UK Aid Connect: Terms of Reference
Building Civil Society Effectiveness

A. Introduction

The world has seen substantial success on poverty reduction. However, 1.2 billion people remain in extreme poverty. There is a growing recognition that global problems facing the poorest and most excluded people are complex and inter-connected and that no single development actor has all the answers.

Consortia[1] and collaboration can bring new and creative ideas, innovation, better results and opportunities through pooled ideas, skills and resources. UK Aid Connect is a specific mechanism to bring those qualities together in tailored coalitions to address key development challenges in priority thematic areas for DFID.

DFID is inviting proposals that answer the complex policy and practice problems of today and tomorrow. To do so and to specifically match the response to the problem will require consortia representing a broad range of organisations, such as think tanks, research institutions, foundations and philanthropic organisations, the private sector, large and small civil society organisations, social movements and organisations based in the Global South.

UK Aid Connect grants will be awarded to consortia for work in, or for the benefit of, people in countries ranked in the bottom 50 countries in the Human Development Index and/or those on DFID's fragile states list.

DFID will award UK Aid Connect grants through a competitive process – the submission of a proposal by the consortium-lead.

A strong proposal will provide quality ideas that are directly relevant to the design of UK Aid Connect, answering the question of why this particular development problem is best answered by this particular coalition of actors. It will also articulate how these ideas will bring about lasting change in innovative ways. The power, innovation and ambition of those ideas is more critical to selection than very specific programme detail.

Fundamental to UK Aid Connect are the principles of innovation, learning and adaption throughout the programme design and implementation. Prior to awarding grants, DFID reserves the right to request bidders to further develop ideas or approaches within proposals or within consortia. This may include, for example, strengthening integration or consistency of themes *across* UK Aid Connect programmes on important issues including closing civil society space, gender equality and women's rights or promoting the meaningful engagement of Southern-based civil society organisations. Following the awarding of grants, DFID policy teams will work closely alongside the consortia to further develop the programme design during a six to nine month co-creation phase – again this could include proposals to adapt programmes or constituencies, from all partners.

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[1] See Annexe 1: Definition of Consortia

The consortium must nominate one lead organisation who will be the grant-holder to DFID and accountable to DFID for programme performance, risk and financial management. They will be responsible for the grant award arrangements with other consortium members and the overall governance of the consortium, including how the consortium manage and mitigate risk, financial management capacity and fiduciary risk.   The consortium lead will be a registered non-governmental and not-for-profit organisation which supports the delivery of poverty reduction. All consortium members must be listed in the proposal.

These terms of reference outline the development challenge and the requirements for consortia wishing to respond to this opportunity.

B. The Development Challenge: Building Civil Society Effectiveness

Important role of civil society in development

1.   Civil society[2] plays an important role in reducing poverty, complementary to the roles played by governments and the private sector, including building voice and accountability, providing services and humanitarian assistance, promoting awareness and understanding of poverty and development and campaigning internationally for policy change.

2.   For effective and accountable states, you need an effective civil society to hold the state to account. Civil society provides people with the space for association, reflection and the ability to demand their rights: to become active citizens rather than passive recipients of services. For instance civil society can empower and represent the poor in policy formulation at a local and national level; can raise awareness of people's rights and entitlements through civic education and public campaigns; can improve state services through monitoring, demanding transparency and accountability, and ensuring inclusive access to services; can provide a voice for communities and help ensure that they, as well as governments, are accountable and can build state capability to respond to citizen's voice through participatory planning and budgeting.

3.   Civil society has historically played an important role in providing services and relief to poor people. Civil society can play a valuable role in service delivery, particularly in fragile states. The specific roles include civil society improving state services through building skills by training public service providers, providing humanitarian aid and service provision in difficult environments and by identifying, piloting and replicating innovative approaches to service delivery. This can lead to tensions between civil society and government providers of services. To achieve universal provision of services and avoid duplication and uneven distribution however, civil society's service provision should aim to fit within nationally or locally owned strategies.

4.   Civil society is effective at raising awareness and influencing public opinion and attitudes. Civil society organisations are very important in raising the profile of, and promoting development to a broad and diverse audience. As many key decisions are now made at a global level, civil society has a role in global advocacy. There are many examples of global campaigns and civil society holding donors and multilaterals to account.

