

## Terms of Reference for Consortium-wide Mid Term Review of the Masarouna Programme

23 January 2023

Program/project title /affiliate identification code	Masarouna “Our Pathway” Programme. The reference number for this grant is MINBUZA-2020.1001579
Partner organisation/s if applicable	There are a number of partners and allies involved in the programme. Consortium Partners include Fe-Male, RNW Media, SMEX and Oxfam Novib.
Geographical coverage: global; region; country(ies)	The six countries/territories participating in the Masarouna Programme.
Program/project lifespan (from mm/yy to mm/yy)	The programme implementation period runs from 1 January 2021 until 31 December 2025. The period covered under the assignment is 1 January 2021 to mid 2023.
Program/project budget	The overall budget for the Masarouna Programme is € 51.761.487 Euro for the period 2021-2025.
Evaluation budget	The maximum budget is set on € 120.000.00 EUR (exclusive of VAT). This is exclusive of logistic expenses (travel, board and lodging).
Evaluation Steering Committee	The evaluation will be managed by a Steering Committee comprising of seven members.
Evaluation Reference Group	The evaluation will be served by an advisory Reference Group comprising of six members. Three are independent from the Masarouna consortia and partners, three are internal to the programme.
Evaluation Commissioning Manager	Monitoring, Evaluation, Accountability and Learning (MEAL) Advisor Oxfam Novib, not previously seconded to the Masarouna Programme.

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## 1. Background and purpose of the evaluation

This Terms of Reference covers the (consortium-wide) midterm review (hereafter referred to as MTR) for the Masarouna Programme for the period of 1 January 2021 to mid 2023. The Dutch Ministry of Foreign Affairs (MoFA) provides financial support to the Masarouna Programme and the implementation period runs from 1 January 2021 until 31 December 2025, with a total amount of 51.761.487 Euro.

In a region where securing Sexual and Reproductive Health and Rights (SRHR) is especially challenging, the Masarouna “Our Pathway” Programme mobilises the power of young people (YP), for collective action in MENA to support their fight for greater freedom of choice and respect for their SRHR through new and innovative pathways for change. The programme gives particular attention to young (unmarried) women and LGBTQI+ people.

The programme is implemented by the Masarouna Consortium – comprising of Fe-Male, RNW Media, SMEX and Oxfam Novib. The programme is implemented in six countries/territories. It is also implemented at Regional and Global levels. The selected countries reflect diversity, yet also similarities, in terms of location in the region, civic space restrictions, digital inclusion and conflict affectedness.

The outputs and outcomes to be accomplished with the MoFA grant for the Masarouna Programme are laid down in the programme framework as presented in the proposal to MoFA. In Chapter 5 of the proposal and Annex 10.1 of this document, the Theory of Change (ToC) underpinning the Masarouna Programme is displayed. The ToC distinguishes two major pathways:

- Pathway 1 is focused on the direct influencing of decision-makers and society to address inadequate legislation and harmful traditional social and cultural norms through strengthened youth engagement.
- Pathway 2 is focused on strengthening civil society, reclaiming civic space and the formation of new partnerships and alliances.
- Note that both pathways are supported by a cross-cutting capacity strengthening approach for YP and civil society.

The Masarouna Programme is currently preparing its MTR to adhere to the Masarouna Programme grant decision dated 11 December 2020, in which MoFA specifies that the programme should conduct its MTR for the period of 2021 to mid 2023. The MTR will succeed the Masarouna Programme Baseline which was finalized in November 2021 (and updated for Lebanon in November 2022).

The purpose of this MTR is as follows:

- Learning for adaptive management: The MTR will identify lessons learned and recommendations to inform planning, target setting and strategic decisions for the remaining implementation period of the Masarouna Programme (2023-2025);
- Enhancing sustainability: Based on the gathered information and knowledge, the MTR will provide insights on the potential for sustainability as well as recommend actions to further sustain gains made during the programme;
- Accountability: By capturing the results of the programme and comparing them against the intended social change, the MTR will allow the Masarouna Programme to provide accountability to its various stakeholders, particularly to the donor, programme partners and targeted stakeholders such as targeted YP and youth activists.

Primary users of the evaluation results are the following:

- The Dutch Ministry of Foreign Affairs, to make a formal appraisal of the progress made on the outcomes of the programme, its sustainability, as well as to provide input for the next round of Strategic Partnerships;
- The Masarouna Consortium and partners, to account for progress and learnings amongst stakeholders and to inform decision making for adjusting where needed for the remaining period of the programme. This includes YP and youth activists that the Masarouna Programme supports.

