

# Request for Proposals - Evaluation of the SHIFT programme in Ukraine and Türkiye/Syria

## 1. Introduction

The Humanitarian Leadership Academy (HLA) is looking for a consultant (or a team of consultants) to conduct an evaluation of the SHIFT programme (funded by the Disasters Emergency Committee), implemented in the Ukraine and Türkiye/Syria humanitarian responses.

The evaluation will respond to multiple objectives:

- 1) Demonstrate the main results of the programme, also outlining areas for improvement, focusing on what has worked and why
- 2) Provide insights that can be useful for learning, responding to learning questions that look at if, how, why the programme has brought change
- 3) Provide recommendations for future SHIFT programmes.

The evaluation will play a key role in informing future programmes that adopt an Engine 2 approach,<sup>1</sup> aiming to champion localisation, supporting local solutions and recognising diversity of actors in the humanitarian eco-system.<sup>2</sup>

The deadline for this call of proposals 19 May 2024.

### 1.1 SHIFT – Sustainable Humanitarian Innovation for Transformation

Funded by the Disasters Emergency Committee (DEC), Save the Children UK is delivering two SHIFT programmes for the Ukraine Humanitarian Appeal and the Türkiye/Syria Earthquake Appeal.

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<sup>1</sup> Under DEC funding, an Engine 2 programme is an initiative, research or an approach to improve aid delivery (Member IOC funding). It allows expanding the range of partners and types of programmes and activities, with innovative approaches to delivering aid and through exploring new partnerships and initiatives to collectively address key areas such as Safeguarding, Localisation, Accountability to Affected Populations and Information as Aid

<sup>2</sup> <https://www.humanitarianleadershipacademy.org/our-impact/humanitarian-support/ukraine-emergency-response/>

SHIFT is led by the HLA and delivered with the Innovation Hive, Alameda, the Collaborative Cash Delivery (CCD) Network and ACAPS.

SHIFT stands for Sustainable Humanitarian Innovation for Transformation, which is underpinned by the Engine 2 common approach, delivering a humanitarian response by:

- Fostering sustainable transformational changes to achieve system-wide impact
- Applying innovative approaches in supporting local solutions
- Focusing on progressive localisation and capacity strengthening
- Empowering diverse actors within the humanitarian eco-system.

SHIFT aims to change the status quo by putting local humanitarian actors at the center of responses to crises. To achieve this goal, the programmes focus on capacity strengthening, stronger leadership, better access to data, research production, investment in local entrepreneurship, and increased partnerships.

SHIFT encourages collaboration and sharing of knowledge between various actors involved in the humanitarian response, with the ultimate aim of strengthening civil society as a whole.

## 1.2 Ukraine humanitarian response

SHIFT in the humanitarian response following the full-scale invasion in Ukraine is implemented in Ukraine, Poland, Romania and Moldova. It started in March 2022 and it is due to finish in February 2025.

It is delivered by the following partners:

- **HLA:** The HLA established its Regional Centre in Poland in September 2022, acknowledging the need to provide support to civil society organisations (CSOs) involved in the humanitarian response. Since then, the HLA has delivered, among other activities, a variety of trainings and workshops in the region, strengthening CSO's technical and leadership skills; developed a central catalogue providing free learning resources for responders, the [Response learning hub](#); matched leaders of CSOs with individual coaches; developed and implemented an 'eco-leadership' programme; and commissioned research to local researchers.
- **Alameda Institute:** Alameda, launched in April 2023, is an international institute for collective research rooted in contemporary social struggles. As part of SHIFT in Ukraine, Alameda is commissioning two research

projects, one focusing on the humanitarian reform, and the other looking at Ukrainian civil society, before and after the war.

- **ACAPS:** Since March 2022, ACAPS has been providing real-time analytical reports and datasets in Ukraine, as well as training local Ukrainian NGOs and responders in designing analysis and data collection tools, and establishing a network of local organisations
- **Innovation Hive:** The Innovation Hive accelerates future-focus experiments which deliver scalable impact for children and sustainable new income streams. For SHIFT, in partnership with CIVIC, they are providing grants, financial investments and other bespoke non-financial support to impact-driven entrepreneurs in Ukraine to support recovery.

