



TENDER DOSSIER

Service provider for document analysis, SROI assessment and final external evaluation of the project “Istidamah - Providing Innovative Solutions to Strengthen Community Resilience in Syria”

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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 for document analysis, SROI assessment and final external evaluation of the project “Istidamah - Providing Innovative Solutions to Strengthen Community Resilience in Syria” 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
Deadline for request for any clarifications from Oxfam	14 November 2024	17:00 CET
Last date on which clarifications are issued by Oxfam	21 November 2024	17:00 CET
Deadline for submission of tenders	27 November 2024	17:00 CET
Notification of award to the successful tenderer	6 December 2024	17:00 CET

3 BACKGROUND

3.1 The project

- Title: Istidamah - Providing Innovative Solutions to Strengthen Community Resilience in Syria.
- Duration: 36 Months (1/03/2023 to 28/02/2026).
- Partners: Oxfam.
- Donor: European Union (EU).
- Budget: EUR **6.315.788,42**.
- Areas: Deir Ez Zor governorate (Deir-ez-Zor and Mayadeen districts); Rural Damascus governorate (Rural Damascus, Duma, and Al Qutayfah districts), Syria.

Oxfam is implementing a European Union-funded project entitled **Istidamah - Providing Innovative Solutions to Strengthen Community Resilience in Syria**”.

Istidamah aims to increase systemic resilience to food crises and climate change and relies upon the following theory of change: if 1) Water-related farm infrastructures are rehabilitated and water resources management is improved; and if 2) Yield (or production) of the targeted crops and animal products (cereals, fodder, dairy products, vegetables) is increased through climate smart adaptation approach; then smallholders' productivity as well as the quality and sustainability of targeted value chains will improve. Moreover, if 3) Added value of targeted crops is enhanced by strengthening off-farm activities; and if 4) Targeted rural women, disabled people, and youth's access to reliable employment and income opportunities along the targeted value chains is increased; then smallholders will have higher abilities and skills, to strengthen and widen equitable access to local markets and income opportunities.

Thus, contributing to the economic self-reliance, and resilience building of conflict-affected communities in Rural Damascus and Deir Ez Zor governorates (Impact).

3.1.1 Results chain of the project

The project aims to contribute to a people-centred recovery of Syria by supporting a socially cohesive environment in line with the Reform, Recovery and Reconstruction Framework (3RF). The project involves a variety of stakeholders, including civil society, community groups, religious, political, media, and private sector actors, donor community, and the wider audience with a participatory approach. The action focuses in Deir Ez Zor governorate (Deir-ez-Zor and Mayadeen districts); Rural Damascus governorate (Rural Damascus, Duma, and Al Qutayfah districts).

The project formulated three specific objectives i.e., Outcome(s): which contribute to reach the impact:

<p>Outcome 1 Increased sustainable production and productivity of agriculture, husbandry and fisheries</p>	<p>Output 1.1: Rural infrastructure (re)constructed/delivered (transport, water and irrigation, storage, internet connectivity, etc.) Output 1.2: Increased access to productive inputs/tools/equipment</p>
<p>Outcome 2 Enhanced rural diversification</p>	<p>Output 2.1: Marketing services available for [*farmers/producer groups/associations/cooperatives]</p>
<p>Outcome 3 Increased application of learning, innovation and improved technologies in Food and Nutrition Security and Sustainable Agriculture (FNS & SA)</p>	<p>Output 3.1: Capacities of [*beneficiaries] for [*topic] developed Output 3.2: Up-to-date information system data and statistics available (market, nutrition, food security, resilience, production etc.) at intervention level</p>

The Action's proposed outputs, outcomes, and impact will be achieved through five Activity Clusters (ACs). AC1 and AC2 will improve productivity by focusing on water efficiency, reducing water mismanagement, and reducing production cost. The CSA approach will be used to improve soil and water management, reduce soil depletion and carbon footprint, and increase sustainable land use and smallholder producers' ownership. AC3 will increase and widen access to local markets by rehabilitating key market infrastructures and providing capacity building on key skills on the identified value chains, while creating new livelihoods opportunities across the selected value chains for women, disabled people, and youth groups. AC4 includes all human capital development related activities aimed at strengthening the technical and managerial capacities of final beneficiaries targeted under AC1, AC2, and AC3. Lastly, AC5 will establish an information management system through which data from the different activities implemented will be collected, analysed, and shared with other organizations and the EU Delegation.

More information on the results chain of the project is included in the Annex 1: ISTIDAMAH project's Logical Framework.