## 2. Objectives and guiding principles of the evaluation

The MTR covers the programme implementation period of 1 January 2021 to mid 2023. The evaluator(s) will be expected to:

- Conduct a desk review of input documents provided by the Masarouna Consortium Partners and their partners to become familiar with the Masarouna Programme, the two pathways and the ways in which the programme is operationalised in each of the countries and at the regional/global level, where the programme is implemented; as well as scanning/analysing these documents for information which can be used to address the evaluation questions.
- Facilitate discussion with the key stakeholders, such as the Consortium MEAL & Knowledge Group, Oxfam Global, Regional and Country teams and Consortium Partners, to further refine the evaluation questions, particularly those dedicated to Learning;
- Obtain a thorough understanding of the use of the MTR by targeted stakeholders and the Masarouna Consortium, as well as the accountability needs of MoFA as indicated in the grant decision;
- Address the evaluation questions through applied methodologies and consolidate findings from regional/global and country levels to form a coherent whole.
- Facilitate reflection and validation on the evaluation findings with key stakeholders.
- Develop recommendations from the evaluation findings for strengthening the remaining period of the Masarouna Programme (2023-2025) and ensuring programme strategy sustainability.
- Develop a final MTR report, with country-specific chapters that can serve as standalone reports, and in compliance with MOFA requirements, relevant IOB evaluation criteria and the Masarouna Risk Guidelines. An external (publicly distributed) and internal version(s) of the MTR report may be produced.

The following programme principles should inform this MTR, with implications for the MTR design:

- Meaningful youth engagement: Inclusion of YP as well as collective and collaborative creation with YP should be at the core of the MTR to build peer solidarity and ownership for programme results. The consultants(s) will describe how YP can be involved at different stages of the MTR process: 1) formulation of evaluation questions 2) development of tools 3) data collection 4) data analysis 5) sensemaking 6) reporting 7) recommendations. The consultant(s) should consider how YP can be involved in these stages and how their inputs are meaningfully considered, while also considering the needs of YP participating in the MTR, such as potential compensation needs, working outside of office hours, confidentiality, etc.
- Inclusivity and Participation: The consultants(s) will describe the envisaged involvement of the Masarouna programme teams and partners and aim to make use of participatory methods (that allow for inclusive reflection of different views and perspectives of Masarouna targeted stakeholders, staff and partner organisations, and of knowledgeable external stakeholders.

- **Gender-transformation:** The Masarouna Programme applies a gender transformative and intersectional lens to update and contextualise the range of YPs personal attributes such as sex, gender, race, ethnicity, religion, income and mental or physical disability to ensure that these factors do not limit success and inclusion of certain groups of YP. The consultant(s) are expected to include deliberate considerations of gender and age (and other intersecting, relevant disaggregation categories) in the MTR design and, as far as possible, collect views from male, female and non-binary beneficiaries. The exact disaggregation will depend on the focus of the project activities in countries but also take into account a common approach in the MTR design.
- **Conflict sensitivity:** The evaluation should be conducted in adherence to conflict-sensitivity principles, while also not raising expectations from direct / indirect beneficiaries.

### 3. Key questions of the evaluation

The MTR will aim to answer the evaluation questions detailed below. Given that one of the primary objectives of this MTR is learning, the questions cover the three learning streams of the Masarouna programme identified at the Baseline: namely learning about the context, learning related to the programme and learning about the partnership. Questions should address learning since the Baseline (November 2021 and updated for Lebanon in November 2022). In addition, OECD Development Assistance Committee (DAC) criteria have been added where relevant to the questions below.

