



Save the Children

REQUEST FOR PROPOSAL FOR RESEARCH AND LEARNING CONSULTANCY SERVICES

**The reality and future of Civil Society
Organisations and the role of learning
organisations in strengthening
Technical Expertise and Localised
Leadership.**

Section 1: Introduction

1.1 Overview of Save the Children

Save the Children is the world's leading independent organisation for children, comprised of 29 international member organisations operating in over 68 countries. Save the Children UK (SCUK) is one of the member organisations.

Save the Children believes every child deserves a future. In the UK and around the world, we work every day to give children a healthy start in life, the opportunity to learn and protection from harm. When crisis strikes, and children are most vulnerable, we are always among the first to respond and the last to leave. We ensure children's unique needs are met and their voices are heard. We deliver lasting results for millions of children, including those hardest to reach.

We do whatever it takes for children – every day and in times of crisis – transforming their lives and the future we share.

We save children's lives. We fight for their rights. We help them fulfil their potential.

Our vision

Our vision is a world in which every child attains the right to survival, protection, development and participation.

Our mission

Our mission is to inspire breakthroughs in the way the world treats children, and to achieve immediate and lasting change in their lives.

Our values

- **Accountability**
We take personal responsibility for using our resources efficiently, achieving measurable results, and being accountable to supporters, partners and, most of all, children.
- **Ambition**
We are demanding of ourselves and our colleagues, set high goals and are committed to improving the quality of everything we do for children.
- **Collaboration**
We respect and value each other, thrive on our diversity, and work with partners to leverage our global strength in making a difference for children.
- **Creativity**
We are open to new ideas, embrace change, and take disciplined risks to develop sustainable solutions for and with children.
- **Integrity**
We aspire to live to the highest standards of personal honesty and behaviour; we never compromise our reputation and always act in the best interests of children.

We are committed to ensuring our resources are used as efficiently as possible, in order that we can focus them on achieving maximum impact for children.

Section 2: Requirements

2.1 Background

Save the Children's Humanitarian Leadership Academy (HLA) is a dedicated unit centred on enabling people to prepare for and respond to crisis acting quickly and effectively together to save lives. The work of the HLA is focused on strengthening the capacity of national and local humanitarian actors who are critical to the success of humanitarian action. The HLA is managing the portfolio of programmes funded by the IKEA Foundation.

In 2021, the HLA is finalising its new 2022-2024 strategic plan and the Academy continues to be committed to supporting local civil society actors to strengthen their capacity to contribute to lasting and meaningful social change. Partnership is crucial to the Academy's identity who see increased engagement of local actors as critical to ensure greater local ownership and sustainability. As donors and the international development community seek to empower local government and civil society organisations to chart their own path forward there is an increased expectation that civil society organisations will need innovative, professional partnerships and capacity strengthening support to handle their growing responsibilities. This shift will have an obvious impact and so the Academy has identified the need to conduct an extensive study aimed at assessing the Academy's engagement with CSOs needs with external trends in mind, analysing the mandate and scope of work of the current and future opportunities of CSOs work, in the areas of Technical Expertise and Leadership with key recommendations on how the Academy may adapt its activities in the long term.

2.2 Purpose of the consultancy services

The Humanitarian Leadership Academy has identified Technical Expertise and Leadership as two strategic areas of demand in terms of capacity strengthening for CSOs. This research aims to further assess the impact of capacity strengthening trends through a CSO lens that highlights CSO challenges, opportunities and requirements in these strategic areas. This will draw out key insights and recommendations that will inform the HLA 2022-24 strategy and enable alignment of activities in the long term.

Findings and conclusions from this study will be shared with our networks, partners and stakeholders.

