

Terms of Reference

Impact Assessment of Buy Local Campaign

Background

Oxfam's Economic (EJ) program in the occupied Palestinian territory (oPt) works towards systemically fostering agricultural development using the market system approach with the aim to strengthen the economic independence of Palestinians and enhance their livelihood resilience or capacity to adapt and react to external shocks, stress and uncertainty.

To that end, the Oxfam oPt EJ program Theory of Change (ToC) is as follows: 'for Palestinian women, men and youth to exercise their rights to sustainable and equitable economic development, it is first and foremost necessary to protect and enhance their resilience of livelihoods while working toward systemic change that addresses the structural barriers to economic development in the oPt'.

An impact capturing assignment will be conducted focusing on Buy Local Campaign "Baladi Atyab" which is funded by the following two EJ projects:

Developing Equitable Agricultural Production and Market Systems for Resilient Economic Development in the occupied Palestinian territory, funded by the Swedish International Development Cooperation Agency (Sweden) and implemented in six value chains: potato, olives and olive oil (Gaza), grape and small ruminants (West Bank), and cucumber and traditional food processing (West Bank and Gaza).

Improving Small-scale Producer's Access to and Power in Olive, High Value Fruit, Small Ruminant Value Chains, funded by the Australia Middle East NGO Cooperation Agreement Program phase 3 (AMENCA 3), through the Australian Government. The project aims to make agricultural value chains work better for small-scale producers in the West Bank and Gaza by improving market readiness, enhancing private sector engagement and trade facilitation while promoting in particular youth and women's inclusion in value chains. The focus in this project is on three agricultural value chains: small ruminant (West Bank), olives and high value fruits (including grapes).

The buy local campaign (Baladi Atyab Campaign) is an awareness and promotional campaign aiming to encourage Palestinian consumers (West Bank and Gaza) to change the stereotype of local products in general and to motivate them to buy more local products, and promote products that are included in the campaign as high quality and competitive products especially products produced by Small Scale Producers (SSP's) and cooperatives.

Rationale

It is an opportune time to conduct an impact capture assignment as both AMENCA 3 and SIDA projects are approaching completion (scheduled project end date is September 2019 and November 2019, respectively) and at the same time plans are being developed for the next phases. In addition to the broad potential of capitalizing on lessons learned, the objective of assessing impact is to identify the intended as well as unintended outcomes that go beyond quantitative project indicators and thus to capture more profound impact. That is, the aim is to articulate the higher level of social and economic change with its corresponding evidence from people's changes in attitude and behavior.

One of the drivers for this assignment lie in the findings of a funder (DFAT) led external mid-term evaluation of AMENCA 3. The evaluators identified anecdotal evidence of outcomes during their data-collection and meetings with project beneficiaries that was not captured in the conventional annual reporting format. These findings, to some extent, substantiate long-held assumptions amongst program management that broader level impact is not being adequately captured through standard monitoring, evaluation and reporting mechanisms. From internal discussions on how best to address this omission in identifying and documenting project impact, Oxfam decided to conduct this external impact assessment as the best course of action.

Given the scale of these two projects, it is considered prudent to pilot this exercise by investigating significant joint interventions from both projects. The buy local campaign (Baladi Atyab) was selected as it is a key component in both projects and as such can serve as a useful case study for analysis of the impact of this market-system development approach at large.

In the case of the Baladi Atyab Campaign, we have evidence that participants increased their income, access to high end markets, and that there was a rise in the demand and loyalty to the local produce and local private company interest. Beyond some anecdotal evidence, the impact on the individual, community or sector domains has yet to be well substantiated and articulated.

As such, the mandate of this call is to go beyond the parameters of outcome evaluations and carry out an impact capture exercise that assesses whether intended and unintended long-term impact (change) occurred and can be attributed to the project, but also it should also identify *why* and *how* this impact came about.