### 1.3 Türkiye/Syria earthquake humanitarian response

SHIFT is being implemented in Türkiye and Northwest Syria, following the catastrophic earthquakes in February 2023. The programme started in February 2023 and it is due to finish in January 2025.

It is being delivered by the following partners:

- **HLA:** The HLA has worked in Gaziantep and Jordan to deliver capacity strengthening trainings for local responders. In the first year of the response, the HLA has delivered trainings in Education in Emergency, crisis management, and Humanitarian Operations Programme (HOP); compiled free resources on the Response Learning Hub; and organised online sessions on staff wellbeing, safeguarding and coaching and mentoring.
- **Alameda:** As part of SHIFT, Alameda started a research project on the engagement in labour markets of Turkish and Syrian people directly affected by the earthquake. The aim of the project is to improve the understanding of the contextual socio-economic challenges faced by those displaced by the earthquake.
- **ACAPS:** ACAPS published analytical products and datasets to support the response and enable an evidence-based, localised response.
- **The Innovation Hive:** In this response, the Innovation Hive in partnership with CIVIC undertook a comprehensive scoping of the opportunities for investment and support to social entrepreneurs, speaking to 120 entrepreneurs and community leaders.
- **Collaborative Cash Delivery (CCD) Network:** CCD is a network on INGOs hosted by Save the Children that work on collaborations for impactful, responsive, locally-led and people-centric design for the

delivery of cash-based assistance. In SHIFT, CCD are streamlining and harmonising due diligence and passporting to reduce the administrative burden on downstream partners.

## **2. Evaluation of SHIFT**

### **2.1 Requirements/Objectives**

As we are approaching the end of SHIFT (early 2025), the HLA is looking for a consultant – or a team of consultants – who can deliver the evaluation of the programme, both for the Ukraine and Turkey/Syria responses. In particular, the consultant(s) will be asked to investigate the main results of SHIFT, bringing together results from the different partners (outlined above) working in each programme. We have already developed a MEL framework that can be used by the consultant(s) for framing and guiding the evaluation (available upon request). However, the consultant will be able to refine and shape the evaluation questions and methodology during the consultancy, in collaboration with the HLA’s Research and Evidence team.

The consultant(s), to the extent possible, will also be looking at *if, how, why* the programme has brought change in the humanitarian sector in the respective responses. We are interested in gathering insights that can add value to our learning for designing future responses, particularly around innovation and transformation. We will encourage the consultant(s) to provide recommendations for future SHIFT programmes.

The consultant(s) will work closely with the HLA’s Research and Evidence team to deliver this piece of work. It is expected that this work will take around 40 days to complete.

### **2.2 Deliverables**

It is expected that the evaluation will include the following deliverables:

- 1) Brief inception report, outlining evaluation and learning questions, methodology, timeline and outputs.
- 2) Evaluation report, synthesising data from different sources and providing insights, lessons learnt and recommendations.
- 3) Learning brief, distilling the main findings and recommendations of the evaluation report, which can be used for public use.

- 4) Delivering presentations to relevant stakeholders, including Save the Children Leadership Teams, DEC and the wider humanitarian sector.

## 2.3 Timeline

It is expected that the consultancy will start in **May 2024** and end in **January 2025**. We would prefer a phased approach, with some intensive work in May/June and in December/January, to capture insights at different stages of the programme. Please note SHIFT funding will end in February 2025 so we won't be able to extend the contract for this consultancy beyond January 2025.