3.1.2 Target groups and expected final beneficiaries

The project expected to reach up the following target groups:

- **5,700 Smallholders Crop and Livestock producers (at least 20% women) in conflict affected communities** of Deir Ez Zor and Rural Damascus governorates who are affected by: (1) reduced crop production/land productivity due to salinization of the soil; (2) lack and/or limited access to knowledge of sustainable and alternative agricultural practices; and (3) reduced access to critical / main agricultural inputs. Their needs will be addressed by the Action through: the improvement of the irrigation systems, its better use, and the introduction of resistant or salt tolerant crop varieties; an increased awareness of CSA practices, soil fertility management, new irrigation technologies, as well as improved equipment and introduced cultivation of plants with high productivity and low need of water.
- **550 Market actors/Small traders** across the four identified value chains affected by the lack of marketing and entrepreneurial skills and lack of own capital/credit, fuel and electricity, and unstable and soaring prices, which will be addressed by the provision of marketing skills and tailored support to start-up, income-generating activities.
- **1,000 Daily labourers and seasonal, temporary workers**, engaging in agriculture-related activities from both gender groups who are affected by reduced access to food and income opportunities during a period of lower labour demand, reduced access to inputs, and higher production costs causing income reduction, that will be addressed by the provision of labour opportunities and facilitated access to productive equipment and inputs.
- **400 Rural women, people with disabilities, and youth (18-34 years old) groups with limited access to employment opportunities**, affected by (1) limited access to vocational trainings and formal employment opportunities that will be addressed through capacity building on key value chain areas; engagement in farming/livestock breeding activities and services sector; (2) limited formal experience and business trainings addressed by capacity building on financial, logistical, management, and marketing skills, as well as support in the formalization of women and youth groups; and (3) cultural barriers, traditions, and social norms, as well as exposure to GBV risks and gender inequality, addressed by increasing the community's awareness on gender equity and equality through the active engagement of women.

Final beneficiaries of the Action are around 386,400 people from Host Communities, Internally Displaced People, and Returnees in Rural and Peri-urban Communities of Deir Ez Zor and Rural Damascus.

3.2 Project Expected Impact

The Action will have a direct impact on 38,680 Smallholder producers, market actors / small traders, Daily labourers, and seasonal, temporary workers, engaging in agriculture-related activities from Age, Gender, and Diversity (AGD) groups: Rural women and youth, including those with disabilities, by making them more resilient towards the possible man-made and natural shocks such as protracted conflict, climate change, sanctions, and inflation. By the end of the Action, it is envisaged that the number of months of food insecurity (food gap months) are reduced and livelihoods for target communities are improved; household and individual dietary diversity are improved; reduced Coping strategies index; new jobs and income-generating opportunities are created in vulnerable communities; overall livelihoods are strengthened; core productive livelihoods assets are created, and that there are functional disaster risk reduction and crisis management governance plans and practices.

Ultimately, the entire population of the five targeted districts (around 386,400 people) will benefit because of wider level interventions focusing on water-related farm infrastructures rehabilitation, water resources management, climate smart farming systems, value added agricultural production through off-farm activities, and access to reliable employment and income opportunities along the targeted value chains.

The Action facilitates the participation of different age, gender and disabilities groups to activate the physical conditions that will enable their participation in income generating activities. Particularly women will be empowered to have more decisional power. Oxfam will work through its gender and inclusion teams to ensure supervision of gender dynamics beyond the individual, but at the community level and ensure that complaint mechanisms are active and functional. These strategies combined will promote gender equality, inform gender and power analyses throughout the project cycle, foster dignity, participation, and empowerment.

4 TECHNICAL SPECIFICATIONS OF THE EVALUATION

The Istidamah project is now in the middle of the implementation phase. Oxfam is looking for a consultant or consultancy firm with (i.e. service provider) relevant experience and expert skills in conducting the services described below throughout the project life cycle.

4.1 Purpose and scope

The purpose of these Terms of Reference (ToR) is to outline the requirements for a consultant or consultancy firm to conduct four different tasks as follows:

1. The elaboration of the 4-value chain analysis and market analysis in one descriptive summary document, including key findings and concrete and strategic recommendations;
2. The Social Return on Investment (SROI) assessment to measure and account the value created by the value chain project component in the targeted communities in Rural Damascus;
3. The final external evaluation to analyze the action against OECD-DAC criteria of relevance, coherence, effectiveness, efficiency, impact, and sustainability.

4.1.1 Summary document of the 4 value chains and market analysis

4.1.1.1 Objectives

The examination of the information produced by the project during the first 18 months of implementation aimed at generating a comprehensive, incisive and smart profile of the 4 selected value chains (fodder, dairy, vegetables and cereals) in Deir Ez Zor and Rural Damascus and their orientation to the market in Syria. In a nutshell, the summary document will provide a concrete overview of the main findings and learnings came out from the available information produced by the intervention and it will support the decision making on the planning of the activities by the project team. It will also offer a more comprehensive picture of the context and a detailed foundation for the project evaluations, thanks to infographics and key fact and figures.

4.1.1.2 Methodology

The analysis will be based on the triangulation of the information included in the studies and data collected by

the project. In particular, the key sources are:

- Value chains analysis in Rural Damascus and Deir Ez Zor (4 reports, approximately 150 pages each);
- Market analysis in Rural Damascus and Deir Ez Zor (1 report, approximately 30 pages);
- Water resources assessment including technical, management and governance aspects both in Rural Damascus and Deir Ez Zor (2 reports, approximately 100 pages each).

In order to provide a better understanding of the context, the project team will share with the selected service provider the following documents as complementary materials:

- Baseline values of the project indicators (1 report, approximately 60 pages plus the dataset of the baseline survey);
- Conflict sensitivity analysis (1 report);
- Needs assessment for Farmers Field School in the different targeted communities (4 reports);
- Profile of the project targeted farmers directly involved in activities of the intervention.

