Call for Proposals: Strengthening Grantee Capacities

The UK Humanitarian Innovation Hub and Elrha are pleased to issue this Call for Proposal (CfP) in connection with the competitive procurement for**: Strengthening Grantee Capacities**. Proposals for the delivery of the Services are expected no later than COB **2nd September 2025**.

Contents

I: SERVICES DESCRIPTION

1.1 Introduction – summary of the work required

Elrha and the UK Humanitarian Innovation Hub (UKHIH) are commissioning a supplier to deliver a combined piece of work that brings together two complementary initiatives: mapping and recommending best learning practices from Elrha's grant making programmes and developing two practical toolkits. The first will be a research and innovation capacity toolkit, designed to support grantees throughout the full grant lifecycle, from preparing applications to delivering projects and embedding learning. The second will be an operational capacity toolkit, designed to strengthen grantees' broader organisational systems and processes (such as governance, finance, compliance, and project management). Unlike the research and innovation toolkit, this operational toolkit will not be tied to the grant lifecycle but will focus on overall organisational capacity that underpins effective grant management and project delivery.

1.2 UKHIH and Elrha overview

UKHIH works to strengthen the global humanitarian innovation ecosystem, enabling more effective, inclusive, and evidence-based humanitarian action. UKHIH is hosted by Elrha, a global actor in humanitarian research and innovation with over a decade of experience funding and supporting the development, testing, and scaling of solutions to complex humanitarian problems.

Elrha's mission is to improve humanitarian outcomes through research, innovation, and partnership. It delivers two flagship global programmes:

- The Humanitarian Innovation Fund (HIF) – supporting the creation, testing, and scaling of innovative solutions in humanitarian contexts.

- Research for Health in Humanitarian Crises (R2HC) – generating high-quality, actionable evidence to improve health outcomes in crises.

Elrha works closely with a global network of humanitarian agencies, academic institutions, technical experts, and crisis-affected communities. Its work is underpinned by a commitment to inclusivity, ethical practice, localisation, and strengthening evidence use across the humanitarian system.

Funded by the UK Foreign, Commonwealth and Development Office (FCDO), UKHIH commissions and facilitates research, innovation, and systems-strengthening activities that address urgent and emerging humanitarian challenges. The Hub's location within Elrha provides a unique opportunity to connect targeted systems-change initiatives with Elrha's established funding platforms, strategic partnerships, and global reach.

Together, UKHIH and Elrha connect humanitarian practitioners, researchers, innovators, and funders to tackle some of the most pressing challenges in humanitarian action, generating evidence and supporting innovations that are ethical, inclusive, and grounded in the priorities of crisis-affected people. This commission forms part of UKHIH and Elrha's broader strategic commitment to ensuring the sustainability and effectiveness of the humanitarian research and innovation ecosystem.

1.3 Context to grantee capacity strengthening

Through previous funding programmes, we have seen that:

- Gaps in research and innovation skills can affect the quality, rigour, and applicability of funded projects.

- Operational capacity issues — such as governance, finance systems, compliance, and project management — can limit grantees' ability to apply for and manage funding successfully.
- Learning is not always embedded across the grant lifecycle, meaning opportunities for adaptive management and knowledge sharing are sometimes missed.

This commission combines these areas into one joint initiative. It will not run as two separate tracks, but as an integrated piece of work that results in best-practice learning approaches that can be applied to strengthen grantees and programme teams at different stages of the grant lifecycle, while also building broader organisational resilience. Resources developed to support this will include:

- A diagnostic tool (or tools) to help identify knowledge and capacity gaps.
- Two toolkits: one for research/innovation capacity and one for operational capacity.

2. OBJECTIVES, DELIVERABLES AND ACTIVITIES

2.1   Overall aim and objectives

2.1 Overall aim

To scope, design, and – subject to approval – co-develop an integrated set of best-practice learning approaches, a diagnostic tool, and two practical toolkits that enable Elrha and UKHIH to identify and address both research/innovation knowledge gaps and wider operational capacity gaps.

2.2 Objectives

Phase 1 – Scoping and recommendations

- Understand the learning and capacity strengthening needs of Elrha and UKHIH grantees and programme teams across the grant lifecycle and within their broader operational contexts.
- Identify opportunities for integrating best-practice learning approaches with practical capacity assessment methods.
- Design and propose a diagnostic tool (or tools) to identify research/innovation knowledge gaps and wider operational capacity needs at different points in the grant lifecycle and organisational cycle.
- Recommend a clear, evidence-based approach and potential toolkit products to address these needs.