2.3 Scope of work and methodology

The successful bidder will be responsible for the following activities

- **Desk Research: A Review of Literature, Policy and Practice** – A desk review of relevant literature and information to further inform the overall methodology, research questions and framing of key lines of inquiry for the project.
- **Consultation with key stakeholders:** CSOs focal points, leaders, experts and practitioners working within civil society, humanitarian and development system.
- **Deep dive** studies into 3-5 selected CSOs from across different regions to develop case studies that together build a robust evidence base to support the research.
- **Inclusion and/or analysis** of primary quantitative as well as secondary data available on the

subject that is relevant for this research

- **The scope of the research** would focus on regions of East and Southern Africa, West and Central Africa, Asia, Middle East and Eastern Europe and Latin America and Caribbean

2.4 Issues to be covered*:

The dynamic nature of today's development environment has made clear that local ownership of development programming is key to sustainability.

Technical Expertise focuses on Education, Child Protection, Public Health and CASH.

Leadership focuses on the leadership talent pipeline. Another important thread is a differentiation between various levels of capacity strengthening (individual, organisational/institutional and systems level).

Research Questions

Technical Expertise

1. What are the current technical expertise capacity needs within CSOs** across all regions?
2. What are the anticipated future technical expertise capacity needs within CSOs** across all regions?
3. What are the current technical expertise gaps in capacity strengthening offer available to CSOs* in each identified region?
4. What is the current funding landscape of capacity strengthening interventions in Technical Expertise and how it will look like in the future?

Leadership***

5. What are the current leadership capacity needs within CSOs** across all regions?
6. What are the anticipated future leadership capacity needs within CSOs** across all regions?
7. What are the current leadership gaps in capacity strengthening offer available to CSOs** in each identified region?
8. What is the funding landscape of capacity strengthening interventions in local leadership and how it will look like in the future?
9. What capabilities are needed to strengthen localised leadership?

General

10. What is the landscape of capacity strengthening interventions taken on by CSOs** in the identified regions and what are the reasons/drivers?
11. What has helped capacity strengthening efforts to be sustainable over the long term so far and what has hindered this in terms of CSOs**? What should be replicated or changed in the future to ensure sustainability?
12. What methods, learning approaches and setting should be ensured and implemented to achieve sustainable long-term outcomes for CSOs**
13. How have CSOs integrated EDI into their work? What have been the challenges? What should improve?
14. What are CSOs saying the HLA needs to do in order to enhance localisation, adhere to the Grand Bargain, and decolonisation efforts (e.g. remove barriers to funding; foster equal partnerships based on shared strategic priorities)?

* The applicants can suggest narrowing down/challenge the general scope if needed to make it feasible within the timeframe provided

** Criteria for CSOs to be determined

*** Leadership definition and scope to be determined

2.5 Proposed timetable

The expected deliverables and timelines for delivery will be:

DELIVERABLE	DISCRIPTIONS	TIMEFRAMES
An Inception report	Should contain intervention logic of the programme (based on desk study), an evaluation plan, and a list of reviewed documents. Should contain proposed data collection methods and data sources to be used for addressing each evaluation question/dimension. It highly recommended to use an evaluation matrix (which connects questions to data collection methods/sources)	10 working days from the start of the contract
Presentation at team workshop	At the end of the data collection and analysis, the assessment team will hold a workshop with the relevant HLA staff to discuss preliminary findings and conclusions of the assessment exercise	November 2021
A draft Evaluation Report	To be submitted to the Evaluation Steering Group Committee not later than 13 December 2021. The Committee will review and provide comments to the evaluator in 7 days. Format to be agreed.	13 December 2021
Supplementary Web based review	A supplementary web-based review to gather information about leading donors who invest in technical and leadership capacity strengthening, including their history, objectives (including key target audiences and end users), funding, main programmes, recent evaluations, future plans etc. A systematic review of available evaluations on capacity strengthening approaches such as coaching, mentoring, digital learning, simulations etc.	Early December
A final report	To be submitted to the Evaluation Steering Group Committee by 14 January 2022. Format to be agreed.	14 January 2022

Presentation	Presentation on the findings (including PPT) to be delivered by 31 January 2022 to the HLA team. Format to be agreed.	By 31 January 2022
--------------	--	--------------------

2.6 Ways of Working

The services are not location bound and can be delivered from anywhere in the world. The consultant will work closely with the Steering Group.