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[2] *Civil society is located between the state, the private sector and the family or household, where society debates and negotiates matters of common concern and organises to regulate public affairs. It embraces: institutionalised groups: such as religious organisations, trades unions, business associations and co-operatives; local organisations: such as community associations, farmers' associations, local sports groups, non-governmental organisations and credit societies, and social movements and networks.*

DFID and civil society

5.   Working with civil society organisations forms an integral part of DFID's approach to reducing poverty, promoting wealth creation, achieving the Global Goals, tackling climate change and dealing with emergencies. DFID works with a wide range of civil society actors and institutions from traditional development organisations and faith groups to diaspora communities and social movements. Support is provided directly to hundreds of civil society organisations and tens of thousands indirectly.

6.   Civil society is a significant and enduring DFID partner.

- In 2014/15 DFID spent 25% £1.4 billion of bilateral funds through civil society: 47% through centrally funded programmes and 53% through country offices;
- 90% of DFID's civil society funding goes to NGOs. The other 10% to organisations such as think tanks; people's networks, foundations and business associations;
- The funding provided to civil society as a share of total DFID bilateral spend increased from 21% to 25% between 2012-2015;
- 51% of total competitive/challenge funding is spent in fragile and conflict states;
- DFID directly funded over 1000 civil society organisations between 2012-2015.

The changing world for civil society

7.   DFID recognises that the world is changing and civil society is changing too. Factors that are driving fundamental changes in the international development sector include: a rise in the economic and political power of emerging countries; rapid urbanisation; changes in demographics and climate; changing geographies of conflict and poverty and technology. There is a changing distribution of poverty as countries 'develop' – increasingly focussed in fragile states, and amongst the most excluded (including in middle income countries). This demands greater attention to security risks, adaptive and flexible programming and operating models, and understanding potential terrorist threats.

8.   These changes are having a profound impact on the civil society operating environment and present new opportunities as well as challenges. Civil society needs to adapt to a changing environment and new sets of challenges and opportunities that include climate change, digital transformation and demographic and political shifts.

9.   **The nature of development problems is changing**: there is an increase in 'universal development challenges' that need to be tackled at a global level, i.e. climate change adaptation, conflict prevention, containing global epidemics and global economy – including response to global shocks, and global knowledge networks. Key development challenges are interconnected, complex, unpredictable, with conflict and disasters on the

increase, and poverty co-existing with great wealth. This requires development and humanitarian actors, including civil society, to find new solutions where existing approaches are no longer effective, and to respond in agile and adaptive ways to a fast-moving environment.

10.   Power **dynamics are changing:** governments, businesses and civil society in countries of the global south rightly want to make their own choices about their social and economic development. Civil society of the global north need to evolve from service delivery to more responsive, 'accompanying' roles, helping to support the growth of sustainable local capacity. They must redefine their value and focus on areas of niche expertise.

11.   **Development actors are changing:** new development actors are increasingly taking leading roles in space traditionally held by NGOs, such as private sector, professional bodies and philanthropists. Large companies are playing an increasing role in aid as implementers and consultants, delivering interventions that civil society would have traditionally regarded as their core business. Much can be learned from the private sector around managing complexity, innovation and adaptability. Solving complex multi-faceted problems is not the preserve of any single actor or sector. Civil society engaged in humanitarian and development activities need to collaborate and partner with government, business, researchers, funders and other civil society actors across the north-south divide.

12.   **Financial flows, forms and funders are changing:** new types of problems require new forms of financing. With the reduction in traditional grant funding, civil society needs to find new sources of sustainable financing, winning resources for the clear value they can bring and the high quality of their work.

13.   **The (global) public perception of aid and development is changing:** civil society needs to demonstrate why sustainable development is important for the stability and prosperity of the planet and its population, and to show transparently what their work achieves, in order to inform public trust and understanding.

14.   **Communications:** approaches to communication, information, data and knowledge are changing. There is enormous potential for big data to help resolve development problems, but it could contribute to the further exclusion of the most marginalised. Civil society must harness and use digital opportunities and collective knowledge more efficiently and effectively.

15.   **Civic space:** spectrums of civic actors are experiencing an unprecedented level of challenge to their ability to operate, including legal restrictions and policy directives, informal targeting, and violent attacks. These laws often particularly target foreign funding to local civil society. Governments have different reasons for adopting restrictive measures.