Phase 2 – Toolkit co-development (if approved)

- Create the agreed content for two toolkits:
    1. Research and innovation capacity toolkit – supporting grantees' knowledge and practice across all stages of the grant lifecycle.
    2. Operational capacity toolkit – supporting grantees' organisational systems and processes, which may include the development of new Elrha resources as well as signposting to existing support materials and services. This toolkit is intended to help organisations strengthen their operational base more broadly, rather than focusing specifically on the grant cycle.
- Ensure both toolkits are co-created with grantees and designed for practical application within Elrha, UKHIH, and the wider sector.
- Where appropriate, ensure the diagnostic tool informs and complements the toolkits.

2.3   Deliverables and activities

Deliverable 1 – Inception report	Agreed methodology, work plan, and stakeholder engagement plan.
Deliverable 2 – Stakeholder consultation and diagnostic design	Stakeholder consultation report, review of existing tools/resources, analysis of strengths, weaknesses, and gaps. Includes design proposal for a diagnostic tool (or tools) to assess both research/innovation and operational capacity needs.

Staged gate decision point – Elrha/UKHIH will review Deliverable 2 to agree whether to progress to Phase 2.

Deliverable 3 - Recommendations and implementation plan	Recommendations report, including proposed toolkit products, diagnostic tool outline, and roadmap for next steps.
Deliverable 4 – Toolkit content development	Draft toolkit content (one focused on grant-cycle linked research/innovation capacities, one focused on broader operational capacities), co-developed with 4–6 grantees, tested iteratively, and informed by findings from the diagnostic tool.
Deliverable 5 – Final toolkit content	Completed toolkit content submitted to Elrha/UKHIH. Supplier will deliver full written content. Elrha/UKHIH will lead on design, formatting, and publication, using a retained budget of £10,000.

2.4 Expected outcomes

- One diagnostic tool (or set of tools) to identify grantee knowledge and capacity gaps.
- Two practical toolkits (research/innovation + operational) developed and tested with grantees.
- Improved readiness of grantees to apply for funding, manage grants effectively, and deliver high-quality results.
- Strengthened learning practices embedded across the grant lifecycle.
- More resilient organisational systems among grantees to underpin successful research and innovation.

3. WAYS OF WORKING

The supplier will be expected to work closely with Elrha and UKHIH. To also:

- Engage inclusively with a range of grantees (including LMIC-based actors).
- Use participatory and co-design methods.
- Produce high-quality written content for both toolkits.

- Propose and test the diagnostic tool in consultation with grantees.
- Share regular updates and check-ins with Elrha/UKHIH.
- Respect ethical and safeguarding standards.

Elrha/UKHIH will:

- Provide oversight and steer at key decision points.
- Lead on design, formatting, and publication, using a retained £10,000 budget.

4. TIMEFRAME

The work will start no later than September 2025 and conclude no later than February 2026.

Milestones:

September 2025 – Inception report

October 2025 – Stakeholder consultation report and diagnostic design

November 2025 – Recommendations report

Late November 2025 – Staged gate decision

January 2026 – Draft toolkit content (if approved)

February 2026 – Final toolkit content (if approved)

II: REQUIREMENTS AND EVALUATION

5. REQUIREMENTS

Proposals will be evaluated against the Requirements described below. They must provide direct, clear and concise evidence of the bidder's understanding of and ability to deliver the Services and to meet the Requirements.

The service provider must be legally registered with a relevant institution. This registration can be in any country in the world.

There are no restrictions to the legal status of the service provider(s), and any type of organisation (e.g. private sector, non-for profit, academic institutions etc.) are welcome to submit their interest.

5.1 Technical requirements

The supplier must demonstrate:

- Strong expertise in organisational learning, capacity strengthening, and diagnostic tool design.
- Experience in developing practical toolkits for research/innovation and/or operational strengthening.
- Ability to integrate participatory and co-design approaches with grantees, particularly LMIC-based organisations.
- Familiarity with humanitarian grant making cycles and the operational realities faced by research and innovation actors.
- Capacity to produce high-quality written content suitable for adaptation into toolkits and resources.

