# External Evaluation
# Community–led Innovation Partnership (CLIP)

## REQUEST FOR PROPOSALS| January 2021

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# 1. INTRODUCTION

## 1.1 PURPOSE OF CONSULTANCY

Start Network is a UK Charity & Company limited by guarantee, operating as a global networked organisation. Start Network has more than 50 member organisations across five continents, ranging from large international humanitarian agencies to national NGOs. Start Network's mission is to transform disaster response through early and fast humanitarian financing, innovative ways of working, and a radical shift of resources and decision making to communities and organisations at the frontline of crises.

Start Network has set a collaborative partnership with Elrha to implement the **Community-led Innovation Partnership (CLIP)** programme which aims to identify and support innovators or innovation teams at community level to generate, test and develop solutions to their priority problems, and to identify pathways to potential scale and sustainability.

## 1.2 SCOPE OF CONTRACT

Start Network is seeking proposals from suppliers able to evidence the necessary experience, skills and capacity to undertake the external evaluation of the CLIP.

Further information on the scope of work can be found in section 3, **Terms of Reference.**

# 2. INSTRUCTIONS FOR BIDDING

## 2.1 TIMESCALES

Bidders are requested to review and respond to sections 3 and 4, with completed sections and requested documents submitted via email (no hard copies required) to operations@startnetwork.org

**Deadline for submission:**   5pm (GMT) 28th February 2021

## 2.2 START NETWORK NOT BOUND

This Request for Proposal (RFP) does not constitute an offer and Start Network does not bind itself to accept any proposal. Start Network reserves the right to accept a proposal in

part, rather than in full. If you have any questions in the meantime, please contact operations@startnetwork.org

## 2.3 QUESTIONS

If you have any questions in the meantime please contact operations@startnetwork.org

Any questions and the answers which we are able to provide will also be posted at the following link and will be available to other bidders.

## 2.4 CONFIDENTIALITY

Documentation in relation to this RFP and any proposals received in response to it shall be treated as private and confidential save where the disclosure is required by law.

Bidders shall not:

- Release any information relating to the RFP and the proposal that they intend to make; other than with professional advisers who need to be consulted with regards to the preparation of the proposal;
- Canvas directly or indirectly with any other bidder concerning the award of a contract;
- Canvas directly or indirectly with a member of Start Network's staff (including its consultants and contractors) concerning the award of the contract.

## 2.5 CONTRACT

The formal contract will be as mutually agreed.

# 3. TERMS OF REFERENCE (TOR)

## 3.1 BACKGROUND

Community-led humanitarian innovation is a critical need as the sector responds to ever increasing requirements for humanitarian assistance [1] [2] . According to the Global Humanitarian Overview, in 2021 the number of people who will need humanitarian assistance globally is projected to be 235 million. This number has risen to 1 in 33 people worldwide - a significant increase from 1 in 45 at the launch of the Global Humanitarian Overview 2020, which was already the highest figure in decades[3]. The humanitarian system is constantly being called upon to respond to more risks and needs with fewer resources.

The Community-Led Innovation Partnership (CLIP) programme seeks to improve the relevance and effectiveness of humanitarian preparedness, response and resilience interventions through innovation driven by the people affected by humanitarian crises. This programme is funded by the UK Foreign, Commonwealth and Development Office (FCDO, formerly DFID) and managed through a partnership collaboratively by Elrha and Start Network with support from the Asian Disaster Reduction and Response Network (ADRRN) Tokyo Innovation Lab.

The CLIP is a three-year programme (2020-2023) providing financial and non-financial support to community innovators in four countries: DRC, Guatemala, Indonesia and Philippines. The goal is to improve the relevance and effectiveness of humanitarian preparedness, response and resilience interventions through innovation driven by the people affected by humanitarian crises. The partner organisations in each country have a different programmatic approach, but all are seeking to recruit members of communities they are working in and support them to develop novel solutions to the humanitarian problems they face, in collaboration with others. Equally importantly, for those innovations to be sustainable, the programme will facilitate pathways that will enable emerging innovations to access market opportunities in the future, include a grant-making provision for innovations at different points in their  journey and support uptake of the innovations within the humanitarian sector.