16.   International and domestic initiatives to limit terrorist financing, address money laundering or tax avoidance, and enhance transparency can

unintentionally cause problems for civil society organisations when implemented over-zealously. Anti-terrorist and anti-money laundering regulations have unintentionally created a challenging administrative environment for local civil society. Terrorism and organised crime are genuine problems but equally authoritarian governments, concerned about the threat posed by a free and vibrant civil society, have been quick to co-opt these problems for their own purposes. Over 25 distinct legal initiatives over the past two years have used counter-terrorism financing and anti-money laundering as a pretext for blanket repressive legislation.[i]

17. **Legitimacy:** increasingly visible capability of civil society in Middle Income Countries and Low Income Countries means there is a growing understanding that locally-led development can increase legitimacy, sustainability and value for money. South-South interactions that bypass traditional powers and International Non-Government Organisations (INGOs) home countries are increasingly important and northern organisations are being challenged on their legitimacy by southern partners. For northern civil society organisations, there are pressing questions of legitimacy, purpose and relevance that require facing up to some fundamental strategic realities.

C. What are the expected results?

18. We recognise that much has been done already to address these challenges through existing projects and programmes. UK Aid Connect is designed to take this further by focussing on new exciting and innovative approaches. This is certainly not about more of the same, but radical new approaches with different actors and collaborations.

19. The specific results delivered by each consortium will in part be determined by the nature of the issues to be addressed in those particular policy and thematic areas. However, we envisage the consortia will produce rigorous and influential practical evidence, knowledge and learning. This rigorous evidence and learning produced by the consortia will be used to implement and scale up these innovative solutions to deliver real change to poor people's lives in low and middle income countries[3].

20. The work will contribute to the overall objective of a world where all women and men, girls and boys throughout all stages of their lives have equal opportunity to realise their rights, achieve their potential and live in dignity, free from extreme poverty, exclusion, stigma, discrimination and violence. Success will be getting to zero on extreme poverty and achieving development outcomes across all economic and social population groups.

21. The work will contribute to the following results.

- **Services:** equal access to opportunities and resources including good nutrition, protection from disease, access to quality education, access to clean water and sanitation services;

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[3] See Annexe 2: List of Eligible Countries

- **Upholding rights:** duty bearers and those holding power to uphold the rights of people and to create genuine inclusion in politics, economics and society;
- **Full participation in decision making processes:** in households, communities and countries;
- **Progressive change in social and cultural norms:** including social norms within institutions, creating supportive environment.

D. Impact and Outcomes

22.   The planned discussion and dialogue with stakeholders will frame the expected outcomes and outputs of any consortium programme on civil society effectiveness. However, the work through UK Aid Connect could contribute to improving the capacity of civil society to effectively meet their wide and varied objectives which includes the following:

- Civil society providing people with the space for association, reflection and the ability to demand their rights: to become active citizens rather than passive recipients of services;
- Civil society empowering and representing the poor in policy formulation at a local and national level;
- Civil society raising awareness of people's rights and entitlements through civic education and public campaigns;
- Civil society improving state services through monitoring, demanding transparency and accountability, and ensuring inclusive access to services;
- Civil society providing a voice for communities and help ensure that they, as well as governments, are accountable;
- Civil society building state capability to respond to citizen's voice through participatory planning and budgeting;
- Civil society providing services and relief to poor people;
- Civil society improving state services through building skills by training public service providers;
- Civil society identifying, piloting and replicating innovative approaches to service delivery;
- Civil society raising awareness and influencing public opinion and attitudes to a broad and diverse audience;
- Civil society in being the public face of development and being a conduit for the UK public expression of personal commitment to communities worldwide.

E. Outputs

23.   The work could be delivered through the following outputs:

- **Civil society organisations that are cost-effective, transparent, accountable and agile**, and able to provide innovative solutions to emerging development challenges;

- **Civil society organisations that have sustainable, independent business models,** reducing their reliance on government funding and diversifying their resource base;
- **Civil society organisations add clearly defined value as partners, developing new and improved relationships with southern civil society,** business, government, researchers and funders, to achieve greater collective impact;
- **National and regional civil society** with capacity to engage on international finance regulation processes;
- **Peer-learning and effective networks contribute** to the strength and capacity of global civil society.
- **Securing and promoting space for an active civil society** and creating open societies where civil society can operate most effectively and freely;
- **Effective approaches identified** on funding instrument and partnership approaches in meting new development challenges;
- **Evidence and knowledge**: understanding the changing relationship between Northern and Southern organisations;
- **Effective collaboration and partnerships with a more diverse range of civil society organisations** including smaller, newer NGOs and non-traditional NGOs. Explore new and more diverse partnerships, including NGOs, social movements, private sector organisations, philanthropists and foundations.

F. Scope

24.   Interventions approved through UK Aid Connect must be used to fund activities which aim to reduce poverty in the eligible countries. This could include:

- Influencing and supporting donors, multilaterals and national governments to commit to civil society effectiveness;
- Designing activities and planning events to bring together existing actors, networks and mechanisms with new partners;
- Action research on civil society effectiveness;
- Trialling new approaches and interventions to support civil society effectiveness;
- Producing rigorous and influential evidence and learning;
- Disseminating evidence and learning;
- Improving and generating global data;
- Providing technical support and resource to DFID.

25.   Potential consortia may suggest additional work streams that will help the programme fulfil its outcome and outputs listed above.

G. The Requirements

26.   **Why a consortia-led approach:** clear ideas and approaches demonstrating why this specific consortium is the most effective way to

address this/these specific development challenge/s at this time and in the future. This must be supported by a clearly articulated Theory of Change.

27. **Capability and capacity:** the consortium must demonstrate the consortium's skills and capacity to deliver the impact and outcomes as set out in the Theory of Change.

28. **Structure and governance:** it will be the responsibility of the consortium-lead to establish a governance structure and arrangements that meets the need of the programme, including a clear risk strategy and a demonstration of financial management capacity and fiduciary risk.

29. **Quality of evidence, learning and adaptation:** the consortium must demonstrate their ability to produce rigorous and influential practical evidence, knowledge and learning to progress the programme at scale. It must set out clear mechanisms for systematically listening and responding to beneficiaries, and ensuring this feedback informs programme design and adaptation.

30. **Innovation:** clearly demonstrates how the consortium will identify and trial innovative new approaches, and testing the viability of effectively delivering the new approach at scale.

31. **Value for money:** the consortium must demonstrate an understanding of the key cost drivers associated with the delivery of the programme.

H. Individual programme evaluations

32. There is an opportunity to learn from individual evaluations of innovative programmes delivered by consortium partners. The selection of programmes to evaluate will be dependent on any evidence gap identified by the DFID or the consortium, an evaluability assessment of each individual programme, and the capacity of the consortium to support an evaluation and deliver learning accordingly.

33. The details and delivery of an evaluation will be discussed and negotiated during the inception/co-creation phase and if appropriate, additional funds will be made available against an agreed and costed evaluation strategy. Although suppliers will be contracted by the consortium, all sub-contracted evaluations will have access to DFID's contracted Evaluation Quality Assurance and Learning Service (EQUALs).

I. Timeframe

34. Proposals can be for up to 4 years duration, including the inception/co-creation phase.

J. Programme budget

35.   There is not a pre-determined budget ceiling for the theme. DFID is aiming to award grants of circa £3 million a year. However, there may be exceptions to this which DFID will consult on during the planned market engagement discussions.   We anticipate one consortium per theme; however, the final decision will be determined by the number and overall merit of the consortia proposals.

36.   The detailed budget for each grant award will be finalised during the co-creation phase. For the purpose of the application, you will be required to submit a detailed budget for the co-creation phase, plus an indicative budget breakdown across each of the years, broken down to component level (the identified key cost drivers).

37.   The indicative figures should include all costs associated with the establishment of the consortium, co-creation costs, management and programme costs.

K. Programme financing

38.   Funding will be provided to partners quarterly in arrears, and on the basis of the final agreed programme budget. However, payment in advance can be provided if a partner can demonstrate that quarterly expenditure on DFID projects will use over 20% of its unrestricted reserves. If there are other reasons why payment in advance should be considered partners can make a request for this to the UK Aid Connect Programme Manager.

L. Selection process and timetable

39.   See Annexes 3, 4 and 5 for the application process and timeline, proposal format and scoring methodology.

M. Due Diligence

40.   DFID undertakes due diligence assessments of all organisations funded. It will assess whether the consortium-lead has the necessary policies, processes, governance systems and resources including human resources with the right skills and experience to manage DFID funds, for the purpose they were awarded, and to deliver the programme successfully. This will include the proposed arrangements between the consortium-lead and its associated consortium members. This may include site office visits.

41.   The UK Aid Connect grant will be conditional on the implementation of any recommendations arising from the due diligence assessment either before the grant starts or during the first months of the programme depending on the importance of the recommended action for assuring the necessary level of management capacity.

N. Inception/co-creation phase

42.   There will be a funded co-creation (design) phase of up to 9 months, when the selected consortium will work closely with DFID to define the full programme, finalise the consortia as required, define the results framework, work plan and key deliverables, risk matrix and the detailed budget breakdown.   DFID and the consortium may mutually agree to implement a shorter co-creation period. The final programme design will be subject to DFID approval.

O. Reporting, performance and financial requirements

43.   The consortium lead will submit a quarterly narrative progress report covering progress against the agreed work plan, emerging evidence and learning and an updated assessment of programme risks; and a quarterly expenditure and forecasting report.

44.   The consortium-lead will submit an annual report on progress against the targets/milestones set out in the results framework, which will be designed with DFID during the co-creation phase.

P. Upholding the International Development Act (Gender Equality) 2014

45.   UK Aid Connect will uphold the UK International Development (Gender Equality) Act 2014 throughout its operations and is expected to give due consideration to gender equality throughout its activities in order to empower and protect women and girls and support gender equality. The consortium will be expected to monitor, evaluate and address the intended and unintended impacts of interventions on women and girls where relevant. Potential consortia will be required to demonstrate how they will ensure gender equality throughout all activities.   The details of this will be finalised during the inception phase.

Q. UK Aid Branding

46.   A visibility statement forms part of the Accountable Grant Agreement. In this document you will describe how you will acknowledge UK funding both in country and when communicating about your work. This should be completed with reference to DFID's UK aid branding guidance.

R. Transparency

47.   The Partner will publish to the International Aid Transparency Initiative (IATI) standard on all it's funding within six months of the start of the grant arrangement. DFID expects the Partner to publish to the IATI standard on all its non-DFID funding and for Downstream Partners to publish to the IATI standard on their funding. The intention of this commitment is to allow traceability throughout the delivery chain. For more details on IATI standards see: http://www.aidtransparency.net.

S. Ethics

48. Selected consortia will uphold the highest standards of ethics throughout its operations, including DFID's ethics principles. Consortia should also have appropriate processes in place to safeguard ethics in all aspects of operations and to escalate and address any unforeseen ethical issues that may arise during the delivery of project activities. Potential consortia will be requested to submit their proposed ethics governance processes during inception.

T. DFID co-ordination

49. Each accountable grant agreement will be managed by the Programme Management Team comprising of the Policy/Thematic Lead Adviser, Senior Responsible Owner (SRO) and Deputy Programme Manager. This team will work closely with the Consortia-leads.

Annexe 1: Definition of Consortia

Consortia are models of collaboration bringing together multiple actors (individuals, institutions, or otherwise) who are independent from one another outside of the context of the collaboration, to address a common set of questions using a defined structure and governance model. The very nature of consortia makes them well suited to tackle complex development challenges. The creation, facilitation and nurturing of new and diverse consortia is key to the success of UK Aid Connect. Through our discussion and dialogue with more than 150 organisations, many benefits for consortia working were identified including improved learning, evidence and knowledge; better programme delivery; greater value for money, and more innovation.

The specific composition of each of the consortia will be determined by the specific development challenges to be addressed, and this must be demonstrated in proposals. However, diverse, multi-institutional coalitions working together will be required to tackle these complex issues. It is likely that consortia will include but will not be limited to traditional civil society organisations. There will be a need to ensure that many other types of organisations are included such as think tanks, research institutions, foundations and philanthropic organisations, the private sector, smaller civil society organisations, social movements and organisations based in low income countries.

Consortia organisations, including lead agencies, will not be limited to UK based organisations. There are a number of existing coalitions of organisations that have developed strong and coherent partnerships. These could provide valuable starting points for the development of effective consortia in response to specific policy and practice problems.

Brokering, promoting, supporting and maintaining effective consortia are complex and iterative processes that require considerable resources, knowledge and time and that present risks. Genuine collaborative consortia are not so easy to bring into existence or control. For all proposed partnerships, the roles of each partner and their contribution to delivery of the programme must be clearly defined. It must also be made clear how the consortia will learn and improve its' own operation. There must be clear mechanisms in place to enable beneficiaries to participate in the design, management, implementation and review of the work.

The consortium must nominate one lead organisation who will be accountable to DFID for the use of the funds and who will be responsible for the grant award arrangements with other consortium members. The consortium-lead will be responsible for the overall governance of the consortium, including how the consortium manage and mitigate risk, financial management capacity and fiduciary risk. The consortium-lead will be a registered non-governmental and not-for-profit organisation which supports the delivery of poverty reduction projects. All consortium members must be listed in the application. DFID reserves the right to comment on consortia composition,

especially with regard to the fit to the defined policy problem and may, if deemed necessary, suggest changes to that composition.

Annexe 2: Eligible Countries

UK Aid Connect grants will be awarded to consortia for work in or for the benefit of people in countries ranked in the bottom 50 countries in the Human Development Index and/or those on DFID's fragile states list.

Afghanistan	Madagascar
Angola	Malawi
Azerbaijan	Mali
Bangladesh	Mauritania
Benin	Mozambique
Burkina Faso	Myanmar
Burundi	Nepal
Cambodia	Niger
Cameroon	Nigeria
Central African Republic	Pakistan
Chad	Papua New Guinea
Comoros	Rwanda
Congo (Democratic Republic)	Sao Tome and Principe
Côte d'Ivoire	Senegal
Djibouti	Sierra Leone
Egypt	Solomon Islands
Eritrea	Somalia
Ethiopia	South Sudan
Gambia	Sudan
Ghana	Swaziland
Guinea	Syrian Arab Republic
Guinea-Bissau	Tajikistan
Haiti	Tanzania
Iraq	Togo
Kenya	Turkmenistan
Kyrgyz Republic	Uganda
Lao People's Democratic Republic	Uzbekistan
Lebanon	Yemen
Lesotho	Zambia
Liberia	Zimbabwe
Libya	

Annexe 3: Application Process and Timeline

DFID will award grants through a one-stage competitive process – the submission of a proposal by the consortium lead. We do not expect consortia to submit proposals with a fully designed programme. A strong proposal will provide quality ideas that are directly relevant to the design of UK Aid Connect, answering the question of why this particular development problem is best answered by this particular coalition of actors. It will also articulate how these ideas will bring about lasting change in innovative ways. The power, innovation and ambition of those ideas is more critical to selection that very specific programme detail.

Following the award of a grant, DFID policy teams will work alongside the consortia to further develop the programme design during a six to nine month co-creation phase.

DFID will reserve the right to not fund one or more areas if the bids do not meet the required standard.

DFID will provide feedback on all applications. The following table summarises the actions you will need to take to apply for UK Aid Connect funding.

STAGE	TASK	TIMELINE
Proposal	Complete and submit the following to UKAidConnect@dfid.gov.uk by the deadline. • UK Aid Connect Proposal Form (including the Theory of Change • Budget Proposal template **Emailing your application:** attachments larger than 6MB may need to be compressed or divided between separate emails.	**Deadline for submission of proposals:** **23:59** **15 September**
Assessment	Applications are assessed and scored**.**	**Approximately 8 weeks**
Due diligence/Grant arrangements	DFID will complete Due Diligence Assessments. Once the indicative budget for the project has been agreed and on satisfactory completion of the due diligence assessment, an Accountable Grant Agreement (AGA) will be issued.	**1-3 months**
Co-creation	There will be a funded, intensive co-creation (design) phase when each consortium will work closely with DFID to clearly define the full programme, consortia membership if required, the outputs and indicators, work plan and key deliverables, risk matrix and the detailed budget breakdown. DFID and the consortia might mutually agree to implement a shorter co-creation period. The final programme design will be subject to DFID approval.	**6-9 months**
Mobilisation	Full mobilisation of the programme.	**Approximately 6-9 months from award of grant.**

Annexe 4: Proposal Format

Using the template provided, the proposal must clearly set out the following:

Section 1 (maximum 15 pages)

- Brief project summary.

- Proposed impact and outcome for the intervention.

- Why a consortium-led approach is the best approach to delivering the outcome and **why, specifically this consortia.**

- The skills and capacity of the consortium to deliver the intervention. This incorporates a short statement on the capability and capacity of each consortium member, highlighting their added value.

- The governance arrangements for the consortium, including the approach to managing programme risk, financial management capacity and fiduciary risk.

- A demonstration of the consortium's capacity to produce rigorous and influential practical evidence, knowledge and learning to progress the programme at scale.

- A clear demonstration of how mechanisms for systematically listening and responding to beneficiaries will be implemented and used to inform programme design and adaptation.

- A clear statement on how the programme will give due consideration to gender equality throughout its activities in order to empower and protect women and girls and support gender equality.

- A clear statement on how the programme will deliver effectiveness, efficiency, economy and equity.

Section Two (maximum 3 pages)

- A theory of change. Submit this using your own preferred format.

Section Three

- Background and track record of the consortium members (max 2 pages per member).

Budget Proposal

- Using the template provide, submit an indicative budget breakdown which should include:

  a. a breakdown of the budget for the co-creation phase;
  b. a total budget, broken down across each of the proposed years, presented at the component level (the key identified cost drivers).

Annexe 5: Scoring Methodology and Evaluation Criteria

The Panel will apply the following scoring methodology to assess proposals:

6	Excellent, addresses the requirements of the ToR and where relevant demonstrates fine tuning, to match expectations, and is of a quality and level of detail and understanding that provides confidence in certainty of delivery and permits full contractual reliance (where applicable).
5	High degree of confidence that they can meet the requirements of the ToR (and where relevant strong evidence they have tailored their response to meet these). Demonstrates they have a thorough understanding of what is being asked for and that they can do what they say they will; translates well into contractual terms (where applicable).
4	An understanding of all issues relating to delivery of the ToR and tailoring the response to demonstrate that proposals are feasible so that there is a good level of confidence that they will deliver; can be transposed into contractual terms (where applicable).
3	Understands most of the issues relating to delivery of the ToR and addresses them appropriately with sufficient information, but only some relevant tailoring and so only some confidence that they will be able deliver in line with expectations.
2	Some misunderstandings of the issues relating to delivery of the ToR and a generally low level of quality information and detail. Poor appetite to tailor when asked and so fails to meet expectations in many ways and provides insufficient confidence.
1	ToR issues are scantily understood and flimsy on quality information, with minimal tailoring where relevant. Provides no confidence that the issues will be addressed and managed at all in line with expectations.
0	Complete failure to address the requirements of the ToR.

The above scoring methodology will be applied to each of the Criteria detailed on the table below. The Total Score for each Criteria will comprise of the score awarded (0 to 6) multiplied by the weighting allocated to each Criteria.

The Evaluation Criteria and Weightings that will be applied to proposal are detailed in the table below:

No.	Success Criteria	Weighting (%)	Score	Total Score
1.	**Consortia approach:** clear ideas and approaches demonstrating why this specific consortium is the most effective way to address this/these specific development challenge/s to bring about lasting change in an innovative way.	25	6	150
2.	**Skills, capacity and governance:** clearly demonstrate the collective consortium and individual	20	6	120

	component skills and capacity to deliver the impact and outcomes as set out in the Theory of Change. Set out clear governance arrangements for the consortium, clear risk strategy and a clear demonstration of financial management capacity and fiduciary risk.			
3.	**Quality of evidence, learning and adaptation:** clearly demonstrates the collective consortium and individual component's ability to produce rigorous and influential practical evidence, knowledge and learning to progress the programme to sustainable scale.	15	6	90
4.	**Quality of beneficiary engagement:** sets out clear mechanisms for systematically listening and responding to beneficiaries, and ensuring this feedback informs programme design and adaptation	5	6	30
5.	**Innovation:** clearly demonstrates how the consortium will identify and trial innovative new approaches, and testing the viability of effectively delivering the new approach at scale.	15	6	90
6.	**Gender equality:** clearly demonstrates on how the programme will give due consideration to gender equality throughout its activities in order to empower and protect women and girls and support gender equality.	5	6	30
7.	**Value for Money:** demonstrates how the programme will demonstrate effectiveness, efficiency, economy and equity.	15	6	90
Overall Total		100%		600

[i] ECNL 2016, A string of successes in changing global counter-terrorism policies that impact civicspace/
http://ecnl.org/a-string-of-successes-in-changing-global-counter-terrorism-policies-that-impact-civic-space/