The overall coordination including monitoring progress and administration will be undertaken by a Steering Group that the MEAL lead will lead with an SMT representative acting as sponsor

The Steering Group will be established, with the following members (including regional representation).

- SMT Sponsor
- MEAL Lead
- Representation from each of the HLA workstreams
 - Strengthening Civil Society Organisations
 - Technical Expertise
 - Leadership
 - Coaching and Mentoring
 - Diversity, Equality and Inclusion

The main function of the Steering Group will be in:

- Establishing the terms of reference for the Steering Group.
- Providing inputs to the impact study ToR
- Monitoring the recruitment of external evaluators
- Approving the selection of evaluators
- Reviewing and commenting on preliminary findings and recommendations (draft reports)
- Approving the final report; and,
- Establishing a dissemination and utilisation strategy

2.7 Required Consultant Experience

The services require the consultant to have:

The assessment should be led by an individual with competence in project/programme evaluation and adult education, and who has worked in humanitarian or development context. In particular, the main consultant should demonstrate the following:

(i) **Essential Skills:**

- Must hold a postgraduate degree in education, research, international development or any other relevant field.
 - Must have at least 7 years professional work experience in the areas research, evaluation in humanitarian and/or international development sector, desirably in education, non-formal education and/or institutional capacity strengthening.
 - Extensive conceptual and methodological skills and experience in applying qualitative and quantitative research evaluation methods.
 - Excellent communication skills necessary for building rapport with stakeholders, facilitating participation and effective presentation of result to diverse audience.
 - Familiarity with adult learning approaches/methodologies; including experience of delivering assessments of learning interventions
 - Strong reporting writing skills.
 - Strong analytical and problem-solving skills.
 - Great attention to details.
 - Proficiency in speaking and writing English
 - Demonstrable knowledge of equality, diversity and inclusion integration in the international development sector
- (ii) **Desirable Skills:**
- Work experience in a low or/and medium income country would be an added advantage
 - Fluent in Arabic, French or Spanish

2.8 Child safeguarding

The child safeguarding level for this engagement is Level 0.

The consultant will be required to deliver the service in a way that reflects Save the Children's commitment to safeguarding children in accordance with the Child Safeguarding Policy.

2.9 Contract

As a donor funded body SCUK is committed to ensuring our resources are used as efficiently as possible, in order that we can focus them on achieving maximum impact for children and that our arrangements with third party suppliers represent value for money. We expect this approach to be demonstrated from any contractor it does business with.

The successful bidder will be contracted to deliver the Services under Save the Children's standard terms of business.

It is SCUK policy to pay for services in arrears on 30 day payment terms.

Payments will be made in instalments with each instalment covering multiple items, for a maximum of four instalments in total. They will be processed upon satisfactory reception of the agreed deliverables.

The instalments will be agreed upon at negotiation stage.

2.10 Tax treatment of this consultancy engagement

The HMRC determination of this consultancy engagement is that it is '*employed for tax purposes*' (or inside IR35 if the supplier trades via a personal services company).

Therefore, if the successful bidder is registered in the UK and/or the services are to be provided in the UK Save the Children will not be able to pay the consultant gross. Save the Children would require the

Report

consultant to sign up to one of our approved umbrella payroll companies which would treat the consultant as PAYE. If you require further information on this please email Tasha Slaise, Head of Procurement t.slaise@savethechildren.org.uk

Section 3: Bidder's Proposal

3.1 Service Delivery

Please provide:

- A statement of your suitability for this work
- A detailed technical proposal and budget
- An updated copy of your CV including references and contact details as well as two examples of recently completed or/and relevant evaluation reports.
- An itemised budget, showing the monetary value (in £)
- Answers to the following questions as well as request for information under 3.2
 - **Are you available to start the consultancy on 13th September and commit to the deadlines specified in the section 'Payments' below as well as the final deadline on 31st January 2022?**
 - Yes/no

What challenges do you foresee in this consultancy and how would you overcome them?