Regarding the summary document, this must report in effective communicative and clear way the large amount of available information. The data and information included in the 4 value chains and market analysis will be made usable and readable for different actors and purposes.

The above-mentioned material will be shared by Oxfam with the selected service provider after the sign of the contract. Interviews and/or focus group discussions with project team and with other stakeholders of the project can be planned to have a better understanding of the data and information of each the single study based on the needs and the methodology proposed by the appointed service provider.

4.1.1.3 Expected Deliverables

The service provider is expected to deliver the following:

1. Inception report for the elaboration of the summary document on the value chains&market analysis, including a table of content of the report and details on how the analysis will be developed, FGDs and KIIs checklist, timeline, to be reviewed and approved by Oxfam.
2. Final version of the summary document on the value chains&market analysis. The report should be comprehensive and well lay out with references to the sources used. The report will include concrete recommendations to better tailor the support to the identified value chains according to the skills and the farmers' agribusiness potentials.
3. Presentation, supported by infographics, that visually communicates the key findings and main recommendations from the market and VC analysis.

Language of these deliverables must be in English. The service provider needs to submit electronic copy (i.e. MS Word, Power Point, PDF, Excel, etc.) of all the above-mentioned documents.

4.1.1.4 Timeline

The analysis will be carried out before the end of the second year of the project implementation. The service provider is expected to submit the deliverables in (2) two months by 7th **February 2025**.

4.1.2 Social Return on Investment (SROI) assessment

4.1.2.1 Objectives

The Social Return on Investment (SROI) methodology is a framework used to evaluate the broader social, economic, and environmental impact of development programs. In the context of Istidamah project, SROI is particularly valuable for assessing how the initiative contributes to improving livelihoods, local economies, environment and community resilience in a post-conflict context. By quantifying both financial and non-financial outcomes, the SROI approach helps stakeholders understand the value generated from investments in the agricultural sector, considering factors such as job creation, improved food security, and social cohesion. This methodology enables decision-makers to measure not only the economic returns but also the social benefits that extend to vulnerable communities, ensuring that resources are allocated efficiently for maximum impact. This process will also feed Oxfam's capacity to design future interventions that fit local needs. Considering the context project, the SROI will be implemented only in the value chain (VC) project component in the Rural

Damascus area and it will be focused in one or two of the selected VCs. The decision on the VCs to focus on will depend also from the results of the document analysis.

4.1.2.2 Methodology

The Social Return on Investment (SROI) methodology is designed to measure the value of social, environmental, and economic outcomes in a way that can be expressed in monetary terms. It goes beyond traditional cost-benefit analysis by incorporating the perspectives of stakeholders and focusing on the broader social impact of investments. The process involves identifying key outcomes, assigning financial proxies to these outcomes, and calculating the ratio of benefits to the investment made. SROI combines both qualitative and quantitative data to provide a comprehensive view of the value created, making it an essential tool for evaluating the full spectrum of a project's impact, particularly in complex contexts like agricultural development in post-conflict regions.

The SROI methodology involves several concrete steps, with a key focus on stakeholder engagement to ensure a thorough understanding of the social value created. Here's a more detailed breakdown:

1. Stakeholder identification: the process begins by identifying key stakeholders — such as farmers, local communities, NGOs, government agencies, and investors— who are impacted by the project.
2. Stakeholder engagement: Tools like Focus Group Discussions (FGDs), interviews, and surveys are used to engage and capture the different perspective and understanding of project stakeholders. These activities help gather qualitative data on the perceived changes resulting from the program, such as improvements in livelihoods, food security, or community cohesion.
3. Mapping outcomes: based on the insights gathered, the next step is to map the outcomes experienced by different project stakeholders. These could include tangible results as well as intangible benefits.
4. Assigning financial Proxies: for each identified outcome, financial proxies are assigned to estimate its monetary value.
5. Impact calculation: The final step is to calculate the SROI ratio by comparing the total social value generated to the investment made. This involves adjusting for factors such as deadweight (what would have happened anyway), attribution (other contributions), and displacement (negative outcomes elsewhere).

By systematically involving stakeholders and quantifying their perceived benefits, the SROI approach provides a holistic evaluation of the agricultural program's social, environmental and economic impact.

4.1.2.3 Expected Deliverables

The selected service provider is expected to deliver the following:

1. SROI evaluation report: a comprehensive document that outlines the entire SROI process, including stakeholder engagement, outcome mapping, financial proxies, and the final SROI ratio. This report would provide in-depth analysis and recommendations for stakeholders and decision-makers.
2. Stakeholder engagement summary: a document summarizing the findings from stakeholder engagement activities such as Focus Group Discussions (FGDs), interviews, and surveys. This could highlight key insights, stakeholder priorities, and qualitative outcomes.
3. Impact map: a visual representation of the causal link between activities, outputs, and outcomes. The impact map would illustrate how the program's inputs lead to specific changes in agricultural productivity, livelihoods, and social cohesion.
4. Financial proxy database: a spreadsheet or database detailing the financial proxies used for each outcome, along with justifications and sources.
5. SROI ratio summary: a one-page brief summarizing the SROI ratio, explaining the social value created relative to the investment.
6. Presentation and infographics: a presentation, supported by infographics, that visually communicates the key findings of the SROI analysis.

