

TERMS OF REFERENCE

Consultancy for the development of a joint programme (DGD27–31) between Oxfam-Magasins du Monde, Oxfam-Solidarité & Oxfam-Wereldwinkels

OVERVIEW	
Duration:	29 th September 2025 – 30 th of March 2026
Assignment location:	Belgium
Objective:	Support Oxfam Belgian entities in the development of a joint programme by providing a participatory framework for assessing where we currently stand, define where we want to go and build a realistic and ambitious roadmap to pave the way for an integrated implementation approach.
How to apply:	Interested consultant(s) are invited to submit: <ol style="list-style-type: none"> 1. Concise technical proposal (methodology, work plan, timeline) 2. CV of consultant(s) involved 3. Financial proposal (detailed budget in EUR)
Deadline application:	15 of September 2025
Application to be submitted to:	<p>Jeanne Bertrand – jeanne.bertrand@oxfam.org</p> <p>Subject: “Consultancy for the development of a joint programme between OSOL, OWW and OMDM”</p> <p>If you have any questions during the application period, please contact Jeanne Bertrand at jeanne.bertrand@oxfam.org</p>
Available budget:	Maximum 25.000 EUR all taxes included

1. Context

The Oxfam movement grew at different speeds and through different routes, leading to the existence of three organisations in Belgium: Oxfam-Magasins du Monde, Oxfam-Wereldwinkels, and Oxfam-Solidarité. Although distinct legal entities and accredited CSOs, the three entities are united as Oxfam-in-Belgium, member of the Oxfam International (OI) confederation.

Oxfam-Magasins du Monde (OMDM) is a movement promoting fair trade and social justice in Wallonia and Brussels for nearly 50 years. It brings together 3.000 volunteers, young and adults



organized into local teams, who operate a network of over 60 fair trade and second-hand shops and lead awareness-raising campaigns. OMDM works through four complementary pillars: offering ethical alternatives, raising awareness through education, advocating for systemic change, and empowering producer communities through equitable partnerships.

In 2020, **Oxfam-Wereldwinkels** and **Oxfam-Solidarité** engaged in an “integration” process. Oxfam Belgium’s goal is to fight against inequalities and promote greater economic justice. At the heart of its concerns are the rights of the most vulnerable communities, particularly women and girls worldwide. Oxfam Belgium also manages a network of second-hand stores, supports a network of volunteers who run the Wereldwinkels, does public engagement work and policy work in Belgium and coordinates development and humanitarian projects. Oxfam Fair Trade is also part of this network, operating as a cooperative that imports and distributes Fair Trade food products.

Over the past year, we have intensified our discussions to align our strategic and operational priorities further. This has led to the formalisation of a long-term convergence between our entities, one of whose initial objectives is to develop a joint DGD (Belgian Development Cooperation) 2027–2031 programme bringing together Oxfam-Solidarité, Oxfam-Wereldwinkels, and Oxfam-Magasins du Monde. In addition, the sector is operating in a context of budget constraints and increasing operational challenges, which encourages us to enhance resilience and efficiency by identifying opportunities for economies of scale, reducing duplication and seeking stronger impact—without undermining the unique identity or added value of any entity. In the DGD programme framework, our aim is to move beyond a simple aggregation of activities and instead develop integrated, joint actions that leverage the strengths and expertise of each organisation. To achieve this, we seek external expertise to guide us in identifying synergies and activating them effectively, ensuring that our shared commitment leads to concrete, long-term collaboration.

2. Objective, expected results & outputs

In order to translate our shared strategic intent into action, we are committed to engaging in a structured process aimed at exploring, designing, and preparing a joint programme for the 2027-2031 cycle. This programme would represent both a tangible milestone and a first step towards a deeper, long-term structural collaboration. At the core of this process is a guiding question: “**What could we achieve more effectively and with more impact together as “One Oxfam,” and how can we align our strategies and activities to make this happen?**”

We are committed to a co-constructed, phased, and forward-looking process, anchored in the shared values of the Oxfam confederation. Consistent with our feminist principles and our decolonial approach, particular attention will be paid to transparency and inclusiveness, recognising that successful convergence requires not only technical alignment, but also emotional commitment and collective ownership.

The role of the consultant(s) will be to provide an objective and participatory framework to help us assess where we currently stand, define where we want to go, and build a realistic and ambitious roadmap to pave the way for an integrated implementation approach.

The process will start with the **identification synergies, overlaps and gaps in current programmes and strategic documents** and will lead to the **elaboration of a new, integrated Theory of Change (ToC)**, that will be refined through structured feedback rounds with staff from the three organizations. This

ToC will serve as the foundation for a **joint roadmap for change**—accompanied by clear proposals for engagement, communication efforts, and internal mobilisation to ensure meaningful appropriation across teams. In parallel, the consultant will support the **co-creation of a shared MEAL methodology**. This framework will not only allow us to monitor progress toward shared outcomes but will also include mechanisms to assess the collaboration process itself—ensuring that we remain attentive to how we work together in addition to what we achieve. Finally, a **methodology, good practices and lessons learned report** will be elaborated to document the methodology used and lessons learned to share with the broader sector.