Purpose

As stated above, the objective is to identify the level and scope of impact as a result from the Buy Local Campaign. Furthermore, the broader purpose is to 'zoom in' on the market system development approach and document impact to be used to inform program quality improvement and accountability, future program development (replicate, scale-up, end) and knowledge sharing. To ensure that findings are useful to this end, the materials and products of the assessment must be high level, digestible pieces with clearly delineated, practical and actionable learning and recommendation components.

The primary audience is internal Oxfam program staff and Oxfam's donors. However, if the exercise yields interesting findings of a higher level of learning, then they will be further developed and shared with Oxfam's global knowledge hubs.

Key Impact Questions

The Overarching questions:

- To what extent can a specific (net) impact be attributed to the Buy Local Campaign?
- Did the Buy Local Campaign make a difference?
- How has the Buy Local Campaign made a difference?
- Will the Buy Local Campaign work elsewhere i.e. replicable and scalable?

The above questions should be unpacked using but not limited to the following questions:

1. To what extent the Buy Local Campaign's objectives, strategy, design and implementation plan was functional and clear to promote buying locally produced products?
2. Was the Buy Local Campaign implementation effective? What were the factors contributing to or hindering project effectiveness? To what extent the communication and promotional tools (including social media tools) used was effective to achieve the buy local campaign's objectives?
3. Were stakeholders effectively taking their role and playing their part during all phases of the intervention? And why (not)?
4. To what extent the resources were deployed efficiently to undertake the Buy Local Campaign's qualitative and quantitative outputs? Were all stakeholders fully engaged at all phases of the intervention?
5. To what extent Buy Local Campaign's interventions contributed to change the stereotype of the Palestinian consumer about the local products quality and competitiveness.
6. What market system changes in the local market can be attributed to the buy local campaign interventions?
7. What change (positive or negative) in the knowledge, attitude and behavior of the main stakeholders engaged at different levels of the market system chain took place due to the Buy Local Campaign?
 - What were the external and internal factors that contributed to or hindered these changes?
 - Are the changes expected to be middle-term and long-term sustainable?
 - Are the changes expected to be scalable?

Scope and Methodological Approach

The developed methodology of the impact assessment must be gender and culturally sensitive with a participatory approach (including Oxfam staff, partners, private sector companies, retailers, local consumers and other targeted groups). The proposed methodology must articulate a clear understanding the core questions and impact questions; description of steps to be followed; sources for primary data collection; method for data verification; and type of data analysis to be employed.

A mixed-method approach is expected to be used. In fact, qualitative tools will need to be applied in order to give more context and depth to the findings of quantitative data. After the selection process and before signing the contract, the methodological section must be updated with a detailed timeframe.

Scope of Work

➤ Main Tasks:

- Review all information about the work that has been carried out for the Buy Local Campaign under the two projects (SIDA & AMNECA 3), including annual/ semiannual reports, midterm reviews, baseline and midline reports, case studies, success stories, ...etc.
- Review of the successes and failures of the previous Buy Local Campaigns and how they can be addressed, where value add for future phases can be achieved.
- Review the two projects' Theory of Change to identify the Buy Local Campaign's change pathway and suggest top-level intended changes and outcomes for the new phases.
- Hold field visits in the West Bank and Gaza to projects sites and meet with market actors to better understand Buy Local Campaign progress, attitudes, and perceptions of the intended changes in the market systems.
- Conduct consultative workshops with partners and key stakeholders to review and distil findings and learning from previous and current Buy Local Campaigns in both West Bank & Gaza Strip.
- Analyze information and consider key review and planning questions related to Buy Local Campaign delivery, context, outcomes, impact and contributing to the EJ program ToC.
- Identify and develop three 'most significant change stories' in case studies. Those case studies to focus on three achievements highlighting market system changes, good practices and lessons learned.
- Outline key elements for future actions regarding the buy local campaign within the new projects phases' design.
- Hold a 'testing' workshop to validate initial conclusions/recommendations
- Write report on the findings to circulate/present to partners and donor.