### About the partnership

The programme will be jointly delivered by Elrha, the Start Network, and ADRRN, and their respective partners. All organizations have significant and unique experience in humanitarian innovation. Humanitarian innovation and particularly institutional support for

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[1] Within the CLIP we see Community as a group of people living in the same place, interacting with each other and having particular characteristics and interests in common. It is a term that will be qualified according to the focus of the innovation initiative, and for the CLIP this specifically relates to groups of people who experience risks of humanitarian crises in a specific context. Similarly, community-led approaches have generated lots of attention over the recent years although there isn't an agreed definition of it. Within the CLIP we intend Community-led as an approach that ensures the highest possible degree of ownership and leadership of the community.  We recognize that any definition of community and community-led will be eventually determined by community members themselves and shaped by their perceptions and lived experiences. We are also aware that achieving a community-led approach is not a linear process but an ongoing practice, in line with community-defined principles and values which will be regularly revisited over the next two years.

[2] https://globalfundcommunityfoundations.org/wp-content/uploads/2020/11/WhatDoesItMeanToBeCommunityLed_Dec2020.pdf

[3] https://gho.unocha.org/.

community innovation in humanitarian contexts is very much an emerging field. Our collective experience will thus be critical to the delivery of this programme and enable the emergence of new tools and more effective approaches that are so urgently needed as this field grows and becomes more widely adopted in the sector.

COORDINATING PARTNERS

Elrha is a global charity that finds solutions to complex humanitarian problems. Our Vision is of a world equipped to mitigate the impact of humanitarian crises. We are an established actor in the humanitarian community working in partnership with humanitarian organizations, researchers, innovators and the private sector to tackle some of the most difficult challenges facing people all over the world.

The Start Network is a network organisation working to change the way the humanitarian system operates and serves people in need. The Start Network's aim is to drive and catalyse change in the global aid system by tackling what it sees as the biggest systemic problems that the sector faces. The Start Network's vision is for a proactive, innovative and locally owned humanitarian system in which people receive better quality humanitarian aid, maintain their dignity and are protected from suffering and harm.

The Asian Disaster Reduction & Response Network (ADRRN) is a network of national civil society organizations across the Asia- Pacific region. Since 2002, ADRRN has rapidly evolved from an awareness focussed network to a regional voice in advocacy and capacity building issues as well. Its main aims have been to promote coordination, information sharing and collaboration among CSOs and other stakeholders for effective and efficient disaster reduction and response in the Asia-Pacific region.

OPERATIONAL PARTNERS

ASECSA (on behalf of the Start Network Guatemala Hub), is an association of over 48 community-based organisations in Guatemala fighting for rural, indigenous health access since 1978.

CAFOD (on behalf of the Start Network DRC Hub), is an international development charity and the official aid agency of the Catholic Church in England and Wales. It reaches out to people living in poverty with practical help, whatever their religion or culture. CAFOD hosts the CLIP in DRC on behalf of the Start Network DRC Hub.

The Center for Disaster Preparedness (CDP), the Philippines, works with non-government organizations, people's organization, communities, and government agencies at all levels to enhance their capacities in disaster prevention and mitigation, preparedness, emergency response, and rehabilitation and recovery. Innovation is a strategic element of CDP's core work, cross-cutting DRR, response and recovery and CDP has regional offices across the archipelago.

YAKKUM Emergency Unit (YEU), Indonesia, has a mandate to deliver inclusive emergency response where community participation in needs assessment and relief distribution are

encouraged. YEU works to articulate initiatives to build community resilience through community-led disaster risk reduction and climate change adaptation. YEU is National Coordinating Organization for GNDR in their Views from the Frontline, and a part of various networks, including the National DRR Platform, Provincial DRR Platform in Yogjakarta and Sigi (Central Sulawesi), Humanitarian Forum Indonesia, and National Clusters. YEU is also an umbrella organization for organizations of persons with disabilities.

## 3.2 SCOPE OF WORK

As community-led humanitarian innovation is a relatively new, non-linear approach to programming, we recognize the need for an evaluation that can provide immediate (real time) feedback to those planning and/or implementing the programme, responding to local context, changing needs and evolving knowledge emerging during the next two years. The evaluation will serve the following dual and mutual purposes:

- **Accountability** – the evaluation will assess and report on the performance of the programme in achieving its impact, outcomes and outputs to the donor and the communities the program seeks to serve

- **Learning** – the evaluation is to capture lessons learnt and improve the programme's delivery as it happens. It will also identify and analyse key achievements and challenges to determine lessons and best practices for learning and evidence to enable the practice of community-led innovation to grow. The learning will be based on a set of evaluation questions developed at the inception phase and thus provide evidence-based findings to inform operational and strategic decision-making (adaptive learning and management) as well as partnership coordination improvement.

