

Terms of Reference for ORC - Outcomes, Results & Change Nexus Learning Review

Background about Oxfam in Uganda Program.

Oxfam is a global movement for change that empowers people to create a secure future, just and free from poverty. We believe that everyone has a right to safety, security, a livelihood, and a say in decisions that affect them. We seek a world in which everyone can speak up to power, demand and claim their human rights, and build a better future for themselves. We recognize that we cannot achieve this on our own but as a collective power. We, therefore, work in partnership with local and grass-root organizations, civil society, individuals, volunteers, the private sector, and the Government.

Our Vision is Uganda free of inequality and Injustice: A society where people, particularly women and young people, claim and exercise their rights and responsibilities and influence decisions that affect their lives. Our work is guided by the [Country Strategic Framework \(CSF\) \(2021-2030\)](#) which is organized around four themes: Governance and Accountability, Resilient Livelihoods, Humanitarian preparedness and response and Gender Justice and Women Rights. All the themes work towards influencing policy and practice, youth and women empowerment, inclusive participation in decision making at various levels, and capacity strengthening of national and local actors.

Oxfam is an international confederation of seventeen (17) organizations collaborating with partners and local communities in more than ninety (90) countries to find lasting solutions to poverty and injustice. Oxfam in Uganda started work in the 1960s delivering development and humanitarian support as part of the Oxfam confederation, a global movement of people fighting to end inequality and injustice. Today, we continue to tackle the inequalities that make and keep people poor. We save and protect people's lives in times of crisis. We collaborate with people to build their resilience and rebuild their livelihoods. We enable vulnerable people's voices to be heard and campaign for genuine, durable change.

Background of the Triple Nexus:

The Triple Nexus is a United Nations-led strategic agenda, intentionally delivering programmes that link humanitarian, development and peace. The triple nexus is considered more transformative, offering more opportunities to shine a light on the peace pillar and address people's vulnerability before, during, and after a crisis. The interconnectedness of humanitarian response, long-term development and peace are essential to addressing the root causes of vulnerability, fragility and conflict and providing sustainable solutions.

Oxfam believes that 'humanitarian relief, development programmes and peacebuilding are not serial processes; they are all needed at the same time to tackle the systemic inequalities that trap people in poverty and expose them to risk. The triple nexus, or programming across humanitarian-development-peace pillars, thus means creating synergies and common goals across short-term emergency response programmes and longer-term social change processes in development, as well as enhancing opportunities for peace so that individuals can enjoy the full spectrum of human rights.

This approach builds on a legacy of sector and organisational approaches and programmatic evidence on topics like disaster risk reduction (DRR), linking relief to rehabilitation and development (LRRD), resilience, early warning/early action and Oxfam's 'one programme approach'. It fundamentally aims to build better, more resilient and sustainable local and national systems that enable people and communities to thrive, and not simply survive, when facing shocks and to live in more equal and peaceful societies. It has also emerged in the structures and architecture of the aid system to shape funding decisions, guidance on official development assistance (ODA) and planning processes.



Underlying the humanitarian needs are the broader issues of inequalities and injustice as the root causes and key drivers. The triple nexus was conceived on the basis that humanitarian crises could be caused by poor development, including a lack of inclusive policies. The humanitarian-development-peace nexus aims at meeting lifesaving needs while ensuring longer-term development addresses systemic causes of conflict and vulnerability and advances peaceful co-existence in communities. To bring about long-lasting change and shifts in power.

In bid to promote the adoption of the triple nexus in programming Oxfam developed a guideline and a checklist. This guideline and checklist are aimed at enabling operationalization and tracking the application of the HDP nexus, also referred to as the triple nexus, in Oxfam work. The guideline suggests what can be done at the different stages of the programme to adopt the triple nexus effectively and offers indicators to assess how the nexus is applied. The guideline and the checklist were construed for adoption of the nexus approach in any context but most especially in fragile and conflict-affected contexts, as well as working with partners, recognizing gender justice, dealing with operational constraints, and in alignment with country and global strategic frameworks (see annex).

About the Learning Review

Oxfam in Uganda has been one of the Oxfam country programmes that has adopted the nexus approach in the design and implementation of some of the projects and continues to influence other partners in the same. Early this year Oxfam in Uganda with support from Oxfam America (OUS)_The Knowledge and Impact Unit and Oxfam Denmark (ODK) secured funding to undertake a Nexus learning review focusing on 03 ongoing projects which are all implemented using a nexus approach. This is aimed at generating lessons learnt and capturing good practices that can provide evidence to inform future programming and influencing on this approach to ensure its adoption both internally and externally.