Language of these deliverables must be in English. The service provider needs to submit electronic copy (i.e. MS Word, Power Point, PDF etc.) of all the above-mentioned documents.

4.1.2.4 Timeline

The SROI assessment will be carried out during the last 6 months of the project implementation. The service provider is expected to submit the deliverables of the SROI assessment by **28th February 2026**.

4.1.3 Final External Evaluation

4.1.3.1 Objectives

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; (2) provide an analysis of the project's result achievements and generate lessons learned; and provide practical recommendations for implementation for improving further programming; (3) identify internal and external factors that have been affecting the project and how Oxfam has managed the intervention.

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

The purpose of the final external evaluation is:

1. 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, impact, and 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 relevance of the beneficiary selection.
3. Identify key learnings, good practices, areas to be reinforced to create a more solid basis for evidence-based approach to promote resilience initiatives in Syria.
4. Assess whether the management and governance structure of the project was fully operational to reach the project's objectives.
5. Identify external environment challenges and opportunities that had impacted on the project progress.
6. Develop recommendations arising from the final evaluation findings that will be used as a basis by Oxfam for future support and involvement with similar initiatives.

The goal of the final external evaluation is to focus on both accountability and learning. The guiding questions listed below are the basis (but not limited to) for the evaluation. The consultant/firm might submit further sub-questions as part of the application documents that needs to be developed further and confirmed at the inception phase:

- a. **Relevance:** the final external 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? Has anything changed to affect its relevance? To what extent are the objectives of the project corresponding to the local community's expectations and capacities to deal with resilience to food crises and climate change?
- b. **Coherence:** the final external evaluation should assess the compatibility of the project with other interventions, sector, or institution. Some questions to be considered are: Which synergies and interlinkages between the project and other interventions are carried out by other institutions? How consistent is the project with other the relevant international programs?
- c. **Effectiveness:** the final external 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 expected and not-expected 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 during the project implementation? How effective were the strategies and tools used in the implementation of the project? How are ISTIDAMAH's actions contributing to the economic empowerment of women and youth? How have the local communities supported new thinking and learning based on our experiences? What role has Oxfam played in these efforts?
- d. **Efficiency:** the final external evaluation should assess to what extent has the project delivered results in an economic and timely way. Some questions 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 coordination and communication among project teams?
- e. **Impact (potential):** the final external evaluation should assess to what extent is the project oriented

towards achieving the expected impacts? What are the effects of the ISTIDAMAH project, intended or unintended, positive, or negative, short term or long term? Did the intervention increase resilience to food crises and climate in the targeted area of the interventions? How has the knowledge generated by the project contributed to increase resilience to food crises and climate change? In particular, what strategies / approaches supported by Oxfam have contributed to women's empowerment and to what effect?

- f. **Sustainability:** the final external evaluation should assess 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? Did the ISTIDAMAH project create long lasting solutions to increase resilience to food crises and climate change in the targeted areas of the intervention? 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?

4.1.3.2 Methodology

The final external evaluation must use quantitative and qualitative data, drawing upon both primary and secondary data collection techniques. The final external evaluation will be carried out using structured questionnaire/s (SSQ), Key Informant Interviews (KIIs), Focus Group Discussions (FGDs) with key stakeholders and beneficiaries in each targeted area. Visit the areas of intervention in Syria is strongly recommended, if the security conditions will allow it. All the research tools must be gender sensitive.

The evaluation will be linked, but not limited, to the project's Logical Framework. It must cover OECD DAC criteria of evaluations. The increase of the community's resilience to food crises and climate change will be the key project purpose that will be analysed and measured. It is also important to capture the evidence for the project's achievements in the form lessons learnt and recommendations for future action on resilience.

4.1.3.3 Expected Deliverables

The consultant(s) is expected to deliver the following:

1. Inception report for the final external evaluation, including a table of content and outline of the report mentioning details on data collection methods, questionnaires, guidelines FGDs and KIIs checklist and a field survey plan, sampling methods, ethical considerations, timeline, to be reviewed and approved by Oxfam.
2. Draft of final evaluation report (see Annex 3 for Oxfam's recommended outline of an evaluation report).
3. Final external evaluation report with all annexes, executive summary, and log-frame with final achieved target values for all the indicators of the logical framework (Max 30 pages, without annexes). Report should be comprehensive and well lay out with references to the sources used.
4. Presentation of findings by the consultant to Oxfam, Consortium partners, and the donor.

Language of these deliverables must be in English. The service provider needs to submit electronic copy (i.e. MS Word, Power Point, PDF, Excel, etc.) of all the above-mentioned documents.

4.1.3.4 Timeline

The final external evaluation will be carried out during the last 6 months of the project implementation. The service provider is expected to submit the deliverables of the final external evaluation by **28th February 2026**.

4.2 Management of the Assignment

This study is commissioned by Oxfam.

The administration of and oversight to this assignment will be managed by Oxfam.