## 2.4 Consultant(s) specification

Essential criteria:

- Demonstrated experience of conducting multi-stakeholder evaluations in the humanitarian sector, particularly with INGOs and civil society sector.
- At least 10 years of experience in the humanitarian sector and emergencies.
- Experience of conducting evaluations on a variety of humanitarian innovations and innovative approaches.
- Demonstratable experience in delivering high quality work that is useful for organisational's decision-making.
- A demonstrated high level of professionalism and an ability to work independently and in high pressure situations given tight deadlines.
- Strong interpersonal and communication skills, cultural sensitivity with international teams.
- Ability to write concisely, using simple, not jargon-based language.
- Experience of working collaboratively with international organisations on multi-stakeholder projects.
- Availability and willingness to travel if required.

Desirable criteria:

- Demonstrated experience of work in the regions and/or contexts
- Knowledge of Polish, Ukrainian and/or Turkish or Arabic are an advantage

## 3. Bidder's Proposal

### 3.1 Service Delivery

Please detail how the consultant(s) meet the "Statement of Requirements / Objectives" and "Consultant Specification" in a proposal (max 15 pages).

In the proposal, please ensure that you include the following information:

- Relevant experience and examples of similar work completed
- Proposed evaluation questions, approach and methodology
- Timeline
- Two references
- Consultant(s) CV with relevant experience as an Annex.

Please also submit commercial details as outlined in the tables in section 3.2, and general due diligence details as outlined in section 3.3.

The deadline for receiving proposals is **Sunday 19<sup>th</sup> May, 11:59 pm GMT.**

Please send your proposal to: [e.sandri@savethechildren.org.uk](mailto:e.sandri@savethechildren.org.uk)

### 3.2 Commercials

**3.2.1** Please provide your proposed cost in the table below.

Work stage	Hourly and/or daily* rate	Proposed number of hours/days	Total cost
<i>(Add stages as appropriate)</i>			

\* minimum of 7 hours per day

#### 3.2.2 Other costs

If there are any further costs or expenses that you propose charging, please detail these below together with an explanation.

Cost description	Value	Reason

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### 3.3 General Due Diligence

#### 3.3.1 Please provide the following information

<b>1 Basic Details of Your Organisation</b>		
(for individual consultants, please complete items relevant to your individual consultancy)		
1.1	Name of the 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: (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):	

	Insurance type:	Do you have this cover?	Value insured up to:
1.11	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 the Save the Children Fund or the Humanitarian Leadership Academy that may pose a conflict of interest.		
1.13	Please declare any contracts or connections with organisations at potential conflict of interest with the Save the Children Fund or the Humanitarian Leadership Academy.		
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	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.		

**3.3.2** The HLA's due diligence procedures include organisational checks, and anti-terrorism vetting.



## 4. Instructions for bidding

### 4.1 Timetable and General Bidding Information

**4.1.1** This Request for Proposal does not constitute an offer and the HLA does not bind itself to accept any proposal. The HLA reserves the right to accept a proposal in part, rather than in full.

**4.1.2** Bidders are requested to submit their responses to the HLA's key contact in this process:

Elisa Sandri, Research and Evaluation Specialist,  
e.sandri@savethechildren.org.uk

Please submit your proposal along with your CV by no later than **Sunday 19<sup>th</sup> May, 11:59 pm GMT**. NB: The HLA will be reviewing applications in real time as they are submitted, and we strongly recommend that prospective suppliers share their responses ASAP.

Responses will be assessed based on demonstrated ability of a prospective organisation's ability to meet the "Statement of Requirements / Objectives" and "Consultant Specification", and incorporating a value for money approach.

### 4.2 Confidentiality

**4.2.1** Documentation in relation to this Request for Proposal and any proposals received by the HLA in response to it shall be treated as private and confidential save where the disclosure is required by law.

**4.2.2** 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.

**4.2.3** If a supplier does not observe paragraphs 4.2.1 and 4.2.2 above, SCUK will reject their proposal and may decide not to invite the agency to bid for future work.

### **4.3 Contract Award/Acceptance of Proposal**

**4.3.1** At the conclusion of the evaluation process and subject to the provisos contained in these instructions, the HLA will decide to which supplier the contract will be awarded and the successful supplier will be expected to enter into a formal agreement.

**4.3.2** The formal contract agreement will be in a form prepared by the HLA.