The three (03) projects targeted by the review include Power of Voices –PvP project, DANIDA SP II project and ICSP RISE-K project that have adopted the nexus approach using the lens of Humanitarian, Development and Peace building (HDP). All three (03) projects have adopted and are implemented using the nexus approach observing the six guiding principles of the triple nexus in the Oxfam developed Guidance and checklist.

- *‘Power of Voices’* is a 5-year Strategic Partnership project (2021 – 2025). The project is in the 3rd year of implementation in the West Nile districts of Nebbi, Zombo and Arua. This project works towards achieving economic transformation that ensures that empowered smallholder coffee and horticulture farmers gain improved livelihood through inclusive and sustainable businesses.
- The *‘Resilience, Inclusiveness, Stability and Empowerment of Communities in Karamoja’* (RISE-K) is a 5-year (2023-2027) project funded by Irish Aid. The project is implemented in Moroto, Amudat and Nakapiripirit districts of Karamoja sub-region. The project is implemented by Oxfam through ICSP intends to directly reach 37,970 women, youth and other vulnerable people from mining and pastoralist communities who are living under extreme poverty and facing severe labour rights violations. Oxfam will partner with Resource Rights Africa (RRA), National Association of Women of Uganda (NAWOU), CARITAS Moroto, and The Uganda Apiculture Development Organization (TUNADO) to deliver interventions focusing on governance and accountability for effective service delivery, promotion of women’s rights, enhanced local capacity for effective people-centered, climate and conflict-sensitive, gender-responsive and inclusive disaster preparedness and response and improved income and food security.
- DANIDA SP II: *‘Humanitarian Development & Peace initiative for crisis affected population in Uganda’* is a project with funding through Oxfam Denmark. The 4-year Strategic Partnership focuses on Economic Justice and Inclusive democracies, Education for active citizenship, Inclusive peace building, Humanitarian Action & Resilience. The project runs from 2022 to 2025 and is in its 3rd year of implementation. Oxfam is implementing this initiative in partnership with 04 Refugee Led Organizations, 01 National Community Based Organization and 4 NGOs to achieve a peaceful, gender and climate just society which upholds all human rights through promotion of peaceful co-existence, delivery of livelihood and food security, education, climate change and economic and social justice primarily in West Nile districts of Yumbe, Madi Okollo and Terego. A small component (EACOP) is implemented in South West.

In order to, conduct the Nexus Learning Review, Oxfam in Uganda is seeking the services of an international and national consultants with solid understanding from nexus programming and experience with conducting similar studies.



The International consultant will be expected to identify and work with the national consultant who should be based in the country.

The Overall purpose of the Learning Review

The overarching purpose of the Nexus Learning Review is to rigorously assess and document the effectiveness, efficiency, and relevance of the nexus approach implemented across the three (03) projects within Oxfam in Uganda.

Specific objectives of the Assessment.

1. To evaluate the extent to which the nexus approach, as implemented in these three (3) projects has contributed to achieving desired results across the three areas of Humanitarian, Development and Peace (HDP) i.e. to assess the effectiveness, efficiency, relevance and impact of the nexus approach on enhancing timely and effective response which builds resilience, promotes peaceful co-existence and conflict sensitive programming.
2. To document lessons learned, best practices, and challenges encountered during the implementation of the nexus approach across the three targeted projects. By identifying successful strategies, changes resulting from using the nexus approach, innovative approaches, and areas for improvement in order to enhance organizational learning across OiU, OiA and the entire OI confederation.
3. To generate evidence-based and actionable recommendations for enhancing the application and scalability of the nexus approach in effective program design, implementation, documentation, influencing and adoption or utilization by other stakeholders and institutions.

Scope of Work

Technical Scope: The evaluation will focus on assessing the effectiveness, efficiency, relevance, and impact of the Nexus approach implemented within three specific projects: the Power of Voices project, the DANIDA SP II project, and the ICSP RISE K project. Key aspects will be to review:

- Organizational and partner capacity and understanding of the nexus approach.
- Program design, implementation strategies and MEAL.
- Internal and external coordination and synergies to identify results, good practices, system change and added value of the nexus approach where two (02) case studies will be drafted exemplifying successful implementation of the nexus approach.

Review Questions

- How do actors understand the HDP Nexus, what do they consider to be its relevance at country level and what is their ambition for working with the Nexus?
- What steps have been taken to mobilize actors and “tool up” for working with the Triple Nexus? Has it had an impact?
- What have been the practical experiences in implementing/rolling out the Triple Nexus to date? What challenges and lessons learnt can be drawn from this? What are the good practices?
- Do we measure, document and communicate about our work in the Triple Nexus? Does Oxfam have evidence, and do we discuss the Triple Nexus internally and externally?
- What is the added value of Oxfam within the Triple Nexus approach?
- What difference has the Triple Nexus made on the ground – Which results can be contributed to the nexus approach?