4.3 Responsibilities

The provider is required to:

1. Take the responsibility for the document analysis, SROI assessment and final external evaluation and appoint a person as the contact point with Oxfam for all the liaison and coordination;
2. Compose the team that is capable to deliver the output of required quality in time and mention the team composition in the proposal;
3. Ensure the coordination with Oxfam in Syria team to make necessary appointments for the KIIs, mobilize

participants for FGDs and visit the beneficiaries for data collection. Oxfam will provide necessary authorizations and logistic support for the implementation of the SROI assessment and final external evaluation. All communications in the field for collecting data should be the provider's responsibility;

4. Manage all the logistics of field visit and 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 three tasks with Oxfam and donor;
8. Submit the deliverables 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 service' purposes, including baseline and end-line data, implemented studies, 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, including European Union;
5. Provide logistic support for the service activities in Syria;
6. Share information on local experts, if needed,
7. Make necessary arrangements for meetings and presentation whenever required;
8. Review the timeline of evaluation and make necessary amendments in consultation with provider, and
9. Pay as per the agreed schedule upon the completion of minimum requirements.

4.4 Competency of provider

The service provider will produce evidence of having a pool of experts with graduate degree or equivalent working experience in research and evaluations of resilience projects in MENA region. The provider should also have:

1. Proven experience working in resilience to food crises and climate change and economic development;
2. Minimum of 10 years of working experience and strong background in developing methodologies and research work, conducting surveys, conflict analyses, contextual studies, and similar publications
3. Proven skills in quantitative and qualitative participatory research, in particular in MENA region;
4. Availability to take on all phases of the consultancy (research, SROI assessment, and final external evaluation)
5. Fluent in spoken and written English and Arabic;
6. Solid knowledge of the Middle East historical and political context, as well as social dynamics of the different populations;
7. Cultural sensitivity and cultural understanding of the areas of intervention.

5 INSTRUCTIONS FOR THE SUBMISSION PROCESS

Interested bidders should submit their:

- An overview of the bidder with updated CVs of consultants and role of each under the scope of this assignment for firms;
- A Technical Proposal which includes a detailed methodology and a workplan for the document analysis, SROI assessment and final external evaluation of the project (see article **Errore. L'origine riferimento non è stata trovata.** for the template).
- A Financial Proposal detailing all costs associated with the assignments (including costs foreseen for the research, SROI assessment and final external evaluation of the project (see article **Errore. L'origine riferimento non è stata trovata.** for the template).

- 2-3 samples of previous for the research, SROI assessment and final external evaluation of the project.

Oxfam in Syria reserves the right to reject any and all bids, including the Bidding processes, or not to award the contract at any time, without thereby incurring and liability to the affected Bidders.

Please submit the full application documents to procurement.Syria@oxfam.it by **no later than 27th November 2024 at 5:00PM Central European Time (CET)**, mentioning "ISTIDAMAH evaluations" in the Subject Line.

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 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 2: Proposal and Budget template.

5.4 Compliance

The 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 in the Article 6.8 Tender Process.

5.5 Technical proposal

A technical proposal offer shall be describing the way in which the provider intends to carry out the tasks as described in the project, respecting all the obligations imposed by the specifications, bearing in mind the principles and values of Oxfam.

The tender should include all the information detailed in the Annex 2: 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 e-mail to procurement.Syria@oxfam.it until at **14th November 2024 at 5:00PM Central European Time (CET)**.

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 **27th November 2024 at 5:00PM Central European Time (CET)**. 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 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 project areas in Syria	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		
	Economic development expert	7		
	Food crises and climate change specialist	7		
	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 including the special consideration	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

- Up to maximum 30% of total value of consultancy will be paid upon the signing of agreement and the approval of inception report of the summary document on value chains&market analysis.
- 30% of total value of consultancy will be paid after the acceptance of the summary document on the value chains&market analysis.
- 40% of final payment will be paid after the acceptance of the final reports of the SROI assessment and final external 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: ISTIDAMAH project's Logical Framework

Results	Results chain	Indicator	Baseline (value & reference year)	Target (value & reference year)	Current value* (reference year) (* to be included in interim and final reports)	Sources of data	Assumptions
Impact (Overall objective)	Increase (systemic) resilience to food crises and climate change (PEOPLE, PEACE)	SDG 2.1.2/EURF 1.2 Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES) (OPSYS core indicator) (Raw score (0-8), with lower raw scores corresponding to less severe food insecurity.)	TBD	5		Baseline, milestone and baseline studies Donor quarterly reports. Final and mid-term evaluations Monitoring reports M&E reports on FNA &SA	Not applicable
		Impact indicator 2: Average Coping Strategies Index (CSI) score, disaggregated by location, household income, composition (including for example presence and number of small children, members with disabilities, elderly members), sex, age and education of the household (Numeric score - decrease)	Average CSI 18.22 (17.05 Rural Damascus, 19.39 Deir Ez Zor)	Average CSI 17 (15 Rural Damascus, 18 Deir Ez Zor)		Baseline, milestone and baseline studies Donor quarterly reports. Final and mid-term evaluations Monitoring reports WFP Syria mVAM Bulletin M&E reports on FNA &SA	