The following questions are expected to be refined during the Inception phase, in consultation with Country teams and key stakeholders:

#### 3.1. Learning about the Context

- What contextual factors (e.g. policies, practices, actors, digital context) at country and Regional/Global levels, including any shifts in (digital) civic space, promoted or hindered the accomplishment of objectives? How is civic space monitored/navigated in relation this? (Effectiveness)
- What are the intersectional challenges faced by YP in the programme (e.g. women, LGBTQI+, people living with disabilities, marginalised ethnic and religious groups, economic inequality, rural/urban) and advantages (e.g. men, affiliation to dominant ethnic or/and religious groups) that are relevant within the Masarouna countries? What are the programme implications of these, including its implications for working with marginalized YP? (Relevance)

#### 3.2. Learning related to the Programme

- Under the two pathways, what are the main achievements on the output and outcome indicators that are linked to the Strengthening Civil Society and thematic Result Framework basket indicators? Do 2025 targets need to be adjusted based on MTR findings (how and why)? This analysis shall include (but will not be limited to) young people's understanding of SRHR, social norms as regards to SRHR, organizational and activist capacities within organizations supported by the Masarouna programme, changes in terms of policies, practices and civic space. (Effectiveness)
- Is the Masarouna ToC (its assumptions and mechanisms) relevant to the ambition and capacities of the project partners and context? Is the ToC relevant for explaining the contribution of the Masarouna Programme in accomplishing achievements to date? (Effectiveness, Relevance)
- How does digitalization (e.g. digital media tools and approaches, such as digital campaigning) support the achievements towards the Masarouna ToC, and what can be done to further exploit this strategy? (Effectiveness)

- What has been the specific added value of the Masarouna programme to stakeholders at country and Regional/Global levels, in particular to diverse YP? (Relevance)
- To which extent have safety and wellbeing of diverse YP been integrated in the Masarouna program? How could this be done further while strengthening opportunities for (digital) SRHR activism in the program countries?
- What are effective strategies to strengthen civil society organisations' capacities to influence, connect and to operate, allowing partners to create a strong sense of urgency on SRHR among YP in MENA and mobilise YP to achieve changes in policies, laws, practices, norms, attitudes, beliefs and behaviour? (Effectiveness, Sustainability)
- How have feminist and gender transformative principles set for the programme been integrated at different levels or translated into practice? (Effectiveness)
- Are organisational risks (including Sexual exploitation, Abuse and Harassment (SEAH), fraud, corruption) effectively captured and monitored by the programme at country and Regional/Global levels? Which are they and how are they responded to? (Effectiveness)
- What are the higher-level global learnings and what are the key differences/learnings per Masarouna country? What recommendations can be drawn for countries to learn from one another?

### **3.3. Learning about Partnership collaboration**

- To what extent is co-creation and joint-decision making evident (with youth, local partners, per country, between Consortium members) to support out objectives, including to deepen involvement and ownership within the programme and support programme sustainability? How can these dynamics be improved? (Sustainability)
- To what extent are the Masarouna values of the partnership integrated in programme development, implementation and evaluation?
- What has been the effect of the change in the partnership for the programme? How can the programme make effective use of the added values of the new partners and ensure complementarity between Consortium partners? (Effectiveness)
- Is there complementary work between, and are there opportunities for further collaboration, with Embassies, the Dutch Ministry of Foreign Affairs and other stakeholders in-country and at Regional/Global level? (Coherence)

## **4. Scope and methods of the evaluation**

The MTR methodology, including all relevant tools, will be fully developed by the consultant and presented in the inception report. This will need to be designed within possible limitations posed by Covid-19 restrictions and the opportunities of more 'blended' work. The MTR methodology should aim to ensure all countries and regions are sampled for the evaluation questions and relevant data (online & offline) are collected through local consultants for each country.

The consultant is encouraged to collect new primary data from programme staff and – to the extent possible – from youth, community members and other stakeholders. If possible, the national evaluator may conduct face-to-face research. This will a) help fill the gaps in data and information already available through other sources and b) where feasible, triangulate and validate previously collected information. Information may be collected through approaches such as desk reviews, Key Informant Interviews (with key project stakeholders, project implementing partners and Oxfam staff), Qualitative Comparative Analysis (QCA) as a means of analysing the causal contribution of different conditions (e.g. aspects of a Masarouna Program and the wider context) to program outcomes of interest), Focus Group Discussions, direct physical observation, youth participatory methods and other methods as proposed by the evaluators.

The core MEAL methodologies for the programme are listed below which may include online and offline data. The selected consultants are invited to suggest a combination of review / evaluation methods, including those below, to address the stated evaluation questions at the inception phase.