5.2 Quality assurance

The proposal must include a clear approach to ensuring the **relevance, accuracy, and usability** of outputs, including:

- How quality will be maintained across scoping, stakeholder consultations, diagnostic tool design, toolkit content development, and synthesis.
- How peer review and feedback loops with Elrha, UKHIH, and selected grantees will be built into delivery.
- Plans for testing or validating the diagnostic tool and toolkit content with grantees before finalisation.
- How outputs will be aligned with Elrha's standards, including safeguarding, ethical research, inclusivity, and localisation commitments.

5.3 Key personnel – experience, qualifications and skills

The proposal must provide details of the proposed team, including:

- Relevant qualifications, professional experience, and subject expertise of all key personnel.
- Specific experience in organisational learning, diagnostic tools, toolkit/resource development, and participatory research methods.
- Experience of working with grantees in humanitarian and/or LMIC contexts.
- Role and level of involvement of each team member in the delivery of this work.

5.4 Project management requirements

Delivery modality

The Proposal must demonstrate the chosen delivery modality is fit-for-purpose for the effective and efficient fulfilment of the Services and deliverables completion.

- **Delivery structure**

The Proposal must demonstrate how the Services will be delivered in an effective manner, within the agreed period. The team structure must show roles and responsibilities are clearly identified and allocated against each of the deliverables, and they are fit-for-purpose for the delivery of the Services.

- **Work plan**

The proposal must identify key activities and delivery paths in completing each deliverable, and the time required. It must also clearly determine critical dependencies between activities.

- **Risk management**

Relevant assumptions and risks in delivering the Services and finalising the deliverables must be identified, together with the risk management strategies to be put in place in order to minimise their impact in the Services.

- **Organisational capacity**

Applicants must have the organisational and managerial capacity to deliver the Services in an effective and timely manner. Areas to be assessed include (this is not an exhaustive list):

- Legal registration with a relevant regulatory body
- Financial capacity and stability
- Insurance arrangements
- Experience managing contracts of a similar size and value

- **Organisational policies**

Applicants are required to have organisational policies, procedures and/or minimum standards in place covering the following areas, which may be subject to verification as part of UKHIH and Elrha's due diligence process:

- Safeguarding (including policies to prevent and respond to sexual exploitation, abuse, and harassment)
- Ethical research
- Anti-corruption and anti-bribery
- Data protection and privacy
- Health and safety
- Complaints and whistleblowing
- Financial controls and anti-fraud measures

In addition, applicants may be asked to confirm that:

- They are legally registered and in good standing with relevant regulatory authorities
- They have appropriate insurance coverage for the activities proposed
- Their organisation has not been subject to any significant legal, regulatory, or reputational issues in the last five years

UKHIH reserves the right to request supporting documentation or additional clarification during the evaluation and contracting stages.

5.5   Costing requirements

- **Cost structure**

The cost structure for delivering the Services must demonstrate the Bidder's knowledge of the resources (people's time, goods, outsourced services etc.) needed to complete the Deliverables. It must also show a balanced, cost-efficient and appropriate use of those resources across the Deliverables.

The ratio between contract-specific cost versus overheads is expected to be according to the Service Provider's industry standards, although, as a charity, Elrha strives to make the most efficient use of its financial resources.

- **Costing parameters**

All prices and rates must be set in GBP only, as the contract will be signed in this currency.

The prices and rates quoted shall be the fully inclusive value of the Services, including all costs and expenses that may be required to complete the Services, together with all general risks, liabilities and obligations, set out or implied, necessary to comply with the terms and conditions of the contract.

UK-registered bidders shall not display VAT costs in the quoted prices and rates. If VAT is displayed, bidders must clearly indicate the pre-VAT costs of each of the Services and itemise VAT separately.

Non-UK registered bidders shall include in their quoted prices and rates all taxes they are subject to under their country of registration.

The total value of the contract is expected to be **no greater than £55,000 GBP.** This budget should cover all activities outlined in the deliverables, including stakeholder consultations, diagnostic tool design, toolkit content development, and reporting.

Elrha/UKHIH retained budget: £10,000. This will be managed directly by Elrha/UKHIH to fund design, formatting, and publication of the final toolkit resources. The supplier will therefore be responsible for producing all written content, while Elrha/UKHIH will lead on the design and publication phases.

As part of the Bid evaluation, and without prejudice of all other elements described in this Part II, particular consideration will be given to the cost structure and unit costs, as well as quality of Services and value added to the offered Technical Proposal.