<i>Results</i>	<i>Results chain</i>	<i>Indicator</i>	<i>Baseline (value & reference year)</i>	<i>Target (value & reference year)</i>	<i>Current value* (reference year) (* to be included in interim and final reports)</i>	<i>Sources of data</i>	<i>Assumptions</i>
<i>Outcome (s) (Specific objective(s))</i>	Outcome 1 Increased sustainable production and productivity of agriculture, husbandry and fisheries	Indicator 1 to Oc1 Number (and %) of smallholders practising sustainable agriculture (e.g. conservation agriculture, Climate Smart Agriculture (CSA) approaches, etc.)	10%	80% (1,040)		Baseline, milestone and baseline studies Final and mid-term evaluations Agriculture KAP studies Monitoring reports Technical reports	Security situation allows project implementation timely approvals on proposed action Self-motivation from farmers to follow disseminated practices
		Indicator 2 to Oc1 Yearly volume of agricultural production (metric tons increased)	0.67 out of which 0.33 cereals	0.8 out of which 0.42 cereals		Baseline, milestone and baseline studies Final and mid-term evaluations Monitoring reports FAO reports Technical reports	
	Outcome 2 Enhanced rural diversification	Indicator 1 to Oc2 Number of Households (HHs) reporting new income sources, disaggregated by source (Absolute number of HHs)	TBD	200		Baseline, milestone and baseline studies Final and mid-term evaluations Monitoring reports Monthly progress project reports.	Pricing of good and services remains stable and conducive to enable farmers to expand on their income and asset base Economic situation does not deteriorate and exchange
		Indicator 2 to Oc2	0			Market studies	

<i>Results</i>	<i>Results chain</i>	<i>Indicator</i>	<i>Baseline (value & reference year)</i>	<i>Target (value & reference year)</i>	<i>Current value* (reference year) (* to be included in interim and final reports)</i>	<i>Sources of data</i>	<i>Assumptions</i>
		Number of new businesses/start-ups created (Number of new businesses/start-ups)		40		Monitoring reports Final and mid-term evaluations	remaining stable enough to permit procurement and service delivery as per project proposal. Permissible security conditions and safe access is possible for Oxfam team and contractors to conduct technical assessments and implement the planned activities.
	Outcome 3 Increased application of learning, innovation and improved technologies in FNS & SA	Indicator 1 to Oc3 Number of smallholders adopting improved technologies and innovation (improved varieties/processing techniques etc.), disaggregated by location (Number of)	TBD	1,300		FFS reports Post distribution monitoring for CSA inputs. Post implementation monitoring for farmers benefiting from FFS Final and mid-term evaluations Monthly progress project reports	

<i>Results</i>	<i>Results chain</i>	<i>Indicator</i>	<i>Baseline (value & reference year)</i>	<i>Target (value & reference year)</i>	<i>Current value* (reference year) (* to be included in interim and final reports)</i>	<i>Sources of data</i>	<i>Assumptions</i>
		Indicator 2 to Oc3 Percentage of produce (e.g. coffee, cocoa and cashew nuts) graded/sold as high quality, disaggregated by type of produce (Percentage (%) of cereals, fodder, dairy and vegetables)	0%	10%		Market studies Monitoring reports Final and mid-term evaluations Monthly progress project reports	
<i>Outputs</i>	Output1 related to Outcome 1 Rural infrastructure (re)constructed/delivered (transport, water and irrigation, storage, internet connectivity, etc.)	1.1 Indicator 1 to Op1 Number (and %) of smallholders with access to water sources (boreholes, water harvesting structures, etc.) constructed with EU support (Number of households)	0	160 (60 farmers in Rural Damascus, 100 in Deir Ez Zor)		Technical reports Monitoring reports Final and mid-term evaluations Monthly progress project reports	Security situation allows project implementation. Timely approvals on proposed action, and facilitation by the government line ministries. State policy remains supportive to agriculture sector Minimal disruptions from manmade catastrophes Security situation remain stable No interference by conflicting parties in the program implementation

<i>Results</i>	<i>Results chain</i>	<i>Indicator</i>	<i>Baseline (value & reference year)</i>	<i>Target (value & reference year)</i>	<i>Current value* (reference year) (* to be included in interim and final reports)</i>	<i>Sources of data</i>	<i>Assumptions</i>
							putting at risk independence, neutrality and fairness. Farmers have the willingness to restart farming activities
		1.2 Indicator 2 to Op1 Number of hectares of arable land under irrigation thanks to EU support (Square KM (Sq. Km))	TBD	1,300		Training report Training pre and post-test Monitoring reports Monthly progress project reports.	No major external factors effecting crop production such as lack of access to land or deterioration of the security situation
	Output 2 related to Outcome 1 Increased access to productive inputs/tools/equipment	2.1. Indicator 1 to Op2 Number of HHs or productive units with access to climate-smart innovative options promoted by the action (e.g., energy-saving technologies, etc.), disaggregated by location (urban/rural) and type of option (Number of households)	0	1,300 (800 HH in Deir Ez Zor and 500 HH in Rural Damascus) disaggregated by age and gender		Baseline, milestone and baseline studies Monthly progress project reports. Agriculture KAP studies Monitoring reports Technical reports	In-kind support is provided in a timely manner in accordance to seasons and