- **Outcome Harvesting (OH)** – ideal for complex (influencing) projects, can be applied to monitor how our efforts on strengthening CSOs capacities result in influencing policies and practices of decision-makers. OH enables the programme to trace policy changes and adaptations, but also implementations in practice and captures changes in attitudes in the public sphere (political will).
- **Capacity Strengthening Assessment Tool (CATool)** – monitors and evaluates the capacity of partners and youth-led movements on national and regional level. The CATool provides quantitative data on the perceived effectiveness of capacity strengthening approaches, sustainability of capacity strengthening, and contribution of capacity strengthening to alliance building, navigation in civic space and achieving influencing results. The tool includes a retrospective element to track perceived change in capacity over time.
- **Youth-led research** – engages YP to build their influencing capacity, supported by Masarouna, in gathering evidence for and on their influencing efforts. Youth-led research is based on the principles of Participatory Action Research wherein YP, particularly young (unmarried) women and LGBTQI+ youth, will become the researchers of their own change process and their contribution to changes towards realizing inclusive and comprehensive SRHR for YP. As YP are the owner and users of this research they can directly feed the results into their influencing strategy and messaging.
- **(Online) youth panels** – formed using structured questionnaires or qualitative measurements for assessing progress among YP on, inter alia, perceived social norms, access to services, and YPs knowledge and skills to exercise their SRHR. Surveys, short polls, focus group discussion, and interviews may be part of youth panels and can be conducted with a sample of youth participants on community level and at digital platforms.
- **Stories of Change** – a form of participatory monitoring and evaluation involving the collection and selection of stories of change by programme or project stakeholders. This participatory evidence-gathering technique involves collecting stories of significant change, with staff, volunteers, participants and interested groups, and the collection of online data that supports the change story. A chosen group then selects what it thinks are the most significant stories. Stories of Change deliver a rich description and analysis of what is happening, rather than an overly simplified picture where organisational, social and economic developments are reduced to a single number. Stories of change can also help identifying unexpected changes. It builds staff capacity in analysing data and conceptualising impact, while stimulating a reflection on why stakeholders believe one change is more important than another.

The evaluation should involve analysis of existing qualitative and quantitative data including online and offline sources of data and the updated context analysis as part of this MTR. The data for this analysis will initially come from the programme's existing research and documentation, including Baseline report (2021), Annual Reports (2021, 2022), Digital Media Context Analysis (DMCA), and other MEAL data listed for the methodologies above.



## 5. Timeline, budget, and deliverables

### 5.1. Timeline

Phase	Deliverable	Tentative dates
Design and Set-up	Reference Group established; approved by Steering Committee	Dec 2022
	Draft MTR developed by commissioning manager, through consultation with Reference Group and key stakeholders	Dec – Jan 2023
	MTR Terms of Reference finalized, approved by Steering Committee	Jan 2023
	Recruitment of the external evaluators/agency for MTR	Jan-Feb
Inception	External evaluators/agency contracted; approved by Steering Committee	March
	MTR implementation begins	March
	Inception report ready for review; approved by Steering Committee	second half May
Data collection	Data collection at country-regional-global levels	May-Jul
Feedback and Validation	Sensemaking and validation workshops	Jul-Sept
Reporting	First draft report ready for review; subsequent draft to follow	1 Sept
	Final MTR report ready for review; approved by Steering Committee	Oct
	Final MTR report submitted to Donor	1 Nov 2023, <u>required deadline for Grant agreement</u>
	Management response prepared; dissemination of evaluation findings	Nov onwards

Once the MTR implementation has begun, four phases are distinguished:

- Phase one: Inception. Extensive desk review of available reviews and reports is conducted and initial interviews with key stakeholders involved in the programme. This phase is concluded when:
  - An inception report is produced by the evaluation team with the first findings of the desk review and interviews;
  - The evaluators have developed an evaluation framework and related research proposal (included in the Inception report) which is reviewed by key stakeholders and approved by the Steering Committee;
  - Optional: the evaluator(s) further refine the ToC in consultation with internal stakeholders to be used as part of the evaluation framework.
- Phase two: Data collection and analysis. This phase mainly concerns conducting research. This phase is concluded when a first draft of the midterm review report is drafted according to the outline a provided below.
- Phase three: Feedback and Validation. The first draft will receive feedback from the evaluation Steering Committee and Reference Group. It will be tabled for sense making and validation to groups of stakeholders during workshop(s) for one or two days. The design (methodology) of workshops is the responsibility of the evaluator(s) and is expected to take place per country. Based on the results of the workshop, the evaluators will draft a second version of the draft report to be presented for review.



