

TERMS OF REFERENCE

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

OVERVIEW	
Title and brief description of the assignment	Consultancy to develop the Oxfam SAF Cluster Partnership Framework and Transition Plan
Assignment location	Southern Africa Cluster: Zambia, Mozambique, Malawi and Zimbabwe
Contract start date	15 th June 2025
How to apply	Interested candidates are invited to submit: <ul style="list-style-type: none"> 1) A proposal describing how the evaluation will be conducted (including a budget in a separate file) 2) CV (s) 3) A written example of an evaluation already carried out <i>See section '8. Application Process' for further details</i>
Application deadline	1 st of June 2025
Specific considerations	

1. PURPOSE OF THIS CONSULTANCY

The direct motive for this procurement for consultancy services to develop a **Partnership Framework** and a comprehensive time-bound **Partnership Transition Plan** for the SAF Cluster that outlines the approaches, tools, processes, resources, systems, milestones, and structural shifts required to transition power, resources, and decision-making to partners across the region.

2. BACKGROUND AND CONTEXT

Oxfam has been transforming itself and its ways of working in response to a rapidly changing world and context wherever it works. This transformation includes a new partnership approach, which centres on decolonisation, localisation, and feminist principles. This partnership framework builds on Oxfam International Partnership principles which are designed to leverage diversity and the added value of partnering to make impact at scale.

The Southern Africa (SAF) Cluster is a regional Oxfam entity with offices and hubs in Malawi, Mozambique, Zambia, and Zimbabwe, working in close collaboration with local and national partners. Oxfam is part of a global movement advocating for transformative development models and systemic change by working alongside marginalized and vulnerable communities to challenge structural inequalities.

Our regional strategy framework is rooted in the belief that empowering local actors to influence systems and institutions is essential for achieving social justice. Guided by values of equality, empowerment, solidarity, inclusiveness, accountability, and courage, Oxfam in Southern Africa contributes meaningfully to national development plans, the UN Sustainable Development Goals (SDGs), and the African Union's Agenda 2063.

In April 2025, Oxfam concluded a comprehensive review of the SAF Cluster Model, which identified strategic shifts and key areas for improvement to strengthen our regional impact. One of the core recommendations was the development of a Partner Transition Plan that will be anchored on an up-to-date Partnership Framework. This Transition plan will systematically guide the transfer of power, resources, and decision-making to local and national partners. This Plan will define a clear roadmap for the next 3–5 years, aligned with Oxfam's Pledge for Change, localization commitments, and transformative partnership principles.

3. SCOPE OF WORK

The consultant will be expected to build on the SAF Cluster Model Review findings and recommendations on Partnerships through:

1. Reviewing existing partnership policies, frameworks and tools and check their alignment with Oxfam Internationals Partnership Framework. This will enable the refinement of the Partnership framework documents, tools and a step-by-step guide on the approach to Partnerships for the SAF Cluster.
2. Review and analyse the current SAF Partner Portfolio for each Pillar/Country using various parameters such as; length of partnership, level of funding, project performance KPIs, capacity needs and adequacy of Oxfam current accompaniment resources.
3. Map current power dynamics, funding flows, and decision-making mechanisms between Oxfam and partner organisations and consult with Oxfam staff, partner organizations, and key stakeholders to co-create transition priorities and identify both barriers and enablers.
4. Develop a transition framework that includes:
 - a. Key shifts in operational, programmatic, and financial responsibilities
 - b. Competencies required within both Oxfam and partner teams over time to enable a strong accompaniment to partners.
 - c. Defined minimum standards, procedures, and risk mitigation strategies
 - d. A phased, 3–5 year timeline with milestones and benchmarks
 - e. Recommend governance, compliance, and monitoring mechanisms to support and sustain the transition.
5. Draft a Partner Transition Plan with actionable steps and an implementation roadmap.
6. Facilitate a validation workshop with stakeholders to review and refine the plan.