Given the nature of the innovation programme, and that both Elrha and Start Network are potentially interested in scaling up the CLIP methodology in the future, the learning component will have a greater emphasis within this evaluation.

The evaluation findings will also be used for both Elrha and Start Network's organisational learnings and for the broader sector. It is crucial to identify good practices as well as bottlenecks to further promote the role of community-led innovation in resilience and response to humanitarian crises, and to advocate for more resources allocated to it.

The temporal scope of this evaluation will focus on the period April 2020 to March 2023 (including 6 months inception phase period April - September 2020). The geographical scope will include the four countries where innovation initiatives are being established. The evaluation is thus expected to not only focus on a programme aggregated perspective but also look at specific country initiative examples.

We recognise the travel restrictions currently in place during the Covid-19 pandemic will affect the modality and opportunity to interact with stakeholders and beneficiaries. We expect the proposal to outline the use of remote tools for data collection, communication and meetings, and to make use of their own network of in country consultants.

**Intended Audiences and Stakeholders**

Several stakeholders will have interest and play a key role in the process and results of the evaluation. The table below provides a preliminary stakeholders' analysis, which will be deepened by the evaluation team during the inception phase of the evaluation.

| Audience | Purpose |
|---|---|
| **Internal Stakeholders** | |
| CLIP Coordinating team | Responsible for supporting the planning and implementation of the programme across the four countries. The CLIP global team (including representatives from Elrha, Start Network and ADRRN) is responsible for commission and management of the evaluation, and also has direct interest in learning from this experience to inform decision-making, advocacy and future programming. The CLIP team is also called upon to account internally, including to its partners and beneficiaries, and externally for performance and results of its operations. |
| CLIP Innovation country operational partners | Directly responsible for programme design and implementation in the four countries They will also guide the on-going evolution of the programme designs building on feedback and learning. |
| FCDO | As the donor of the programme, they have a great interest in lessons emerging from the evaluations, particularly in relation to their strategies, policies and thematic areas. |
| Community Innovators | As those supported by the CLIP programme, community innovators have a stake in reflecting and determining whether the support provided by the programme is appropriate and |

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|---|---|
| | effective. Their participation in the evaluation will be key and sought following safeguarding and ethics protocols. |
| Target communities and innovation users (local residents organisations, specific civil society groups, broader community members - particularly of marginalised members) | Target communities are primary stakeholders of community innovations and their feedback is essential for the development and successful implementation of potential solutions |
| **External Stakeholders** | |
| Potential investors/partners/donors for innovation scale ups | Innovations showing potential for scale, as highlighted by the evaluation, will likely not be able to do so during the programme timeline but will require additional investment and support from investors or donors to continue their journey. |
| Other humanitarian innovation initiatives | The CLIP programme seeks to build compelling evidence around community-led humanitarian response. In doing so we will aim to engage and share learning with similar humanitarian innovation initiatives (e.g. UNDP Accelerator Labs, Response Innovation Lab) |

## 3.3 SPECIFIC OBJECTIVES AND RESEARCH QUESTIONS

It is expected the evaluation will be guided by the general OECD/DAC criteria for evaluating development assistance of Relevance, Effectiveness, Efficiency, Impact and Sustainability, and include other relevant criteria such as Participation, Equity and Inclusion.

The evaluation will be guided by the indicative objectives and evaluation learning questions presented below and generate corresponding findings and recommendations aiming at improving project implementation and guiding the future strategic and sustainability plans.

The specific objectives and evaluation questions are the following:

| EVALUATION OBJECTIVE | FOCUS AND LEARNING QUESTIONS |
|---|---|
| Quality assurance and strategy test of the **programme Theory of Change** (support the CLIP team testing the TOC, its assumption and hypothesis at regular intervals. This will serve as a strategy testing exercise, where the TOC with its diagram and narrative is adjusted throughout the programme and also used as a management tool). | <ul><li>Are pathways of change clear and reflecting what the programme wants to achieve?</li><li>Is there a clear understanding of how change will happen in the different contexts?</li><li>To what extent are hypotheses and assumptions holding true?</li><li>How effectively is the programme adapting the TOC/strategy in response to evidence?</li></ul> |
| Assess the CLIP programme's **overall performance in the review period concerned**. This will also include review of the programme design phase and the initial programme's pathway of change and assumptions to assess whether they hold true, and implications for expected results. | <ul><li>To what extent did the programme achieve its intended goal?</li><li>Has the community-led approach been effective in supporting people affected by crisis to successfully respond to their self-identified needs?</li><li>Has the partnership approach been effective and added value to the programme?</li><li>What were the particular features of the programme that were most and least effective at supporting programme impact?</li></ul> |
| Assess **effectiveness of the programme's innovation methodologies and approach, in stimulating and driving the community-led innovation process** | <ul><li>How relevant are the programme's methodologies - inspired by Human Centred Design, Design Thinking and user centred approach - to solve complex problems related to people's exposure to humanitarian crises?</li><li>Has the programme been effective in supporting and following community leadership? And what is the impact of community engagement on innovations?</li><li>To what degree are innovation initiatives successful in supporting local innovations (e.g. training, mentoring, coaching, financial resources)? And which are the most helpful to innovators?</li></ul> |

| | |
|---|---|
| Evaluate how effectively the programme has been **identifying, generating and disseminating learning between innovation initiatives and with the broader sector** | • Has sharing and learning between country teams been happening in an effective way? Has this process led to an increase in potential programme effectiveness and / or development of new methodologies and approaches?<br>• Has useful learning been captured and shared with key stakeholders?<br>• To what degree has the CLIP programme, through the delivering and learning of portfolio of innovation initiatives in each country, contributed to changes in the wider humanitarian sector (in the countries where the programme is implemented and in the international system)? |
| Assess the overall **inclusiveness and diversity** of the programme | • To what extent have communities been engaged in an equitable, inclusive way reaching marginalized and vulnerable community members? And what power dynamics have emerged – how has the power of local actors and communities been supported and recognised?<br>• How equitably has the project benefited targeted communities?<br>• How effectively has the programme been accountable to associated communities? |
| Assess the **potential impact that innovation initiatives and innovations have on targeted communities** | • What potential impact innovations have on communities and people affected by crises?<br>• What were the unintended outcomes (at global and community levels)?<br>• What characteristics and features enable certain innovations to deliver greater impact compared to others? |
| Starting from the way the programme is structured, and the building on the foundation of FCDO 4Es framework (includes Economy, Efficiency, Effectiveness and Equity), **develop a value for money framework that** | • Assess how the CLIP has invested resources and achieved results in an equitable way, prioritising the needs of communities<br>• Are innovations able to create social value?<br>• Can we examine (potential) social returns of promising innovations?<br>• Has the programme deployed an efficient |

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|---|---|
| **reflects principles and ambitions of the CLIP** ensuring that measures of value are co-produced/produced by communities and local innovators. [4] | use of resources?<br>● Could certain roles and functions (e.g. communication, learning, technical support) have been provided more effectively and were they necessary? |
| To assess programme **sustainability, looking at both innovations and innovation initiatives levels** | ● Given ability to scale will be limited by the three-year timeframe, and innovations will likely not be able to scale/grow during the programme timeframe, to what extent will innovations be showing potential to scale? What characteristics and features enable certain innovations to have more scaling potential?<br>● What will promising innovations require to be sustainable over time (e.g. partnership, funding, skills), what are the barriers and enablers of scale, and to what extent have innovation initiatives been able to provide them with it?<br>● To what extent has the programme approach to sustainability maximised the opportunity for durable innovations? To what extent will innovation initiatives be sustainable after the programme's funding and support has ended? Which core components of innovation initiatives are essential for sustainability? |
| Ensure adherence to **safeguarding principles** | ● Have contextually appropriate safeguarding principles/approaches been applied throughout the programme?<br><br>● What, if any, particular safeguarding issues and challenges have emerged and how have they been mitigated? |
| Ensure **adherence to ethical principles** | ● What particular ethical issues and challenges have emerged and how have they been mitigated? |

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[4] This will be linked to the ongoing HIF impact evaluation and its value for money component of which the CLIP programme is also part. https://www.elrha.org/wp-content/uploads/2020/07/HIF-Evaluation-ToR-Final-20-July-2020.pdf

| | ● How do country teams identify ethical issues, what are the processes in place for ethical decision-making? |
|---|---|

## 3.4 EVALUATION METHODOLOGY

The evaluator should propose an evaluation methodology which meets the scope and objectives listed above. It is expected that the methodology should draw from process, impact and real time evaluation methods that are appropriate to assess progress and programme performance as well as to provide feedback for improvement and learning.