➤ Measuring changes approach:

- **Using Mixed methods approach:** Consultant should utilize mixed methods approach combining qualitative and quantitative approaches and based on the theory of change. The project evaluation should explicitly focus on assessing the extent to which systemic and sustainable market change and large-scale impact have been achieved including: **Crowding in, Copying, Sector growth, linkages, and other indirect impact as a result of the Buy Local Campaign.**
- **Take an investigative approach:** The consultant must adopt a flexible approach to measurement. Accepting that systemic change cannot be fully predicted in advance, a certain amount of detective work is required to establish what has changed in the market system following the Buy Local Campaign. This requires the consultant not only to verify the pathway which they predicted, but to

be alert for unexpected changes. Participatory approaches may be particularly valuable to uncover unexpected information.

- **Examine trends:** Consultant should not just take static snapshots of market performance, but seek to understand the type and pace of change, and reasons for this.
- **Triangulate information:** Information should be triangulated from multiple sources. This means that consultant should not rely on one source of information, but look for confirming or contradictory information from other sources. This will include stakeholder feedback, as above, but could also include reports, country and market statistics, and other secondary data.
- **Assess stakeholder feedback:** In the two projects, there are multiple stakeholders, including the private sector, retail businesses, governments, local partners, and poor small scale producers, and consumers. They will each have different information about changes that have taken place, and a different view about whether they are positive or negative, and why. Consultant should speak with as many stakeholders as possible, including the poor who benefitted from the project.
- **Measuring the impact of systemic change on the poor SSP's:** Consultant should find both qualitative and quantitative evidence of impact on targeted poor SSPs.
- **Assessing Additionality:** Consultant should assess to what extent the support of this Buy Local Campaign is additional. Consultant has to consider the difference between the counterfactual (what would happen anyway), and the position if and when the Buy Local Campaign is implemented. This includes an explicit consideration of whether the change would happen anyway, and if it would happen in the same way.
- **Assessing Sustainability:** Consultant should assess the Buy Local Campaign sustainability. This includes assessing capacity development of market actors, creating space for innovation, behavioral changes maintained after external support / intervention concludes; the commercial viability of after external support is withdrawn, leveraged investments, private and public sector investment catalyzed (as proxies for partners' buy-in to change, and hence the sustainability of change), institutional or structural change e.g. better relationships, aligned incentives, adaptability.

Qualifications and skills needed

- At least seven years of experience in impact assessment researches, social development/international development and economic development utilizing market system development approach and mainly in promoting local products.
- A sound understanding of the social, economic and political context of communities in Palestine, including the impact of the Israeli occupation, the fragmentation of Palestinian territories and relevant policy issues.
- Proven experience in conducting impact assessments and reporting, including experience of quantitative and qualitative approaches, participatory methods, the DAC evaluation principles and DCED standards.
- Proven experience in Social media data analysis and interpretation.
- Experience in project/program management with good analytical ability in project monitoring, appraisal, and reporting, particularly working with local partners.
- Advanced and demonstrated data collection skills both in qualitative and quantitative data.
- Excellent written and verbal skills for the development of reports, tables, and presentations. Analysis of sample reports of previous assignments will be part of the selection process.

- A high degree of personal organization, self-sufficiency and reliability, be a self-starter, able to act with initiative but within agreed parameters, able to prioritize time, keep deadlines, manage limited resources and attend to detail while coping with peaks and troughs of workload.
- Ability to write clear and useful reports. A sample report of previous similar evaluation experience should be submitted with the application.
- Demonstrated ability to describe results of analysis to a wide variety of stakeholders.
- Excellent inter-personal and communication skills, oral and written.
- Fluency in verbal and written English; strong spoken Arabic language skills is preferred.
- Ability to manage the available time and resources and to work to tight deadlines.
- High level of computer skills.