3.2 General Due Diligence

3.2.1 Please provide the following information:

1 Basic Details Of Your Organisation	
1.1	Name of the person/organisation submitting the tender:
1.2	Address: Post Code:
1.3	Telephone number:
1.4	E-mail address:
1.5	Website:
1.6	Company Registration number: Company DnB number:
1.7	VAT Registration number:
1.8	Is your organisation: i) a public limited company?

	(Please tick one)	ii) a limited company? If a limited company, are you a personal services company?	
		iii) a partnership	
		iv) a sole trader If a sole trader, in which country are you registered for tax?	
		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):		
1.11	Insurance type:	Do you have this cover?	Value insured up to:
	Public liability	Y/N	
	Employer's liability	Y/N	
	Professional indemnity	Y/N	
1.12	Please declare any personal connections between you/your staff and staff or trustees of Save the Children that may pose a conflict of interest		
1.13	Please declare any contracts or connections with organisations at potential conflict of interest with Save the Children.		
1.14	Please declare any legal actions against you which are pending or underway.		
1.15	Please advise whether you have any links with the tobacco, pornography, arms or carbon intensive fossil fuels (thermal coal, oil shale and tar sands) industries.		
1.16	Any suppliers not registered in the UK (and UK suppliers that travel overseas in the delivery of services under contract with SCUK) will be subject to an anti-terrorism check. Do you accept this?		
1.17	If you are a sole trader in the UK, or an individual trading via a personal services company registered in the UK, due to the tax status of this consultancy engagement, Save the Children will require you to sign up to an umbrella payroll company and be treated as PAYE.		

	Do you accept this?
1.18	Please provide details of three reference clients for which you have provided services similar to our requirements. References will only be taken up for the successful bidder.
1.19	Do you hold a basic DBS and/or police check (as applicable) completed within the last 2 years, or would it need to be obtained?

Section 4: Instructions for bidding

4.1 Indicative Procurement Timetable

Task	Date
Request for Proposal issued	11 August 2021
Deadline for submissions	1 September 2021
Interviews with short listed bidders	6-7 September
Contract start date	13 September

Save the Children (SCUK) reserves the right to amend the procurement timetable.

4.2 General Bidding Information

- 4.2.1 This Request for Proposal does not constitute an offer and SCUK does not bind itself to accept any proposal. SCUK reserves the right to accept a proposal in part, rather than in full.
- 4.2.2 Applications should be submitted to the HLA HLA Pawel Mania p.mania@savethechildren.org.uk and Lucy Hall l.hall@savethechildren.org.uk not later than than **5pm (GMT) on Wednesday 1st September 2021**. The final decision on the candidate will be taken by Wednesday 8th September.

Feel free to contact Lucy Hall; l.hall@savethechildren.org.uk for any clarification on the Request for Proposal.

4.3 Confidentiality

- 4.3.1 Documentation in relation to this Request for Proposal and any proposals received by SCUK in response to it shall be treated as private and confidential save where the disclosure is required by law.
- 4.3.2 Suppliers shall not:
- Release any information relating to the Request for Proposal 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;
 - Canvass directly or indirectly with any other bidder concerning the award of the contract or directly or indirectly obtain, or attempt to obtain information;
 - Canvass directly or indirectly with a member of SCUK or any other campaign coalition partners' staff or their trustees concerning the award of the contract or directly or indirectly obtain or attempt to obtain information from said individuals.
- 4.3.3 If a supplier does not observe paragraphs 4.3.1 and 4.3.2 above, SCUK will reject their proposal and may decide not to invite the agency to bid for future business opportunities.

4.4 Contract Award/Acceptance of Proposal

- 4.4.1 At the conclusion of the evaluation process and subject to the provisos contained in these instructions, SCUK will decide to which supplier the contract will be awarded and the successful supplier will be expected to enter into a formal agreement.
- 4.4.2 The formal contract agreement will be in a form prepared by SCUK.