- **Phase four: Reporting.** Based on the feedback of key stakeholders, the evaluators prepare the third and final draft of the report for review. This phase is concluded when the Steering Committee reviews and signs off the third and final draft, which serves as the MTR report, and the Steering Committee issues a management response. The evaluators are not expected to participate in the drafting of the management response.

## 5.2. Budget

The budget reserved for the MTR is set at maximum € 120.000.00 EUR (exclusive of VAT).

## 5.3. Deliverables

The following deliverables are part of this MTR:

- Inception report, including updated evaluation questions and a clear evaluation matrix, describing indicators and methods to be used for each evaluation question;
- Raw and processed data, of both qualitative and quantitative data;
- Validation and sensemaking workshops, including summary of findings and participants;
- Draft MTR reports (first and second versions); Final MTR report (available in English and may also be transited into Arabic), with country-specific chapters that can serve as standalone reports, and in compliance with MOFA requirements, relevant IOB evaluation criteria and the Masarouna Risk Guidelines. An external (publicly distributed) and internal version(s) of the MTR report may be produced.

## 6. Evaluation responsibilities and management

The MTR will engage a diverse array of internal and external stakeholders. As such, below is an overview of the different roles, responsibilities and of key (internal) stakeholders involved in the MTR.

The **Masarouna Steering Committee** will:

- approve and sign off the Reference Group ToR and the MTR ToR;
- approve the evaluators/agency to be selected for the assignment;
- approve the inception report;
- review the draft reports and provide any input;
- approve and sign off on the final report as well as the management response.

The **Masarouna Programme Manager / Programme Management Unit** will:

- oversee the proper briefing of the evaluators,
- oversee the introduction of evaluators to the internal stakeholders in Oxfam and ensure cooperation of the latter to the mid-term review;
- co-read forthcoming reports and advise the Steering Committee;
- provide advice and inputs for the management response; to be approved by the Steering Committee;

The **Reference Group** will:

- provide technical advice, information and inputs for the MTR ToR; to be approved by the Steering Committee;
- provide advice and inputs for the shortlist of evaluators/agency to be selected for the assignment; to be approved by the Steering Committee;
- provide advice and inputs for data collection and evaluation design;
- provide advice and inputs on the Inception report, the first draft report and subsequent drafts as well as the Final report, advising the Steering Committee which will approve thereon;

- assist the evaluators and/or commissioning manager where possible in seeking sector-specific or technical advice when advice may not already be present in the Reference Group.

The **Commissioning Manager** will:

- oversee the overall process of the MTR including serving as contact point between the evaluators and the Steering and Reference Group for any issues related to the assignment;
- draft the Reference Group ToR and the MTR ToR, adapting these based on input of key stakeholders; to be approved by the Steering Committee;
- facilitate communication and organise meetings for the Reference Group,
- collect technical advice, information and input from key internal stakeholders to advise the Reference Group and/or Steering Committee;
- support the proper briefing of the evaluators and introduction of evaluators to the internal stakeholders in Oxfam;
- together with the procurement specialist, organise the selection procedure of the evaluators;
- assure the issuing of the contract and fulfilling the contractual obligations (when positively advised by the Steering Committee);
- co-read forthcoming reports and advise the Steering Committee;
- draft the management response on behalf of the Steering Committee, adapting this based on inputs from key stakeholders; to be approved by the Steering Committee;

The **Procurement Specialist** will:

- provide technical advice, information and inputs for the Reference Group ToR and MTR ToR; to be approved by the Steering Committee;
- ensure accountability and transparency of the selection of the evaluators in line with prevailing procurement regulations (Oxfam Novib) applicable to this assignment.

For other key internal stakeholders, notably the **Project Coordination Committee (PCC)**, **Project Leaders** and the **Consortium MEAL & Knowledge Group**, they will:

- provide technical advice, information and inputs for the Reference Group ToR (the PCC) and MTR ToR (all); to be approved by the Steering Committee;
- provide technical advice, information and inputs for the MTR ToR; to be approved by the Steering Committee;
- provide advice and inputs for the shortlist of evaluators/agency to be selected for the assignment; to be approved by the Steering Committee;
- provide advice and inputs on the Inception report, the first draft report and subsequent drafts as well as the Final report, advising the Steering Committee which will approve thereon.
- For the PCC, they may provide inputs to inform the management response; to be approved by the Steering Committee.

