities for peer review and exchange
- Facilitate a knowledge management and programme learning self assessment
- Adapt the Most Significant Change methodology to capture and communicate impact but also to facilitate higher quality reflection and learning
- Facilitate the bringing together of multiple insights, inputs and research both from REE-CALL partners, participants and 'critical friends'
- Explore opportunities for 'fresh air' and fresh perspectives by facilitating exposure to new ideas, people and practices beyond the current programme that may offer new ways of thinking and working
- Collate the reviews and feedback and prepare the report highlighting the most significant changes

Timeline:
The assignment will span from 25 November 2016 to 31 January 2017 while the Oxfam review team would start preparation in November 2016. Tentative timeframe for the learning guide is proposed:

25-30 November'16: Draft methodology and questionnaire development
01 December'16: Meeting with Oxfam team (including partner), prepare action plan and finalize methodology and questionnaire
02-17 December'16: Collecting data from the field as per the study plan (Oxfam team would be engaged and learning guide would visit few locations and not all locations as per agreed action plan)
25 November-22 December'16: Review team and 'critical friends' providing their review on the basis of document analysis and field data analysis
18-22 December'16: Programme Leadership Journey Workshop organized by Oxfam (tentative)
23 December'16 – 03 January'17: Draft Report Preparation
04-05 January'17: Draft report analysis involving Oxfam review team
06-19 January'17: Further work on 1st draft report
20 January'17: 1st draft report submitted by learning guide
31 January'17: Report finalisation

Participant of the assignment:

Target population
a) CBOs/member of CBOs
b) Enablers of Support Functions - service providers, media, Civil Society Organizations, Development Sector Stakeholders etc.
c) Enablers of Rules, Standards, Norms – Associations of different stakeholders, policy makers & implementers, etc.

Location: 15 locations of Bangladesh where 15 partner organizations are working with more than 800 CBOs

Responsibility of the Learning Guide
- Develop detail study design including methodology and questionnaire, data management plan, reference population category and size, action plan in close consultation with Oxfam and project partners
- Ensure quality control during data collection, entry and analysis
- Develop reporting outline in consultation with Oxfam
- Share draft report after ensuring require quality checking and allow Oxfam & partner adequate time for feedback/comment
- Change or modify the report until satisfaction of the quality from Oxfam
- Final version of report with max. 20 slides for presentation
- Presentation of findings and recommendations with partner and Oxfam

Deliverables of the consultancy
- Detail Inception report including methodology, tools, data collection plan, reference population, operational plan of the study etc.
- All raw data clearly organized and accessible in electronic format(s).

Criteria for selection:
- Masters Degree in areas of social science or other related areas.
- Extensive relevant experience in research, facilitation of programme learning journey and M & E work
- Extensive experience of working with international development organizations globally and specifically in complex environments.
- Excellent attention to detail and evidence of quality outputs from previous assignments.
- Knowledge on resilience, economic empowerment, community-based development, policy influencing etc.
- Proven experience of managing large dataset and drafting quality analytical report
- Availability to complete the work as per timeline

Important notes:
- First version of the report would be shared in draft form and allow time to share feedback from Oxfam & partners.
- Final draft report should be planned after incorporating changes
- All raw data (primary & secondary) collected for the purpose of this assignment should be available for Oxfam in electronic format
- All significant design decisions should be clearly documented and included in the report.

Responsibility of Oxfam
- Formation of a review team with around 4 sub-teams
- Assigning team members for data collection
- Providing review team members' input for collating and analysis
- Communicate and coordinate with project partner organizations
- Share relevant project documents related to the assignment

- Provide timely feedback on data collection plan, tools, field plan, stakeholder etc.
- Monitor the process as and when required
- Feedback on draft report
- Organize study sharpening event

The general Terms and Conditions:

- All soft and hard copy of the assignment will be treated as the property of Oxfam
- In any circumstances consultant shall have no opportunity to alter the timeline and planning of data collection and submission of first draft and final report.
- The consultant/consulting organization must maintain the standard quality in data collection, processing and reporting
- The consultant shall have the responsibility to rewrite the report, modification of sections until the satisfaction of quality required by Oxfam.
- In case of any deviation, Oxfam shall have the right to terminate the agreement at any point of the project.
- Consultant/consulting organization shall be bound to pay back the full money to Oxfam given as advance of payment in case of any deviation, dissatisfaction of quality and other point mentioned in the agreement.

Guideline for Proposal Submission:

The proposal/expression of interest (duly signed) should comprise with the following sections and given page limit.

Topic	Maximum Page Limit
Technical Proposal	
Cover Page	1 Page
Table of Content	1 Page
Understanding of the Assignment *(Without copying from the ToR content)*	3 Page
Proposed Methodology	2 Pages
Work Schedule	1 page
Team composition along with its rationale	2 pages
Any other relevant information (if required only)	3 pages
Financial Proposal	
Budget detailing out - Consultancy days and fees (days should be mentioned for key member of the team) - Travel and accommodation - Any other expenditure (please mention nature of expenditure) - Including 15% VAT and 10% tax - Total amount	

Evaluation Process

In response to the invitation, the consultant/ consulting firm will have to submit a technical proposal as per the **'Terms of Reference'** and a financial proposal separately. The selection committee will evaluate both the technical and financial proposal of the consultants/firms based on set out evaluation criteria .The total scoring points for both the evaluations will be 100 while technical evaluation on 80 points and financial proposal on 20 points.

A cumulative weighted-scoring method will be applied to evaluate the firm. The award of the contract will be made to the consultant/consulting firm whose offer has been evaluated and determined as:
a) Responsive/compliant/acceptable with reference to this ToR

b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

* Technical Criteria weight; [80%]

* Financial Criteria weight; [20%]

Criteria	Weight
Technical	**80**
1. Expertise of the firm/organization	
Understanding of the ToR	10
Experience in conducting result based monitoring using both qualitative and quantitative method and tools. Demonstrated experience and knowledge on alternatives brick and green construction technology as whole	15
2. Methodology	
Appropriateness of methodology meeting requirement of assignment	15
Data management	15
Quality assurance	10
3. Management structure and qualifications of key personnel	
Team composition	5
Experience analyzing large datasets and quality report	10
Financial	**20**
Total	**100**

How to Apply

The individual/firm must submit the following documents along with Technical & Financial Proposal (including VAT/TAX): The financial proposal should include **15% VAT ONLY**. Oxfam will **deduct 10% Income Tax** at source from the agreed consultancy amount.

For Consultancy Firm
- Maximum 2 page Firm profile highlighting related assignment completed with client name, contract person and mobile number
- Lead Consultant's (who will lead the assignment) Maximum 2 page CV highlighting related assignment completed, role in of the completed assignment
- Other Team members' (who will involve in the assignment) one paragraph short CV highlighting related assignment completed and role
- Firm's Certificate, TIN and VAT registration

For Individual Consultant
- Maximum 2 page profile highlighting related assignment completed with client name, contract person and mobile number along with detailed CV
- TIN certificate and any other relevant document (if necessary)

Application Instruction:
We invite a proposal from interested individual/ firm to undertake this assignment.

Please refer detailed TOR for this assignment and submit your letter of interest at hrbd@oxfam.org.uk

Proposal will be accepted only through email in PDF form duly signed by mentioning "**Modelling good programme learning**" in the subject line **by 22 November, 2016.**