- **Pro bono and other non-financial contributions**

UKHIH and Elrha are committed to maximise its financial resources, so that more funding can be spent on programmes that benefit people affected by crises.

Providing any element of the service on a pro bono basis, offering a cost reduction and/or service enhancement, or any other charitable support to Elrha the organisation, will be assessed favourably. However, this is not a requirement and therefore it will not be marked as part of the proposal evaluation. It might thought be taken into consideration when making the contract award decision.

If the Bidder is offering such charitable support, this must be clearly set out the Proposal.

6. EVALUATION CRITERIA

UKHIH and Elrha are committed to ensuring its financial resources are used as effectively and efficiently as possible, so that it can focus them on achieving maximum impact for the humanitarian actors and the communities affected by crisis they serve. Proposals will therefore be evaluated against the Requirements described above and under the criteria set out below.

Bidders must provide information that demonstrates and supports their understanding of, and ability to meet, the Services and Requirements contained within this document.

6.1 Evaluation grid

Proposals will be scored by a cross functional evaluation panel. All members of the panel will evaluate the information provided according to the following grid:

Criteria	Weighting
Technical capabilities	**40% overall weighting**
Knowledge and relevance to humanitarian research and innovation, organisational learning, and capacity strengthening	10% sub-weighting
Methodological strength and suitability for delivering the required outputs, including diagnostic tool design and toolkit development	10% sub-weighting
Understanding of grant making cycles and operational realities faced by grantees (including LMIC-based organisations)	10% sub-weighting
Approach to co-design, stakeholder engagement and inclusivity	5% sub-weighting
Quality assurance processes	5% sub-weighting
Project management capabilities	**30% overall weighting**
Delivery model, structure and internal coordination	10% sub-weighting
Workplan and milestone alignment	10% sub-weighting
Risk management	5% sub-weighting
Capacity to manage short-term, multi-phase delivery	5% sub-weighting
Costing analysis	**30% overall weighting**
Cost structure	15% sub-weighting
Costing parameters (incl. total cost)	15% sub-weighting
Pro bono and other non-financial contributions	Yes / No

6.2   Proposal Evaluation

- **Technical and Project Management Capabilities**

In evaluating the Technical and Project Management element of the Proposals, each criterion defined above will be evaluated against the relevant Requirement. They will be marked based on the level for which the requirement is met, as demonstrated in the Proposal and in accordance with the following table:

Score	Guidelines
0 Points	Wholly unsatisfactory – fails to meet the requirement or not answered.
1 Point	Poor – only partially meets specified requirements.
2 Points	Satisfactory – meets specified requirements in full.
3 Points	Good – exceeds the specified requirements and provides significant added value to Elrha.

- **Costing proposal**

The cost evaluation will consider both the proposed cost structure to deliver the Service for the duration of the contract and across the Deliverable, as well as unit costs and total costs.

The costing proposal will be scored from 0 to 3 points based on the Bidder demonstrating they have understood the resources needed for the completion of each Deliverable, as well as good value for money. The table below provides examples of elements to be considered during this evaluation, but the list is not exhaustive and other considerations might be taken into account:

Score	Guidance
0 Points	Wholly unsatisfactory – not all Deliverables have been costed; template has not been followed or fully completed; overhead ratio is significantly higher than the one in the next highest bid; highest unit costs; highest total value.
1 Point	Poor – only partially meets expectations in their understanding of the resources needed for the completion of the Services; overhead ratio higher than average*, by more than 5%; higher than average unit costs; higher than average total value.
2 Points	Satisfactory – meets expectations in their understanding of the resources needed for the completion of the Services; overhead ratio within 5% range average*; average unit cost; average total value.
3 Points	Good – exceeds expectations in their understanding of the resources needed for the completion of the Services (e.g. provides additional relevant costing analysis); overhead ratio average, by more than 5%; lower than average unit cost; lower than average total value

* 'Average' in this table refers to the average across the relevant cost presented by the other bids.

Not Bound

UKHIH and Elrha will award the contract on the basis of obtaining the best value for money, having regard to the evaluation criteria set above, for all technical, project management and costing elements.

Elrha does not bind itself to accept the lowest priced offered among the bidders.

III: SUBMISSION INSTRUCTIONS

The deadline for submitting proposals in response to this Call for Proposals is **23:59 UK time on 2nd September 2025.**

Submissions missing any of the documents listed below or received after the deadline might not be considered.