Geographical Scope: The evaluation will be conducted in Uganda, with a focus on the regions where the three projects are being implemented in the West Nile and Karamoja region. Geographical coverage will include project sites, beneficiary communities, and relevant stakeholders across the selected regions. Specifically, the evaluation will target areas where Oxfam in Uganda has been piloting the use of the Nexus approach, ensuring representation from diverse geographic locations to capture contextual variations and nuances.

- **Project Sites:** The three targeted projects are implemented in the districts of Amudat, Moroto, Nakapiripirit, in the Karamoja region and Nebbi, Zombo and Arua, Yumbe, Terego and Koboko in West Nile. Sites will be chosen based on criteria such as geographic diversity, project maturity, and accessibility.



- **Stakeholders:** A range of stakeholders will be included in the evaluation process, including Oxfam staff, local partners, government officials, project beneficiaries (host & refugee communities for DANIDA SP), and community representatives. The selection of stakeholders will be based on their relevance to the evaluation objectives and their involvement in the implementation or oversight of the Nexus projects. Where relevant national based stakeholders may be included.

Study/Assessment Methodology

The review will employ a comprehensive and participatory methodology that integrates [feminist Monitoring, Evaluation, Accountability, and Learning \(MEAL\) principles](#) and innovative approaches to ensure inclusive stakeholder engagement, rigorous data collection, and meaningful analysis. The methodology will be adapted and refined based on emerging insights, specific contextual factors, and the collaborative input of key stakeholders. The following outlines the key components of the methodology:

1. Desk Review:

- Conduct a thorough review of relevant project documents for the 03 projects; **project proposals** necessary **MEAL framework documents, Oxfam International Learning Questions** and **literature on nexus programing** to understand the concept as well as the context, objectives, and achievements of the Oxfam's Nexus projects.
- Analyze existing **Triple Nexus guide and checklist**.
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2. **Sampling Approach:** The sampling approach for the evaluation will be purposive and stratified to ensure representation from key stakeholders and project beneficiaries. The selection of participants will be guided by the principles of inclusivity, diversity, and representation, with a focus on ensuring voices from marginalized and vulnerable groups are adequately captured.

2. Data Collection methodology:

- Employ a mix of qualitative and quantitative data collection methods, including semi-structured interviews, focus group discussions, surveys, and document reviews.
- Conduct interviews and discussions with key informants to gather insights on the design, implementation, and outcomes of the Nexus projects.
- Facilitate participatory data collection activities with project beneficiaries to explore their perspectives, experiences, and the impact of the Nexus projects on their lives.

3. Intersectional Analysis:

- Apply an intersectional analysis in data collection and interpretation to recognize and explore how multiple aspects of identity (gender, age, socioeconomic status, social grouping _ Refugee & host communities etc.) intersect and impact project outcomes.

4. Capacity Building:

- Provide training and capacity-building sessions for enumerators and evaluation participants on feminist MEAL principles, participatory data collection techniques, and ethical considerations.
- Empower stakeholders to actively participate in the review process, including conducting data collection, and validating findings.
- work-shops with staff - and possibly partners in order for the consultant to present on the nexus and jointly discuss with staff what we are doing.

5. Ethical Considerations:

- Uphold ethical and humanitarian standards throughout the evaluation process, guided by the principle of "Do No Harm."
- Ensure informed consent, confidentiality, and privacy of participants, especially when collecting sensitive or personal information.

6. Analysis and Reporting:

- Analyze data collected through thematic coding, triangulation, and interpretation to generate evidence-based findings and insights.
- Collaboratively develop a final evaluation report that documents findings and recommendations, good practices, lessons learned, challenges encountered, and opportunities for improvement.

Expected Outputs/Deliverables.

The consultant is expected to deliver on the following deliverables within the agreed timeframe and budget. The following outputs are compulsory from the evaluation process:

- Inception report including proposed data collection tools. The study will continue only upon approval of the inception report
- Debriefing and validation of findings for Oxfam and key partners/stakeholders incl. a power point presentation of the findings and recommendations
- Draft Evaluation report to be reviewed by Oxfam team.
- Final Evaluation Report – consolidating feedback from the review of the draft.
- Report specifications (table of content)
 - Standard cover sheet,
 - Executive summary;
 - Description of objectives,
 - Methods and limitations;
 - Study findings including. a minimum of 02 case studies from the DANIDA SP II project.
 - Conclusions and
 - Recommendations highlighting areas for capacity building or strengthening
- Capacity building of staff and partners on nexus approach.
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Timeframe and estimated working days.