Results	Results chain	Indicator	Baseline (value & reference year)	Target (value & reference year)	Current value* (reference year) (* to be included in interim and final reports)	Sources of data	Assumptions
		2.2 Indicator 2 to Op2 Number of people receiving inputs and assets (e.g. livestock, seeds, tools, etc.) with EU funding, disaggregated by sex and beneficiary, value and type of input (Number of individuals)	0	1,300 (800 individuals in Deir Ez Zor and 500 individuals in Rural Damascus) disaggregated by age and gender)		FAO food and crop supply assessments. Technical reports. Farmers association reports Monitoring reports	input is of decent quality to support productivity
	Output 3 related to Outcome 2 Marketing services available for [*farmers/producer groups/associations/cooperatives]	3.1 Indicator 1 to Op3 Number of producer groups/associations/cooperatives having contractual arrangements with marketing agents facilitated with support of the Action (Number of groups/ cooperatives)	0	10		Monitoring reports Monthly progress project reports.	Inputs from producers does not negatively affect market prices and imbalance on supply over demand
		4.1 Indicator 1 to Op4 Number of people trained by the Action to engage in Income Generating Activities (IGA), disaggregated by sex, age and ethnicity when relevant (Number of individuals)	0	400 (300 in Rural Damascus, 100 in Deir Ez Zor)		Training reports of	Willingness people to receive training and information
			0	300 (225 in Rural		Training report Training pre and	Self-motivation from beneficiaries

Results	Results chain	Indicator	Baseline (value & reference year)	Target (value & reference year)	Current value* (reference year) (* to be included in interim and final reports)	Sources of data	Assumptions
	Output 4 related to Outcome 3 Capacities of [*beneficiaries] for [*topic] developed	4.2 Indicator 2 to Op4 Number of people who have benefited from TVET/skills development programmes with EU support, disaggregated by sex, age and ethnicity when relevant **(2-28) (Number of individuals)		Damascus and 75 in Deir Ez Zor)		post-test Monitoring reports Monthly progress project reports.	to practice newly acquired information
		4.3 Indicator 3 to Op4 Number of people trained by the Action on new agricultural practices/technologies (e.g. dryland farming initiatives, seed multiplication), disaggregated by sex, age and ethnicity when relevant (Number of individuals)	0	1,300		Training report Training pre and post-test Monitoring reports Monthly progress project reports.	Willingness of farmers to receive training and information Self-motivation from farmers to practice newly acquired information
		4.4 Indicator 4 to Op4 Number of people trained by the Action on sustainable land and water management practices, disaggregated by sex, age and ethnicity when relevant (Number of individuals)	0	1,300		Training report Training pre and post-test Monitoring reports Monthly progress project reports.	Climate change affects are mitigated through the acquired knowledge and doesn't greatly affect the work of farmers
		4.5 Indicator 5 to Op4 Number of people trained by the Action on processing techniques (e.g. coffee), disaggregated by sex, age and ethnicity when relevant (Number of individuals)	0	45 (30 in Rural Damascus and 15 Deir Ez Zor)		Training report Training pre and post-test Monitoring reports	

<i>Results</i>	<i>Results chain</i>	<i>Indicator</i>	<i>Baseline (value & reference year)</i>	<i>Target (value & reference year)</i>	<i>Current value* (reference year) (* to be included in interim and final reports)</i>	<i>Sources of data</i>	<i>Assumptions</i>
						Monthly progress project reports.	
	Output 5 to outcome 3 Up-to-date information system data and statistics available (market, nutrition, food security, resilience, production etc) <u>at intervention level</u>	5.1 Indicator 1 to Op 5: Status of M&E system for policy monitoring in FNS&SA sectors (Yes/ No) at intervention level	0 (No)	1 (Yes)		Reports produced from systems	Provided information through M&E activities provides good inputs and findings

Annex 2: Proposal and Budget template

Proposal template (sections listed below are compulsory):

- Cover 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 the tenderer
- Supplier questionnaire
- Any other relevant information and elements deemed useful.

Budget template¹

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
B) Field Work				
Sub Total - Field Work				0
1. Data collectors	per day			0
2.				0
3.				0
C) Logistics & Local Administration				
Sub Total - Logistic Administration				0
1.				0
2.				0
3.				0
Total (Inclusive of all taxes)				0

¹ Proposed budget template is preferably to be elaborated for three stages separately (research, SROI and final evaluation)

Annex 3: Recommended outline of an evaluation report

- 1. Cover page clearly identifying the report as an evaluation and stating:**
 - Evaluation title
 - Program/project title /affiliate identification code
 - Geographical coverage
 - date that the evaluation report was finalised
 - evaluator(s) name(s) and logo (if available)
 - Oxfam and Partners logos (unless not appropriate)
 - appropriate recognition of institutional donor support.
 - Clear statement in case this 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, stating objectives of the evaluation and evaluation questions**
- 7. The intervention and context**
- 8. Methodology, including an indication of any perceived limitations of the evaluation**
- 9. Presentation of the findings and their analysis**
- 10. Conclusions**
- 11. Learning and Recommendations**
- 12. Appendices:**
 - Terms of reference
 - Evaluation program (main features of data and activities carried out).
 - A list of interviewees (name, function and working environment) and places visited.
 - List of documents and bibliography used.
 - Details on composition of evaluation team (names, nationality, expertise, working environment).
 - Link to Methodological appendices:
 - ✓ The evaluation proposal
 - ✓ Evaluation instruments such as questionnaires and interview guides
 - ✓ Data collected

ANNEX 4: Supplier questionnaire

ALL Suppliers and Subcontractors to complete Sections 1-6 and the declaration.