Please submit the Technical and Cost Structure Proposals, the completed Annex 1 & 2 & 3, and any supporting documents (as relevant) (the 'Proposal'), to UKHIH, as per the following instructions:

- email address: information@ukhih.org, with bidsandproposals@elrha.org in copy

- subject line: **Call for Proposals – Strengthening Grantee Capacities** – [your organisations name]

- signed with the name and title of the person making the submission

Submissions emailed to any other UKHIH or Elrha email address will not be considered.

7 DOCUMENTS SUBMISSION

7.1 General instructions

All documents shall be written in English.

The complete Bid must be submitted in electronic format. Electronic files must be set out and named in such a way that Elrha evaluators can easily find any information.

Documents must be properly formatted to allow easy reading and understanding of its content. Documents that have not been adequately formatted might not be considered.

In order to evaluate the Bid, all required documents must be included with the submission. If any of the required documents are not submitted with the Bid, Elrha reserves to itself the right to reject it.

Please follow the instructions below for the completion of the following documents that are to be part of each Proposal:

- Technical Proposal
- Cost Structure Proposal
- Certificates and assurances
- Bidder information questionnaire, including any requested documents
- Examples of relevant work and materials produced

7.2 Technical Proposal

The information requested below must be submitted following a format of your choice, within **a page limit of 6 pages maximum**, using the font Arial 11 with Normal page margins. Proposals that extend this maximum will not be considered.

Introduction (1 pages maximum)

Provide background on your organisation and/or partnership and your credentials for delivering the Services.

- The section should clearly specify available research skills and capacities. This can include brief background on personnel and 2-3 brief examples of prior work where this is *explicitly relevant* to the Services.
- It is permissible to include hyperlinks to case studies of prior work.

Technical approach (2-3 pages maximum)

Set out the technical approach for successfully delivering the Services, covering the following items:

- methodology or approach to be adopted to complete each Deliverable
- approach to be applied to measure or demonstrate the quality of the Deliverables
- key steps for completing the Deliverables and estimated time required
- key personnel and resources involved in finalising the Deliverables, include brief bios as an annex to the Proposal

Project management (2-3 pages maximum)

Describe how the Services delivery and completion of Deliverables will be managed, including obligations set under the contract, and escalation process for issues. The following items must be covered, in addition to any other relevant information:

- proposed structure of the team set to deliver the Services and Deliverables, detailing the roles and responsibilities of personnel and an organisational chart
- approach to working with UKHIH and Elrha, clarifying key reflection points where Elrha will be invited to provide technical input, quality assurance and/or decision making
- proposed work plan for delivery of the Services, separated into key milestones and establishing key dependencies
- description of identified risks and how they will be managed, and clarify any assumptions made about an output or activity to be delivered.

7.3 Cost Structure Proposal

Bidders must follow the Cost Structure format set in Schedule 1, submitted as an Excel file (i.e. it should not be converted to PDF). Please make sure that worksheets are properly formatted to ensure clear reading when printing.

Inserting additional rows and/or columns to this format is only permitted when and how indicated, in which case, bidders should ensure any calculations are amended accordingly.

Additional information and/or pricing breakdowns may be added through inserted worksheets in the same document.

Bidders who submit a Cost Structure Proposal with minor arithmetical errors leading to a revised Total Cost of +/- 15%, once the errors are corrected, will be given the opportunity to accept the revised total Cost or withdraw the Proposal.

A Proposal containing major arithmetical errors, or a large number of arithmetical errors may be rejected on the ground that there is serious doubt about the competence of the bidder.

- **Costing parameters**

All quoted costs should be in GBP.

UK-registered bidders shall not include VAT costs in the quoted prices and rates.

Non-UK registered bidders shall include in their quoted prices and rates all taxes they are subject to in their country of registration.

Clarifications and/or assumptions related to the proposed costs must be set out in the Cost Structure Proposal.

Fee-type costs must be clearly differentiated from proposed reimbursable expenses.

7.4 Certificates and assurances

The following documents must be printed in the Bidder's headed letter, signed and submitted as part of this Call for Proposals:

- o Proposal submission letter, as per Annex 1
- o Non-collusive Proposal Certificate, as per Annex 2
- o Terms and Conditions acceptance letter, Annex 3

These letters and certificates must be signed by an authorised person.