The assignment will be undertaken from **15th July to 30th of August 2024**, lasting a total of thirty **(35)** working days from the date of signing the contract. This learning evaluation shall follow the timeline below for the baseline process:

Activity	Date	No. of days
Review of documents and development of the inception report and study collection instruments/tools.	15 th – 17 th July 2024	03
Presentation of Inception report and data collection tools	18 th July 2024	01
Consultant to sign a contract for the assignment	19 th July 2024	01
Training of research assistants and pre-testing of study instruments	22 nd & 23 rd July 2024	02
Primary data collection (field work) inclusive of travel days to the Karo and West Nile regions	24 th July – 20 th August 2024	20
Data analysis and report writing	21 st – 26 th August 2024	04
Power point presentation of the finding to Oxfam and partners for validation	27 th August 2024	04
Submission of the draft study report to Oxfam in Uganda	28 th August 2024	
Incorporating comments on a draft report and final cleaning of the last Submission of the final study report to Oxfam in Uganda.	29 th & 30 th August 2024	

Qualification and experience of the consultant/team

Oxfam in Uganda seeks to engage the services of qualified and experienced consultants with the following qualifications and experience to deliver on these tasks:

- 1. Experience with Nexus Approach:** The consultant/team should have a strong understanding of and experience with the Nexus approach and its application within the context of humanitarian, development, and peacebuilding interventions. They should be able to assess the interconnectedness of various OiU thematic areas and analyze the synergies and trade-offs inherent in Nexus programming.
- 2. Gender, Feminist MEAL and Intersectionality Expertise:** The consultant/team should have expertise in gender-sensitive evaluation methodologies, preferably experience in applying intersectional lenses to data collection, analysis, and interpretation and basic understanding in Feminist MEAL. They should be able to recognize and address power dynamics, inequalities, and diverse perspectives within the evaluation process.
- 3. Previous experience working in the above-mentioned locations:** Preference may be given to consultants or teams with previous experience working in West Nile (Zombo, Nebbi, Madi-Okollo, Terego & Yumbe), and Karamoja sub regions.

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4. **Knowledge & impact measurement:** A Monitoring, Evaluation, Accountability, and Learning specialist with expertise in organizing, synthesizing, and disseminating information generated throughout the evaluation process, designing and implementing methodologies for assessing the tangible and intangible outcomes of nexus interventions.
5. Minimum **5 years' experience in evaluations/assessments/research** in both humanitarian and development contexts and international NGOs.
6. Proven strong skills and **experience in quantitative and qualitative methodology** with participatory approaches.
7. Solid analytical skills with the ability to correlate different data sets to actionable conclusions.
8. Strong English language skills (report should be written in English).
9. Ability to make clear presentations and disseminate findings to both technical and non-technical audience.

Supervision/management of the assignment

The study shall be technically supervised and coordinated by Programme Quality and Learning Coordinator. The consultancy team shall report to the PQL Coordinator who directs the exercise in terms of information requirements, backstopping and corrective actions during the study.

Payment

The consultant will be paid in accordance with Oxfam consulting policy which stipulates 30% upon submission and approval of the inception report and 70% upon successful completion and acceptance of the final products. The professional fee shall be subject to a 6 % withholding Tax deduction for local consultancies or companies and 15% for international companies or consultancies.

Mode of Submission

Firms or consultants who meet or exceed the requirements should submit their technical and financial proposals as follows.

- A technical proposal explaining, their comprehension of the ToR, and how they would approach this.
- A financial proposal outlining their expected fees, costs of return flights, visas, meals, and life insurance.
- Experience in similar assignments.
- Their availability

Submission of Technical and Financial Proposal:

For interested applicants, please submit your technical and financial proposal clearly breaking down the budget. Also include other supporting documents including the CVs of the team that will be engaged on the assignment (please ensure that the CVs and names of the team included will be the ones conducting the assignment), samples of past work preferably links and recommendations to ugandalogistics@oxfam.org with email subject: ORC - Outcomes, Results & Change Nexus Learning Evaluation , not later than 5:00 PM (EAT) on 11th of July, 2024.

Note.

- Oxfam reserves the right to accept any proposals that meet or exceed expectations or reject all proposals that will not meet the expected requirements.
- All forms of canvassing will lead to the automatic cancellation of the proposal in question.
- Only shortlisted candidates shall be contacted.