4. EXPECTED OUTPUTS

Specific outputs

The consultant is expected to deliver the following outputs:

1) **OUTPUT 1 – Partnership Framework**

The consultant will review current partnership framework documents and update the Partnership Framework that will correspond to the new strategic period 2026 to 2030. This will also developing include a step-by-step guide on partnership and associated tools.

2) **OUTPUT 2 – Updated Partner Database**

The Consultant will update the current partner data base by reviewing the current partner portfolio in line with agreed parameters and create a central repository for all partner related documentation and information. This will also be accompanied by a Partner needs assessment report to inform any capacity strengthening activities going forward.

3) **OUTPUT 3 – Partner Transition Plan**

The Consultant with develop a Partner Transition that with clear actional milestones for the next 3-5 years.

5. METHODOLOGY

The Consultant may propose how they will go about the assignment to ensure the objectives of this consultancy are met.

Coordination of the Assignment

The consultant will collaborate with the Oxfam in Southern Africa, Policy Advocacy and Influencing Lead and other relevant Program staff to define key deliverables and timelines. The development of the Partnership framework and development of the Partner Transition Plan will be conducted over a period of 50 days.

A detailed time schedule of various activities to be undertaken during the consultancy must be provided by the Consultant. The key steps to be followed though not explicit and the detailed modality and work plan will be agreed during consultation meeting will include;

Planned timeline

Activity / Milestone	Outputs or Deliverables	Estimated days	Timeline
(ex.			

6. DELIVERABLES AND PAYMENT SCHEDULE

The consultancy, with a budget of **USD12,000-00**, will run for 7 weeks from the date of contract signing. Remuneration is based on submission of final deliverables according to the schedule below.

No.	Deliverables or Documents to be delivered	Estimated Dates	% Payment
1	DELIVERABLE 1: Inception report and detailed workplan	Week 1	[% total budget]
2	DELIVERABLE 2: Analysis of current partnership framework and power structures	Week 4	[% total budget]
3	DELIVERABLE 3: Draft Partner Framework and Transition Plan	Week 6	[% total budget]
4	DELIVERABLE 4: Final Partner framework, Transition Plan and Roadmap	Week 7	[% total budget]
TOTAL			100%

7. PROFILE REQUIREMENTS

The company/ individual(s) should have the following competencies:

Essential

- Postgraduate degree in Development Studies, Climate Change, Agriculture, Economics, Social Sciences, or related fields.
- Proven experience in localization, partnership strategy development, or organizational transition planning, especially within the international development or humanitarian context.
- Strong knowledge of power-shifting approaches, local ownership models, and decolonial practices in aid.
- Demonstrated facilitation and stakeholder engagement skills, particularly with local NGOs and CSOs.
- Familiarity with the Southern Africa regional context and Oxfam's mission and frameworks is highly desirable.
- In-depth knowledge of NGO operations and the development landscape in Southern Africa for programmes in areas such as humanitarian action, gender justice, just economies, accountable governance and civic space.
- Strong analytical and conceptual capabilities to synthesize findings, develop practical recommendations, and prepare comprehensive reports.

8. APPLICATION PROCESS

Submission deadline

Quotations and applications must reach Oxfam no later than 1st June 2025, 17: 00hrs CAT

Submission instructions

Responses must be submitted electronically to: **Zimtenders@oxfam.org.uk**

The subject of the mail should be :

[ToR Reference – Partnership Transition Plan + [Name of bidder]]