Suppliers providing branded products and services, rental vehicles and construction projects to also complete section 7 and 8.

1 A) Company Profile				Oxfam Use only
Name of Company				
Name of Oxfam staff member you have contact with; if any. (Name, Department, Location)				
Registered Office address				
Ordering Address (if different)				
Payment Address (if different)				
Telephone Number				
Email				
Website				
Company Registration number (Please attach a copy of the certificate)				
Year established				
Please state your position in the supply chain e.g. Agent, Manufacturer, Service Provider, Importer, Trader				
Please specify the product/service being supplied to Oxfam				
Do your goods or services carry the Oxfam brand?				
Company turnover in trading currency (please attach recent financial statement)				
Turnover of the part of the business that would serve Oxfam				
Location of other operational sites (national and international), their functions and approximate numbers of employees where Oxfam goods or services could be positioned				
1 B) Total Number of Workers				
	Men (%)	Women (%)	Total	
Permanent Workers				
Temporary directly employed workers				
Agency indirectly employed workers				
Homeworkers/outworkers				
Management				
Is your company committed to achieving the labour, environmental and business integrity standards in Oxfam's Ethical and Environmental Policy	Yes			
	No			
2) Health & Safety				

Is there anyone designated as being responsible for Health and Safety issues in your company?

Yes/ No. Give details

3) Management Systems and Policies

Do you have or are you working towards any of the following ethical/environmental, legal and technical management standards (add more fields if necessary)	ISO9001 - Quality	
	ISO14001 - Environment	
	ISO26000 - Social Responsibility	
	SA8000 - Labour standards	
	Other	
Confirm which policies your company has in place. Please attach these:	Quality	
	Health & Safety	
	Environmental Management	
	Labour Standards	
	Equal Opportunities	
	Training & Development	
	Other	

4) Ethical (Labour) Standards

Do you ensure your company meets worker related legislation? (e.g wages, hours, health & safety) Please share what you have in place to support this.	Yes/No. Give details.	<input type="checkbox"/>
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5) Environmental Standards

Do you ensure that your company meets all required local laws/regulations covering the environment? Please share what you have in place to support this.	Yes/No. Give details.	<input type="checkbox"/>			
Do you have an environmental policy in place? Please attach	<table border="1"> <tr> <td>Yes</td> <td><input type="checkbox"/></td> </tr> <tr> <td>No</td> <td><input type="checkbox"/></td> </tr> </table>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Yes	<input type="checkbox"/>				
No	<input type="checkbox"/>				

6) Experience & Subcontracting

Please provide details of 3 customers/clients for whom you have completed contracts for in the last 3 years, willing to provide a reference. If available, attach reference letters.

	Reference 1	Reference 2	Reference 3
Customer/Organisation			
Contact name			
Telephone No			
Date awarded contract			
Contract scope and details			
Please detail what experience you have with dealing with International Non Governmental Organisations (INGO): If yes, please provide details about the scope of contract and the INGO name.			

If you supply services to OXFAM, do you subcontract/outsourcing services? If yes, please share name and contact details of the sub-contractors and the type of service provided.	
---	--

Please complete Sections 7 and 8 IF providing branded products or services, rental vehicles or construction projects

7) Pay & Hours	
---------------------------	--

What is the national minimum wage (per hour)?		
What is the lowest hourly pay in your company?		<input type="checkbox"/>
What deductions taken from worker's wages e.g. pension, tax?		
If yes, how much are the charges and what are they for?		<input type="checkbox"/>
What are the normal weekly working hours for employees?		<input type="checkbox"/>
Do workers have at least 1 day off in 7?	Yes	<input type="checkbox"/>
	No	
What is the average overtime worked each month		
What is the minimum age of worker your company would hire?		<input type="checkbox"/>
Explain how you ensure workers are not hired below the minimum age requirement		<input type="checkbox"/>
Were any health and safety risk assessments carried out in the last year?	Yes	<input type="checkbox"/>
	No	

8) Worker Management Communications	
--	--

How do you ensure employees are aware of their rights?	Written Contracts		<input type="checkbox"/>
	Staff notice boards		
	Intranet		
	Employee Handbook		
	Other		
What forms of representation are used?	Union		<input type="checkbox"/>
	Employees share ownership		
	Elected Health & Safety Committee		
	Workers co-operative		
	Works Council		
	Staff Association		
Do any workers belong to a Trade Union	Yes	<input type="checkbox"/>	
	No		
If yes, please provide the name/s of the Union/s			

Declaration (to be completed by Senior Authorised Manager. Please insert electronic signature or type name): I confirm that all the information given is accurate. For and on behalf of the supplier:

Name:	Position:
Date:	Signature:

For Oxfam use only - Risk Rated by

NB There are some industries Oxfam has run campaigns on to highlight the harm they can cause to poor communities. If your company, or any parent or subsidiary, has any involvement with the production or sales of weapons, pharmaceuticals, infant formula or pesticides; or with the Finance industry please tell your Oxfam contact.

Name:	Position:
Date:	Risks: