

UK Aid Connect: Terms of Reference

Working towards Global Security and Stability

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 interconnected and that no single development actor has all the answers.

Consortia¹ 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 adaptation 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.

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

¹ See Annexe 1: Definition of Consortia

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: global security and stability

The global context

1. Since 2010, the global context of conflict, security and stability has changed. After many years of increasing global peace and prosperity, the risks of conflict and violence – and numbers of deaths from conflict – have again begun to rise. This undermines countries' prospects for poverty reduction and directly threatens the UK's own interests.

2. While a number of long-running crises continue with little sign of resolution, the risk of conflict in previously stable parts of the world is increasing. Instability and conflict in the Middle East and North Africa has displaced millions, with many seeking to migrate to Europe. The conflicts in Syria and Iraq have shown how crises can trigger and accelerate instability across a region. Extremist ideologies have generated violence within the region and across the world.

3. Across Africa, fragility and conflict are increasingly the reason why many countries remain trapped in poverty. The almost unprecedented series of humanitarian emergencies we have seen in 2017 are primarily due to instability, requiring costly new humanitarian responses.

4. Over the medium to long term, the persistence of many drivers of instability risks creating new regions of conflict and an escalation of violence in already fragile settings. These drivers include social inequality and exclusion, demographic changes, rapid and unplanned urbanisation, climate change, and global economic and other shocks. Such shocks will hit certain countries disproportionately and increase the vulnerability of states and communities to organised crime.

The UK's policy response

5. A changing challenge requires a changing response. The 2015 Strategic Defence & Security Review set out our increased ambition to tackle the root causes of conflict, and pledged that we would strengthen our partnerships with civil society organisations and the private sector, as well as with allies and international organisations. The country programming, research, and international influence of conflict-focused development organisations is an essential component of global efforts to address instability.

6. The UN Global Goals, to which the UK is fully committed, recognise that development cannot be realised without peace and security. Meeting our promise to Leave No One Behind requires a focus on stability and on the most excluded groups. Goal 16 recognises the importance of peace, justice and inclusive institutions for long term stability.

7. The UK's development assistance makes a major contribution to our long-term security, tackling instability overseas through addressing the root causes of many of the global challenges that we face. We have committed to spending at least 50% of the DFID budget on fragile states and regions. Within that 50%, the biggest share will go to the most fragile places. This reflects a strategic shift to the "arc of instability" in

North Africa, MENA and the Sahel, and increased investment in conflict-affected countries such as Pakistan and Nigeria.

8. But we recognise that achieving development results in fragile states is not itself sufficient to reduce instability and violence. Rather, we need to make different choices to help countries and communities to manage change peacefully. DFID's Building Stability Framework provides a means to make such choices across all our programmes by providing guidance for using aid to assist communities, states and regions to make the long transition from fragility to stability, becoming better able to manage change peacefully.

9. The framework identifies five “building blocks”: issues where development assistance can – depending on local conditions and with the right partnerships – support a process of change. The building blocks act as interdependent pathways to stability and are supported by evidence of what works in each context:

- **Fair power structures** that broaden inclusion, accountability and transparency over time, while managing tensions to prevent violence in the short term.
- **Inclusive economic development** which creates widespread benefits, reduces incentives for conflict and curbs illicit economies.
- **Conflict resolution mechanisms**, both formal and informal, that help manage conflict, help people cope with the legacies of violent conflict and strengthen women's role.
- **Effective and legitimate institutions**, both state and non-state, that build trust with those they govern, and which grow in effectiveness over time.
- A **supportive regional environment** that enables communities to be more resilient to transnational stresses and shocks, including organised crime and violent extremist ideologies.

The development challenge

10. To help reduce extreme poverty in fragile and conflict-affected countries, development interventions must address drivers of conflict directly and continue to innovate. The building blocks point out key areas where concerted efforts are needed the most. This programme will therefore fund interventions that have the potential to help tackle drivers of instability and drive innovation.

11. The UK is already undertaking a wide range of development interventions in fragile states, focused to a varying extent on issues of conflict and security. Our ability to evaluate this work is growing. We are investing at scale – and increasingly – in primary and secondary research into the nature of global and regional conflicts and into the evidence about how to address their symptoms and root causes. UK Aid Connect does not seek to duplicate any of this existing effort.

12. However, we believe that in a volatile and uncertain world, our ability to make sound policy choices requires partnerships with organisations who can experiment with new kinds of approaches to meet this challenge. We can look to such partners to help us anticipate emerging risks, and to continuously seek new ways of responding to them. We should expect a proportion of failure in such innovative approaches, as

well as successes. That process of partnership should enable the UK and others to make our own work more effective, and should drive better value for money in how we invest taxpayers' money to tackle instability and insecurity in future.

C. What are the expected the expected results?

13. 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 not about more of the same but radical new approaches, with different actors and collaborations.

14. 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. The 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 countries².

D. Impact and outcome

15. The consortium working on Global Security and Stability will contribute to a high-level impact reflecting the DFID's overall aims on building stability: that **people and communities affected by conflict or the risk of conflict are better able to manage change peacefully**.

16. The consortium's work will contribute to this impact through achieving a single outcome: **that international development actors are able to access and implement new and effective approaches to tackle key drivers of conflict and instability**.

E. Outputs

17. UK Aid Connect for Global Security and Stability will:

- Anticipate new challenges, through looking ahead to see how threats and drivers of conflict are evolving. The consortium will provide horizon-scanning analysis on future conflict trends and emerging challenges.
- Innovate and test new approaches to the development and stability challenges identified,
- Evaluate and build sound evidence, to continually adapt the approaches being used and to ensure we can make future investment decisions which represent value for money.
- Influence the international system for more effective impact on global stability and security.

² See Annexe 2: List of Eligible Countries



18. The consortium will be expected to define approaches and activities which can achieve the outputs set out above. However, any proposal should explicitly consider:

- The role of girls and women in conflict and crisis, particularly how greater participation of women in peacebuilding can be part of the solution to conflict;
- The importance of regional and transnational approaches to stability;
- A focus on fragile states and regions;
- A clear commitment to innovation and experimentation.

E. Scope

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

- Action research
- Identifying innovative ideas
- Trialling new approaches and interventions
- Testing the viability of scaling up effective approaches
- Producing rigorous and influential evidence and learning
- Disseminating evidence and learning.

20. Potential consortia may suggest additional work streams that will help the programme fulfil its outcome.

F. Requirements

21. **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.

22. **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.

23. **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.

24. **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.

25. **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.

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

G. Individual programme evaluations

27. 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 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.

28. 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).

H. Timeframe

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

I. Programme budget

30. 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.

31. 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).

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

J. Programme financing

33. 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

K. Selection Process and timetable

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

L. Due Diligence

35. 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.

36. 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.

M. Inception/co-creation phase

37. 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.

N. Reporting, performance and financial requirements

38. 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.

39. 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.

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

40. 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.

P. UK Aid Branding

41. 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](#).

Q. Transparency

42. The consortium will publish to the International Aid Transparency Initiative (IATI) standard on all its DFID funding within six months of the start of this 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/>

R. Ethics

43. 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.

S. DFID co-ordination

44. 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.

Annex 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 in countries the UK Department for International Development (DFID) considers to be fragile, or neighbouring a highly fragile country³.

Please note some countries will appear in both lists.

The lowest 50 countries in the UN Human Development Index (HDI):	Countries DFID considers to be fragile, or neighbouring a highly fragile country:
Afghanistan Angola Bangladesh Benin Burkina Faso Burundi Cambodia Cameroon Central African Republic Chad Comoros Congo (Democratic Republic) Côte d'Ivoire Djibouti Eritrea Ethiopia Gambia Ghana Guinea Guinea-Bissau Haiti Iraq Kenya Lesotho Liberia Madagascar Malawi Mali Mauritania Mozambique Myanmar Nepal Niger Nigeria Pakistan	Afghanistan Algeria Angola Armenia Azerbaijan Bangladesh Belarus Burundi Cambodia Cameroon Central African Republic Chad Colombia Congo (Democratic Republic) Côte d'Ivoire Djibouti Egypt (Arab Republic of) Eritrea Ethiopia Guinea Guinea-Bissau Haiti Honduras Iraq Jordan Kenya Kyrgyz Republic Laos Lebanon Liberia Libya Madagascar Mali Mauritania Myanmar

³ This list includes neighbouring countries and is pertinent to this thematic area only.

Papua New Guinea	Nepal
Rwanda	Niger
Sao Tome and Principe	Nigeria
Senegal	Pakistan
Sierra Leone	Rwanda
Solomon Islands	Sierra Leone
South Sudan	Somalia
Sudan	South Sudan
Syrian Arab Republic	Sudan
Swaziland	Syrian Arab Republic
Tanzania	Tajikistan
Togo	Tanzania
Uganda	Thailand
Yemen	Timor-Leste
Zambia	Tunisia
Zimbabwe	Turkey
	Turkmenistan
	Uganda
	Ukraine
	Uzbekistan
	Yemen
	Zambia
	Zimbabwe

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 than 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	<p>Complete and submit the following to UKAidConnect@dfid.gov.uk by the deadline.</p> <ul style="list-style-type: none"> UK Aid Connect Proposal Form (including the Theory of Change) Budget Proposal template <p>Emailing your application: attachments larger than 6MB may need to be compressed or divided between separate emails.</p>	<p>Deadline for submission of proposals:</p> <p>23:59 15 September</p>
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	<p>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.</p> <p>DFID and the consortia might mutually agree to implement a shorter co-creation period.</p> <p>The final programme design will be subject to DFID approval.</p>	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 at this time and in the future.	25	6	150
2.	Skills, capacity and governance: clearly demonstrate the collective consortium and individual component skills and capacity to deliver the impact and outcomes as set out in	20	6	120

	<p>the Theory of Change.</p> <p>Set out clear governance arrangements for the consortium, clear risk strategy and a clear demonstration of financial management capacity and fiduciary risk.</p>			
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