Being a community-led programme, the evaluation design should also use a strong participatory mixed method approach with the use of both quantitative and qualitative data, although it is expected that qualitative data along with case studies will be of greater focus. The methodology will be finalized during the inception period.

<ins>Main source of data</ins>

The following will be available sources of data to be used in the evaluation in addition to other data to be proposed by the evaluator:

- Programme proposal and business cases
- Budget and work plans
- M and E data and case studies – Data collected by the M and E officer in each lab and by the programmes learning officer
- Internal reporting of country initiatives and external donor reporting
- Any additional data collected through other specific research undertaken / commissioned by the country teams or programme team.
- Output from learning exchanges and workshops with and between the labs and the programme team
- Specific learning products produced by the labs and programme teams
- Digital platform content including forum / discussion group exchanges and other documents and data stored on the programme digital platform.

<ins>Ethics and Ethical approval</ins>

Successful applicants should adhere to ethical principles and standards, as outlined by DFID https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/838106/DFID-Ethics-Guidance-Oct2019.pdf and Elrha ethical guidelines for humanitarian innovators https://higuide.elrha.org/toolkits/get-started/principles-and-ethics/#ethics

Applicants should take all reasonable steps to ensure the evaluation is designed and conducted to respect and protect the rights and wellbeing of people involved, such as always seeking written consent from people interviewed, anonymise data and store data in line with data protection standards. Ethical approval might need to be obtained to ensure data collection methods from vulnerable people are adhering to protection of human rights and conducted in a transparent and impartial manner.

Safeguarding

Start Network and Elrha are committed to safeguard the people we work with, particularly vulnerable people, women, children, older people and persons with disabilities. Consultants will need to ensure that evaluation activities are carried out through a do no harm approach to ensure participants' safety and meaningful participation.

We will require all successful candidates to sign and adhere to our safeguarding policy and code of conduct. We will conduct security checks on all individuals and organisations and where appropriate DBS checks.

## 3.5 DELIVERABLES

The following deliverables should be met:

| Phase/Deliverable | Timeframe |
|---|---|
| **Inception:** Inception report including detailed methodology, data analysis plan and workplan | By April 2021 |
| **Initial feedback:** A summary of initial programme observations, including key learning points and specific recommendations for change. | By July 2021 |
| **Mid-line phase**: Produce an interim report that analyses results obtained (to date), identifies key learning points, suggests modifications and provides | By January 2022 |

| | |
|---|---|
| recommendations for single innovation initiatives, and at global aggregate level, that could be acted in real time during programme implementation | |
| **Dissemination of mid-line report:** support in dissemination of findings and recommendations from Midline assessment. | By March 2022 |
| **End-line phase:** Data collection, analysis and report to coincide with the closing of the program. | November 2022 - January 2023 |
| **End evaluation report:** Produce a final evaluation report, reflecting on actions and recommendations from the midline report and incorporating response to feedback | By March 2023 |
| **End Evaluation reflection and dissemination:** | March 2023 |

## 3.6 MANAGEMENT OVERSIGHT

The Consultant will be selected by a committee formed to consist of a member from each of:

- The CLIP Coordinating team
- Representative from the country initiatives
- The donor

The evaluation committee will select the successful applicant, may provide additional implementation guidance to the successful evaluator in addition to these TORs and will

provide comments on evaluation drafts. Ongoing management of the evaluation will be provided by the CLIP Learning lead and Country Learning managers.

## 3.7 KEY SOURCES OF INFORMATION

Relevant documents for review will be shared at a later stage on request, if required. For a general overview, please refer to our [website](#).

## 3.8 TIMELINE (SUBJECT TO CHANGE)
- 28/02/2021: Deadline for proposals
- W/C 15/03/2021: Interviews with shortlisted consultants
- W/C 29/03/2021: Selection of consultant and contracting
- W/C 05/04/2021: Start of work

## 3.9 QUALIFICATIONS

This evaluation can be undertaken by a single person or small team of evaluators. The evaluation will be undertaken by an external Consultant working in close collaboration with the CLIP Evaluation team.