Consultant team:

The team will comprise of the consultant who will have overall responsibility of designing, implementing and coordinating the entire assessment process guided by the TOR. At least, the team should cover both West Bank and Gaza Strip and include:

- A lead consultant who will take on the overall responsibility of the assignment, whose well immersed in economic development, marketing and market systems development programming.
- A promotional expert (including classic and modern approaches) in the local market and/or an economist who will assess the effectiveness, and impact of the buy local campaign implemented with market actors

Deliverables

The duration of this assignment will be eight weeks in length from the signing of the contract. The contract period will begin with a two-week inception phase as detailed below.

Deliverable	Details
Inception Report	A detailed breakdown of the methodology, details of data sources, data collection plan and a work plan with clearly assigned roles and timeframe and detailed budget. Not to exceed 20 pgs.
Data Collection Tools	All data collection tools must be submitted for review and approval by Oxfam
Raw Data	Access to the collected raw data must be provided for validation by Oxfam prior to analysis
Draft Report	Draft report must be shared with Oxfam for review
Final report	Final report not to exceed 20 pages A4 (excluding appendices) The final report must include an executive summary and a set of practical recommendations on areas that are best suited for a short documentary.
Findings presentations	Presentations of findings to relevant stakeholder: Oxfam management, partners and donors as identified by Oxfam
Prepare case studies on three campaign achievements to	Three case studies on the Buy Local Campaign main achievements: <ul style="list-style-type: none"> - Systemic changes in the local demand - Attitudinal and Behavioral changes of the local consumers

highlight market system changes, good practices and lessons learned.	- Good practices and lessons learnt for future interventions
--	--

Oxfam Roles and responsibilities

- Provide relevant documents and background information
- Connect Consultant with partners and key stakeholders
- Provide direction and quality-control on the design, delivery and reporting process
- Provide final approval to assignment output.
- Provide final approval for all set out
- Consultant agrees not to share any result of this consultancy without prior approval by Oxfam

BUDGET: Payment will be done in two instalments:

- 30% on the approval of inception report, workplan, methodology and tools.
- 70% on the approval of final Impact Assessment report and satisfactory note.

Financial Proposal

Please submit the proposal (technical & financial offer) and requested documents by email (as mentioned above) before 25 August 2019 COB, addressing to: Procurement.ramallah@oxfam.org quoting the reference code in the subject line of your email.

- Prices are valid for 120 days.

-The submitted offers should be in USD excluding VAT (project is VAT Exemption). The tendered should be able to issue invoice if not they can submit Payment request in addition to deduction at source certificate (شهادة خصم مصدر) or will deduct a percentage of the final payment according to Palestinian Taxation department & laws.

EXPRESSION OF INTEREST (EOI):

Oxfam invites the submission of a technical and financial proposal from a consultant or team of consultants with the experience and skills described above. The proposals must include:

a) A cover letter of no more than 2 page introducing the consultant/organisation and how the skills and competencies described above are met, with concrete examples (Organization profile outlining similar experience including type of task, employer, project title, location, achieved outputs). The cover letter should also reflect the number of days to complete the assignment, daily rate and total financial offer (cost). The cover letter should also indicate consultants' availability for the proposed period.

b) An outline of no more than 6 pages of the proposed process and key considerations including: a. Key considerations

a. Understanding of the ToR;

b. Key considerations

b. Proposed outline methodology

c. Proposed actual number of days, timeframe and team size

d. Detailed financial offer /costs. It is expected that the financial offer includes a budget breakdown of costs including the daily rate.

e. The financial offer should be made in US dollar and should distinguish between professional fees, travel costs, communication costs, reporting costs and other operational costs following the table below:

Task	Number of Days	Unit Cost (USD)	Total Cost (USD)
Task 1			
Task 2			
Etc.			
Grand Total			

c) Track record of the team on similar and/or relevant assignments;

d) Team composition, management arrangements, CVs of the team members and detailed work plan of proposed team members.

d) Sample reports of previous similar assignment in the oPt and/or internationally.

Period of validity: The Expression of Interest shall be valid for a period of minimum 30 days, starting from the submission date.