3. Division of tasks

The stakeholders for the assignment are: Oxfam-Magasins du monde and Oxfam Belgium (Oxfam-Wereldwinkels and Oxfam-Solidarité). The consultant will work closely with the coordination team for the One Oxfam DGD programme proposal (Jeanne Bertrand and Sarah Standaert for Oxfam Belgium and Emilie Loward for Oxfam-Magasins du monde). Responsibilities are divided as follows:

1. The consultant:
 1. Responsible for implementing the terms of reference and ensuring the quality of the process and the deliverables.
 2. Identifying a suitable methodology for drawing up and then validating the Theory of Change, roadmap for change and MEAL framework.
 3. Producing the deliverables as described in the table under chapter 4.
2. The coordination team
 1. Logistical support and ensuring the necessary resources are available for the tasks at hand.
 2. Monitoring compliance with the ToR and monitoring the quality of the outputs to be delivered
 3. Ensuring that the payments are made correctly and timely.

4. Timeline, Activities & Deliverables

We wish to give the consultant the freedom to determine a methodology that he/she deems appropriate based on the objectives and taking into account the following elements. The methodology will be clearly explained in his/her proposal.

Timeline	Activity	Deliverables
29/09/2025	Kick-off meeting: mission framing, ToR's revision	Inception note

Mid-October 2025 (2 weeks)	Scoping & Listening Review of current DGD programmes and key documents (ToC, key strategies, etc.), and initial conversations with key stakeholders; in order to have an alignment on mission expectations and detailed workplan of the consultancy.	Detailed workplan with calendar and steps for the consulting mission
Early November 2025 (3 weeks)	Diagnostic In-depth analysis of different strategies and documents as well as interviews with key people from the 3 organizations to identify areas of alignment, areas of synergy, convergences and divergences.	Comparative analysis of strategies, organizational specificities (partnerships, collaborations, geographical and thematic scopes as well as organizational culture), and activities
04/12/2025	Options & Scenarios Different options and scenarios for joint programming will be developed by the consultant and discussed with a large group of colleagues during a participative workshop.	<ul style="list-style-type: none"> Report that describes realistic avenues for collaboration for a joint DGD27-31 programme and beyond Report of the workshop
11/12/2025	Definition & decision of preferred scenario by the strategic committee (OMDM, OSOL, OWW)	Minutes of the strategic committee meeting
End January 2026 (4 weeks)	Elaboration of the new common ToC : on the basis of the selected scenario, elaboration of an integrated ToC	V1 of integrated ToC
Mid-February 2026	Feedback round(s) to finalize the ToC	Final integrated ToC
Mid-March 2026 (4 weeks)	Pathway & Accompaniment Roadmap for change, guidance on communication and staff engagement including sensibilisation around the new ToC. Proposals for MEAL methodology and evaluation plan ; workshop around the suggested MEAL scenario's (with a common part and specific group work per target group / outcome) and decision on	<ul style="list-style-type: none"> Roadmap for joint program writing, implementing (change management advise) MEAL framework Report of the workshop around the

	the MEAL Framework / evaluation plan. Including an approach that will allow us to monitor the collaboration as such.	suggested scenario's	MEAL
End March 2026	Documenting the methodology used and lessons learned to share with the sector	Methodology, good practices and lessons learned report	

6. Budget

The maximum consultancy budget is **€25,000** all taxes included, inclusive of consultancy fees, travel costs, and all related expenses.

Payments will be made in instalments as follows:

- 30% upon signing the contract;
- 30% upon receipt of the final TOC;
- 40% upon completion of the assignment.

7. Consultant Profile

The consultant (or consulting team, depending on the approach chosen by the tenderer) should demonstrate:

- General knowledge of the non-governmental cooperation sector (previous successful experience with Oxfam is an advantage) and specific experience with NGOs with awareness-raising / active global citizenship missions
- Proven experience in designing and facilitating participatory processes
- Solid expertise in developing integrated Theories of Change and MEAL frameworks
- Experience in managing change processes
- Excellent facilitation and communication skills
- Fluency in French, Dutch and English
- Complete independence from Oxfam Belgium and Oxfam-Magasins du monde (no involvement, either professional or personal, in the entities activities or bodies)
- Professional ethics (duty of discretion and respect for data confidentiality).

8. Application Process

Interested consultants are invited to submit:



1. Concise technical proposal (methodology, work plan, timeline)
2. CV of consultant(s) involved
3. Financial proposal (detailed budget in EUR)

Applications should be submitted in English by 15 of September to jeanne.bertrand@oxfam.org

Criteria assessed and weighting:

- Compliance with the deadline for submitting bids
- Compliance with the Terms of Reference:
- Experience and expertise – 40 points
- Methodological proposal – 40 points
- Budget – 20 points

The selection process will follow Oxfam's internal procurement guidelines. The consultant will be notified of the selection outcome around 22 of September.

If you need further information or have any questions please contact jeanne.bertrand@oxfam.org