Unless the submission email is sent by the same person signing the listed letters and certificates, these must be signed in ink before scanning, or through an e-signature service.

7.5 Organisational information questionnaire

Bidders must complete the questionnaire in Annex 4, which provides information about the organisational set up, finances, organisational policies, and relevant business activities and past performance.

Every question in the questionnaire must be answered:

- if the question does not apply to your organisation, write N/A, and explain why it does not apply
- if you do not know the answer, please write N/K.

Questions marked with an asterisk (*) indicate a fail/pass question. Explanations on why information cannot be provided are acceptable, but blank answers and lack of any information for any of these questions represents an automatic ineligibility for your organisation to be awarded the contract.

7.6 Consortium and Sub-contracting arrangements

UKHIH is not seeking a consortium and/or sub-contracting arrangement to deliver this work. We are seeking a sole service provider only.

7.7 Supporting documents

Any other additional documentation or information the Bidder wishes to provide can be added to the submission.

8 ANTICIPATED TIMELINE

Activity	Deadline
Call for Proposals issued	20.08.2025
Proposals submission deadline	02.09.2025
Evaluation of Proposals completed (anticipated)	08.09.2025
Communication on contract award (anticipated)	10.09.2025
Due diligence and contracting (anticipated)	15.09.2025
Start date of Services delivery (anticipated)	22.09.2025

9 QUESTIONS

9.1 Scope of enquiries

UKHIH and Elrha will only provide clarity on content or items that might not be sufficiently self-explanatory in this Call for Proposals, but no additional information will be supplied to potential or actual bidders on individual basis.

Elrha will use best endeavours to provide such explanation as a matter of assistance to the bidder, but it shall not be construed as to add, modify or take away from the meaning and intent of the proposed contract and/or the obligations and liabilities of either party.

No representation, explanation or statement made to a bidder, or anyone else by or on behalf, or purportedly on behalf of Elrha as to the meaning of the procurement documents, or otherwise in explanation as aforesaid, shall be binding on Elrha in the exercise of its obligations under a subsequently awarded contract.

Where the enquiry is beneficial to all bidders, both the original enquiry and the response will be sent to the other bidders anonymously.

9.2 Timeframe

Questions can be submitted up to 3 working days before the submission deadline, to allow sufficient time to respond to the query.

Once the submission period has been closed, Elrha will not respond to any question or query.

9.3 Contact information

Queries concerning information or documents required as part of this Call for Proposals and/or unclear content, can be submitted to information@ukhih.org as per the following instructions:

- email address: information@ukhih.org with bidsandproposals@elrha.org in copy

- subject line: QUERY – CfP – **Strengthening Grantee Capacities** – [your organisations name]

10.CONTRACT AWARD

At the conclusion of the evaluation process and subject to the provisos contained in these Call for Proposals, UKHIH will decide to whom the Service Contract will be awarded, and the successful bidder will be expected to enter into a formal agreement.

The acceptance of the Proposal shall be formalised through a Letter of Acceptance signed and sent by UKHIH authorised contract signatory. No other purported method of acceptance, (i.e. telephone call, correspondence from any other UKHIH or Elrha staff) shall be binding on Elrha.

In addition, any action on the part of the successful Bidder shall be of no contractual effect and not binding on UKHIH and Elrha without a Letter of Acceptance letter from Elrha being issued to the Bidder.

Unless otherwise agreed by UKHIH and the Bidder, the contract agreement will be in a form prepared by Elrha.

All documents shall be written in English and the Service Contract subsequently entered into and its formation, interpretation and performance shall be subject to and in accordance with the law of England & Wales.

IV: GENERAL INFORMATION

11. CALL FOR PROPOSALS INFORMATION

This Call for Proposals is issued to ensure that all received Proposals are given equal and fair consideration. It is important therefore that bidders provide all information asked for in the format and order specified in this CfP.

Proposals shall be submitted in accordance with the instructions contained in this ToR, save as may be allowed elsewhere in the issued document, without alterations or qualifications.

No alteration or addition shall be made by bidders to any part of the CfP except where expressly allowed herein or in the other issued documents.

Proposals that do not comply with any mandatory requirement (i.e., where the words "shall" or "must" are used) will not be considered.

Elrha does not bind itself to accept any Proposal. Elrha reserves the right to accept a Proposal in part, rather than in full, and Elrha reserves the right and to award a Contract to more than one bidder.