## 7. Dissemination strategy, responsibilities for sharing and using findings

The MTR report(s) will be owned by the evaluation Steering Committee which is responsible for further dissemination in the Masarouna Programme. A final report will be shared with the Dutch Ministry of Foreign Affairs, Masarouna Programme Consortium Members and partners. The dissemination of reports should align with the Masarouna Risk Guidelines and advice of the Masarouna Communications and Influencing Working Group.

## 8. Evaluation proposals, award criteria and selection procedure

### 8.1. How to submit proposals

This evaluation is initiated by Oxfam Novib and its procurement rules apply to awarding this assignment. A procedure requesting for competitive quotations is to be implemented. Below the main requirements and timeline is listed.

- Bids should include the following documents:
  - A brief approach paper (max. 10 pages) including:
    - The consultant(s)' understanding and interpretation of the Terms of Reference;
    - A description of the intended approach, methodology, tools and analysis; strategy, in line with the principles described in section 2 of this Terms of Reference;
    - An overview of the perceived risks and mitigation strategies;
    - A summary of team composition and expertise;
    - A work plan detailing the timing of the assignment and expected deliverables.
  - At least two relevant reference assignments previously performed by the evaluator(s) that are comparable in content, time and budget.
  - Roles and Responsibilities of the team members, including summary of qualifications and CVs detailing relevant skills and experience (also see Award criteria below). This should be of no more than 4 pages per member, including contactable references;
  - Copy of the registration with the Chamber of Commerce;
  - A total budget (in Euro, excluding VAT) with a cost breakdown in days or hours spent and the related fees for the tasks (making the distinction for each consultant). Costs for accommodation, meals and local of transport, which are included in this budget shall be estimate. Actual costs shall be reimbursed in accordance with Oxfam Novib's expense policy for consultants.
- Any questions, remarks or requests for clarification can be sent to [claire.mansfield@oxfamnovib.nl](mailto:claire.mansfield@oxfamnovib.nl) before **14 February, 23:59 hours CEST**.
- Proposals should be titled " MTR Masarouna" and sent to commissioning manager [claire.mansfield@oxfamnovib.nl](mailto:claire.mansfield@oxfamnovib.nl), with copy to Masarouna Programme Manager [marouschka.buijten@oxfamnovib.nl](mailto:marouschka.buijten@oxfamnovib.nl), no later than **28 February, 23:59 hours CEST**.

### 8.2. Award criteria

The evaluation of the proposals will be based on the best value for money covering technical quality (the approach paper and the CV of the evaluator(s)) and price of the quotation.

#### 8.2.1. Assessment of approach paper

This will be based on 1) Understanding of the assignment and 2) Realistic time planning, given the assignment, with the best fitting approach paper for the assignment will be given the most points.

#### 8.2.2. Assessment of CVs

The assessment of the CVs will be based on appropriateness of the proposed team of consultants based on the criteria below. The best fitting set of CVs for the assignment will be given the most points. The following competencies should be made clear in the set of CVs provided:

Required:

- No previous involvement in Masarouna programme (e.g. programme design) and no affiliation with Masarouna partners, to ensure the external nature of this review;

- Experience in evaluating the content and intervention strategies relevant to the Masarouna Programme (SRHR for diverse young people, (digital media, civic space /SRHR /SOGIE) influencing, and CSO capacity strengthening);
- Having previously performed at least two assignments that are comparable in content, time and money;
- Good understanding of participatory, youth-led MEAL and feminist/gender transformative MEAL;
- Experience in applying online tools for moderating group sessions for data collection of online and offline data and sense making;
- Experience in and capability to organise for and to work with national/regional evaluators;
- Knowledge of the quality criteria of the Dutch Policy and Operations Evaluation Department (IOB) for executing of evaluations;
- Ability to organise and deliver products on time against a tight deadline;
- Strong networking and problem-solving skills;
- Strong analytical and synthesis skills;
- Strong writing and communicative skills (including intercultural communication);
- Excellent command of English and Arabic.

Preferred:

- Experience with working in (or a team representing) the MENA region – and conducting evaluations in particular;
- Given the complexity of the MTR (multiple stakeholders and different geographic locations) and to ensure ownership over the process, it is expected that the consultancy firm oversees an existing pool of nationally based consultants or will manage nationally based consultants identified as part of the assignment;
- Experience with digital (media) approaches;
- Experience with Masarouna Consortium partners and/or experience with evaluations in a network/con-federal setting.