Clarifications

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

Administrative compliance

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

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

Administrative Criteria		Importance
1	Technical proposal / approach paper to conduct the assignment and achieve objectives including methodology, proposed work plan and timelines	Mandatory
2	Financial offer (price quotation) including budget and pricing <ul style="list-style-type: none">All prices must appear in USD , with and without VAT (specify the VAT rate if applicable)The total budget, which must include a detailed breakdown of costs by [deliverables / day / working hours].The total budget proposed by the Consultant must include all costs that will be invoiced to Oxfam in the financial offer¹:<ul style="list-style-type: none">a) all technical services and activities e.g. research, report writing, analysis, instrument development costs;b) office related costs e.g. communications (phone), printing, IT costs (laptop), mail/courier;c) travel related costs (including flights, taxi, car, visas, vaccination, prophylaxis, accommodation, food);d) relevant insurance;e) and travel to destination and from countries (economy class). <p>Please provide a detailed breakdown of your daily rate and the number of days and resources required per activity, as well as the associated cost.</p>	Mandatory
3	Curriculum Vitae(s) (CV) of the proposed consultant(s) , proving relevant experience and/or qualifications. If multiple people are involved, an outline of roles/ responsibilities also needs to be included.	Mandatory
4	Two relevant references (minimum) for previous comparable assignments	Mandatory
5	Proof of registration: <i>The bidders also must include a copy of their registration at the relevant Chamber of Commerce and / or document showing self-employed tax registration.</i>	Mandatory
6	Evidence of previous work <ul style="list-style-type: none">- At least two samples of similar assignments conducted in the past five years	Mandatory

Evaluation and award criteria

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

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

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

Award Criteria	Max. points
Technical offer/ approach paper evaluation	

Award Criteria		Max. points
Experience/competencies	<ul style="list-style-type: none"> Demonstrated expertise and experience in Proven experience in localization, partnership strategy development, or organizational transition planning, especially within the international development or humanitarian context. 	10
	Relevant experience with Oxfam	5
	Relevant experience with the NGO sector	6
	Positive references/reputation	5
	Relevance and quality of sample previous work, reporting etc.	5
	Knowledge of country, context	4
	Knowledge of team languages	2
	Clearly indicated alignment with Oxfam values	3
Technical quality	Quality of application: complete, good presentation and format, etc.	4
	Understanding of the assignment and the scope of the project	6
	Quality of the methodology, workplan and feasibility of the timeline (concrete and realistic)	7
	Quality and experience of staff resources assigned to the services + sufficient assigned resources (where relevant)	7
	Ability to lead/manage a team (where relevant)	6
TOTAL:		70
Financial offer		
Financial offer	Total cost of the offer, all services included (without added tax)	25
	Level of detail/ breakdown and clarity of the financial offer (fees, travel expenses, accommodation, etc.) Payment terms (max 30% in advance)	5
TOTAL:		30

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

9. OTHER CONDITIONS

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

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

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

Quotation validity

- The quotation shall be valid for 90 days from the 1st of June 2025. If this is not possible, the bidder may propose a different timeframe.
- If the bidder is awarded the contract, all information provided in the quotation and negotiation process is contractually binding.

Right to Select/ Reject

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

Reserved rights

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

- Disqualify any offer based on applicant's failure to follow solicitation instructions.

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

10. CODE OF CONDUCT

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

All consultants/applicant are required to agree and adhere to the [Oxfam Supplier Code of Conduct](#), whereas individuals (including consultants) must sign the [Oxfam Non Staff Code of Conduct](#)². These Codes of Conduct set out the specific standards and principles in the areas of human and labour rights, environmental impact and anti-corruption that suppliers must follow.

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

Bribery and collusion

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

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

False statements

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

Conflict of interest

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

Diversion of funds

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

11. Monitoring

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

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

² Non-Staff Code of Conduct applies for any self-employed individuals or contracted employees of suppliers who are working on Oxfam sites, or who have access to Oxfam materials, or who may represent Oxfam in any manner but are not part of Oxfam's legal entity)

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

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

12. MISCONDUCT REPORTING AND WHISTLEBLOWING

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

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



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

13. ANNEXES

- Oxfam Supplier Code of Conduct: <https://oxfam.box.com/v/Oxfam-Supplier-CodeConduct>
- Oxfam Non-Staff Code of Conduct: <https://oxfam.box.com/v/Nonstaff-CodeConduct>
- Conflict of interest declaration form: <https://oxfam.box.com/v/Supplier-COI-declaration>
- [Safeguarding policy](#)
- (If applicable) [Oxfam child safeguarding policy](#)
- (Edit if applicable) Example privacy notice : <https://oxfam.box.com/s/mo8artt9l8a2x0cnpqrqrugrt8k0r773>