The evaluation team should have the following skills and qualifications;

- A relevant post graduate degree or combination of an undergraduate degree and high-level experience in a relevant discipline (preferably in the innovation and social development sectors).
- Demonstrable knowledge of approaches to innovation.
- Demonstrated experience as a senior level participant on at least three similar programme level evaluations
- Demonstrable experience of conducting evaluations for complex projects being implemented by non-governmental and private sector actors.
- Demonstrated experience in designing survey methodology, data collection tools, processing and analysis of data.
- Demonstrated experience of using community participatory evaluation methodologies in complex contexts
- Ability to interact with host governments, lab and other partners, programme participants and other stakeholders as required.

- Strong organizational, analytical and reporting skills, presentation skills, attention to detail, ability to meet deadlines, and proficiency in Microsoft Office and qualitative data analysis software/tools.
- Previous experience in DRC, Guatemala, Indonesia and/or Philippines will be an advantage
- Excellent verbal and written communication in English required, and working proficiency in French and Spanish

## 3.10 SELECTION CRITERIA

Each proposal will be evaluated in accordance with criteria and weighting detailed in the grid below.

| Evaluation criteria | Score and weight |
|---|---|
| Relevant experience in conducting similar evaluations | 25 |
| Team composition and qualifications relevant to the assignment (including language skills and country specific knowledge) | 25 |
| Proposed methodology (coherence with purpose, objectives and learning questions, participatory methods, activities, geographical coverage, timeline) | 30 |
| Financial proposal | 20 |
| TOTAL SCORE | 100 |

# 4. BIDDER'S PROPOSAL

## 4.1 COMPANY INFORMATION

Please provide the following information:

| | 1 Basic Details of Your Organisation | | |
|---|---|---|---|
| 1.1 | Name of the organisation submitting the tender: | | |
| 1.2 | Address:<br>Post Code: | | |
| 1.3 | Telephone number: | | |
| 1.4 | E-mail address: | | |
| 1.5 | Website: | | |
| 1.6 | Company Registration number:<br>Company Dns number: | | |
| 1.7 | VAT Registration number: | | |
| 1.8 | Is your organisation:<br>(Please tick one) | i) a public limited company? | |
| | | ii) a limited company? | |
| | | iii) a partnership | |
| | | iv) a sole trader | |
| | | v) other (please specify) | |
| 1.9 | Name of (ultimate) parent company (if this applies): | | |
| 1.10 | Companies House Registration number of parent company (if this applies): | | |

## 4.2 PROPOSAL REQUIREMENTS

Qualified and interested parties are requested to submit the following;

- Letter of interest in submission of the proposal
- A detailed proposal clearly demonstrating an understanding of this TOR and include but not limited to the following:

- CVs of senior staff such as the partner, director, associate, consultant, solicitor, sector expert and supporting personnel who would be the main points of contact;
- Details of experience appropriate to the needs of Start Network and the activities addressed as per the Scope of Work and Deliverables;
- The fee structure specifying what is included in the charges.
- Contact details of two references relevant to the nature of the work.

All applications should be sent electronically to: operations@startnetwork.org with attachments in PDF and a subject line: *RFP − CLIP External Evaluation*

## 4.3 COST

Total budget is between £60,000 to £75,000. The price and rates quoted shall include all costs (taxes, services, travel and expenses, together with all general risks, liabilities and obligations, set out or implied). Please note that payments are in arrears and linked to satisfactory completion of specific tasks by deadlines specified in the section above.

### 4.3.1 PLEASE PROVIDE YOUR PROPOSED COST IN THE TABLE BELOW

| Work stage / activity | Daily* rate | Proposed number of hours/days | Total cost GBP |
|---|---|---|---|
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| **TOTAL (GBP)** | | | |

### 4.3.2 OTHER COSTS

If there are any further costs or expenses that you propose charging, please detail these. Start Network will not be liable for any additional costs that are not set out in the Bidder's proposal.

### 4.3.3 ASSUMPTIONS

Please set out any assumptions you have made in determining your proposed costs.

### 4.3.4 Every £ Counts in Humanitarian Response

We are committed to reducing the charity's operating costs so that maximum resource can be spent on programmes which directly benefit communities affected by disasters and emergencies.

Should you be willing to provide any element of the services on a pro bono basis, offer a cost reduction, service enhancement or any other charitable support to the organisation, please set out in your proposal.