### **8.2.3. Assessment of prices**

The maximum budget for this assignment is described in section 5.2. The evaluator(s) will have to make provisions for covering all costs associated with the assignment. This includes, but is not limited to, the following:

- Desk review of provided documents, writing and editing of written inputs.
- Office-related costs which may include communications (phone, mail, photocopying, etc). No costs of this nature may be charged in addition.

Costs of any necessary travel within The Netherlands to Oxfam Novib's headquarter are reimbursable. Remuneration is based on submission of final deliverables as mentioned in section 5.3 of this Terms of Reference.

### **8.3. Selection procedure**

The assessment of the proposals will start with an assessment of the administrative criteria, mentioned in the table below. These criteria are all Knock-out criteria. That means that if these criteria are not met in your proposal, this proposal will be put aside, and the award criteria of this proposal will not be assessed.

The proposals that meet the administrative criteria will be assessed against the award criteria. The award criteria are assessed according to the following distribution of points.

Criteria		Max. Point
<b>Administrative Criteria</b>		
Quotation received within deadline		KO
At least two relevant reference assignments previously performed by the supplier, comparable in content, time and money		KO
Copy of the registration with the Chamber of Commerce		KO
CV of the proposed evaluator(s), proving relevant experience and/or diplomas		KO
A brief proposal (max. 10 pages), as per guidelines in section 8.1		KO
Demonstrates sound communication skills (written, verbal)		KO
Within budget		KO
<b>Award Criteria</b>		
Technical Criteria	Approach paper	30
	CVs	40
Price		30
<b>Maximum score</b>		<b>100</b>

Only quotations with combined scores of at least 60 points for the technical award criteria (approach paper and CV) qualify for the assignment.

Interviews will be organised in the following two weeks with the three suppliers with the highest scoring quotations. The purpose of the interviews is to seek further clarification on the submitted quotations and learn more about the background and previous experiences of proposed consultants and their competencies. After the interviews, the total points scored on the award criteria can be reassessed.

## 9. Disclaimers

Oxfam Novib may require the applicant to clarify its proposal and/or provide supporting documentation. However, the applicant may not modify its proposal after the deadline for submission of proposals.

Oxfam Novib reserves the right to depart from or modify the Terms of Reference until the moment of contract signing. The Terms of Reference may be adjusted before signing of the contract with the commissioned consultants, in consultation with them and based on inputs or suggestions from the consultants and the MTR Reference Group (which is currently being established by the Masarouna Consortium).

Oxfam Novib reserves the right to stop the purchase procedure completely or partly, temporarily or permanently until the moment of contract signing. In these situations, applicants are not entitled to reimbursement of any costs or damages incurred in connection with this purchase procedure.

Proposals should be valid for at least three months after the deadline for handing in proposals.