11.1 Issued Documents

As part of the Service Contract to be signed between Elrha and the successful bidder, arising from Elrha's written acceptance of Proposal, the following documents referred to in these ToR might be considered part of the contract:

- Part I Service Description and Part II Requirements and Evaluations of these Terms of Reference
- Non-collusive Proposal certificate signed by the bidder
- Technical and Cost Structure Proposals submitted by the Bidder and accepted by Elrha
- Any additional documents and annexes submitted by the Bidder

11.2 Preparation of Bids

Proposals shall not be subject to any pre-condition or otherwise qualified or accompanied by statements that might be construed as rendering the Proposal equivocal. Only unconditional Proposals will be considered. Elrha's decision as to whether or not a submitted Proposal is in an acceptable form will be final.

A fully compliant Proposal must be submitted. Where a bidder wishes to submit a modified or alternative Proposal this must be in addition, and submitted separately, to the compliant Bid and may or may not be considered by Elrha. Any modified or alternative Proposal must also be free of qualifications, fully priced and complete.

Bidders must obtain for themselves, at their own responsibility and expense, any additional information deemed necessary for the preparation of their Proposal. Information supplied to bidders by Elrha is provided to the best of its knowledge at the time of issuing these Terms of Reference. If bidders are uncertain of the accuracy of any information provided, they are advised to contact Elrha to seek clarification and/or to satisfy themselves by their own investigations. No responsibility is accepted by Elrha for any loss or damage of whatever kind or howsoever caused arising from the use by bidders of such information.

12. CONSORTIUM AND SUB-CONTRACTING ARRANGEMENTS

N/A for this call for proposals.

13. CONFIDENTIALITY

All information and documents received by Elrha in response to this CfP shall be treated as private and confidential, save where the disclosure is required by law.

Bidders shall not:

(a) Release to third parties any information relating to the Proposal that they intend to submit, other than with professional advisers who need to be consulted with regards to the preparation of the Proposal.

(b) Canvass directly or indirectly with any other bidder concerning the award of the contract or directly or indirectly obtain or attempt to obtain information.

(c) Canvass directly or indirectly with a member of Elrha or their trustees concerning the award of the contract or directly or indirectly obtain or attempt to obtain information from said individuals.

If a bidder does not observe points a), b) and c) above, Elrha will reject their Proposal and may decide not to invite the agency to bid for future business opportunities.

14. CONFLICT OF INTEREST

In order to ensure a fair and competitive procurement process, Elrha requires that all actual or potential conflicts of interest are identified and resolved to Elrha's satisfaction.

a. Conflict of interest in connection to this procurement process

Without limitation and common definition of conflict of interest standing, Elrha may perceive conflicts of interest to arise in connection to this procurement process where:

(a) the bidder or any person employed / related to / engaged by / otherwise connected with them, has been within the last two years engaged or employed by, or otherwise connected with Elrha

(b) the bidder or any person employed / related to / engaged by / otherwise connected with them has discussed within the last 12 months matters relevant to this procurement process with Elrha

(c) a bidder propose to provide services or advice to, or is otherwise connected with, more than one other bidder in relation to this procurement process.

b. Notification

Bidders should notify Elrha in writing of any actual or potential conflict of interest in their response to this procurement of the Services.

If the Bidder becomes aware of an actual or potential conflict of interest following submission of their Proposal, it should immediately notify Elrha in writing providing details of such actual or potential conflict of interest.

Notifications of a perceived, potential or actual conflict of interests must be communicated to incidentreporting@elrha.org, providing as much information as possible.

c. Exclusion on the basis of conflict of interest

Elrha reserves the right to exclude bidders s from this procurement process should actual or potential conflicts of interest be found, which confer an unfair competitive advantage on one or more bidder, or to otherwise undermine a fair and competitive procurement process and, following consultation with the Bidder, such actual or potential conflicts are not resolved to the satisfaction of Elrha.

V: ATTACHMENTS

Schedule 1: Cost Structure Proposal

Annex 1: Proposal Submission Letter (Template)

Annex 2: Non-Collusive Proposal Certificate (Template)

Annex 3: Terms And Conditions Acceptance Letter (Template)

Annex 4: Applicant Information Questionnaire

Appendix 1: Elrha Contract Terms & Conditions

Appendix 2: Elrha Incident Prevention and Management Policy