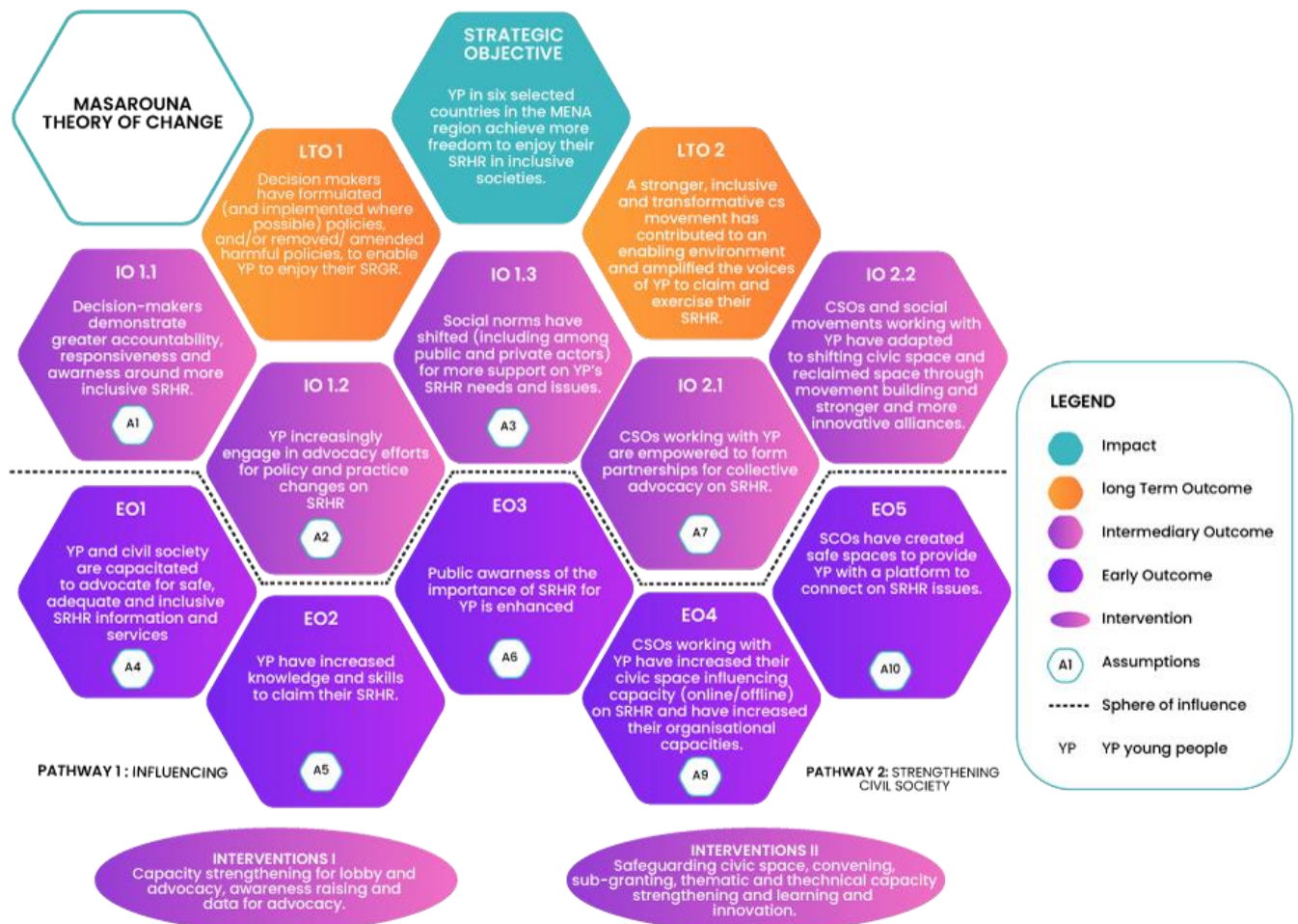
Oxfam Novib cannot be charged in any way for costs related to preparation and submission of a proposal. This can also include interviews and/or providing further information about the proposal.

The risk of any costs and/or damages which may arise by not awarding this contract to an applicant lay solely with the applicant. Oxfam Novib cannot be held responsible for any such costs or damages.

By submitting a proposal, the Applicant agrees all the terms and conditions specified in this procedure and the provisions of the contract template. The proposal will not contain any reservation(s) to these terms and conditions. A proposal with one or more reservations can be excluded from the procedure.

## 10. Annexes

### 10.1. Masarouna Programme Theory of Change





## 10.2. Suggested evaluation report format

The following format combined the format proposed by the 2022 IOB criteria and Oxfam Novib evaluation standards. Revisions to this format will be done in consultation with the Steering Committee.

1. Cover page identifying the report as an evaluation and stating:
  - a. Evaluation title
  - b. Program/project title /affiliate identification code
  - c. Geographical coverage (global; region; countries)
  - d. Date that evaluation report is finalised
  - e. Evaluator name(s) and logos; Oxfam Novib and Consortium Member logos (if appropriate)
  - f. Appropriate recognition of donor support; Clear statement in case report can NOT be used externally
2. Table of Contents
3. Glossary
4. List of abbreviations
5. Executive summary that can be used as a stand-alone document
6. Introduction
  - a. Background of the partnership programme
  - b. Objectives of the MTR and evaluation questions
7. Methodology
  - a. Methodology and approach
  - b. Challenges, bias and limitations
8. Presentation of findings and analysis
9. Conclusions
10. Learning and Recommendations
11. Appendices
  - a. Terms of reference
  - b. Evaluation program (main features of data and activities carried out)
  - c. List of interviewees (name, function and working environment) and places visited
  - d. List of documents and bibliography used
  - e. Details on evaluation team/composition (names, nationality, expertise, working environment)
  - f. Link to Methodological appendices including:
    - i. Evaluation proposal
    - ii. Evaluation instruments such as questionnaires and interview guides
    - iii. Data collected (if appropriate)