

## Terms of Reference

The Disasters Emergency Committee (DEC) is a unique and dynamic membership organisation, which comprises 15 of the UK's leading humanitarian agencies: Action Against Hunger UK, ActionAid UK, Age International, British Red Cross, CAFOD, CARE International UK, Christian Aid, Concern Worldwide (UK), International Rescue Committee UK, Islamic Relief Worldwide, Oxfam GB, Plan International UK, Save the Children UK, Tearfund, and World Vision UK.

Since its founding in 1963, the DEC has run over 77 fundraising appeals and raised more than 2 billion to help save lives and protect livelihoods in disaster-affected communities around the world.

### **1. Background – the DEC's reporting needs**

This project will involve designing, building and piloting a digital reporting system for the DEC that can be used by the DEC secretariat and DEC members in the run up to and during our appeals.

The DEC's reporting needs can be divided into two key areas that are integral to the organisations work: **appeal preparation** and **appeal management**.

#### **Appeal preparation – reporting needs**

DEC appeals can be launched to respond in a single country such as the 2022 Pakistan Floods Appeal or for multi-country responses, as was the case for the 2022 Ukraine Humanitarian Appeal that covered five countries (Ukraine, Poland, Moldova, Romania and Hungary).

DEC Appeals are launched when three criteria are met:

- **Criterion 1:** The disaster must be on such a scale and of such urgency as to call for swift international humanitarian assistance.
- **Criterion 2:** The DEC Member Charities, or some of them, must be in a position to provide effective and swift humanitarian assistance at a scale to justify a national appeal.
- **Criterion 3:** There must be reasonable grounds for concluding that a public appeal would be successful, either because of evidence of existing public sympathy for the humanitarian situation or because there is a compelling case, indicating the likelihood of significant public support should an appeal be launched.

All three appeal criteria must be met in order to launch a DEC appeal. The Secretariat therefore must rapidly establish a clear overview of the nature and scale of the disaster, as well as member's ability to respond – both of which are monitored by DEC Secretariat.

DEC Members' information on response capacity and funding gaps (narrative and numerical data) are compiled by the Secretariat, sometimes within as little as 24 hours, to inform an assessment against the appeal criteria, alongside an analysis of the level of media coverage and likely public propensity to donate. Assessment documentation (a Case for Appeal) is prepared as the basis for the board decision of whether a joint appeal is the correct response to the situation.

## Appeal management – reporting needs

Once an appeal is launched, the DEC Secretariat shares a reporting schedule with members who are required to upload documents at key milestones over the course of the appeal. These include phase 1 plan, interim and final reports; and, phase 2 plan, interim and final reports. Appeals can last between 24 and 36 months with phase 1 covering the initial 6 months of the appeal and phase 2 covering the remaining 18 to 30 months.

Four individual templates (narrative, outputs, finance and risk) are required to be completed at each planning/reporting milestone.

The **narrative report** helps to provide the DEC Secretariat with the richer, more qualitative detail about programmes, in addition to generating valuable insights and learnings in relation to the context, challenges encountered, and measures taken to continuously improve and build upon best practices.

The **output table** takes the form of a modified Log Frame, which records all programme activities, and number of people reached, alongside corresponding indicator and outcome information, which is updated over the course of the appeal.

The **financial reporting template** is used for the lifetime of the appeal, across both phase 1 and 2. The template includes individual tabs to allow for members to provide individual country budgets and expenditure.

Finally, the **Risk Register** template is populated with core DEC risks for Member Charities to complete. For each risk, Member Charities are required to indicate the impact and likelihood of the risk, current controls, strength of current controls, planned controls and the risk owner.

Currently, members upload completed Microsoft Word and Excel files to an online cloud platform (Box) for the DEC secretariat to review and provide feedback which is then addressed and responded to by the member.

### Additional processes within our appeals

Alongside member reporting, within DEC appeals, there are also distinct but related processes that will need to be integrated into the wider digitised reporting system. These include member drawdowns (when members request funds from the DEC) and serious incident reporting (when members let the DEC know about an incident that has taken place while utilising DEC funds).

### Digital solutions

In order for the Secretariat team to strengthen the DEC's collection, analysis, and management of data, the organisation is looking to transition all its reporting to an online interface through the development of a digital data platform. This would allow members to enter data and the Secretariat team to easily review, analyse and aggregate the information they provide.

This will cover both the gathering of monitoring data submitted by members in preparation for the launch of appeals and the appeal management data submitted by members once an appeal has been launched.

## Findings from Feasibility Study (2025)

Early in 2025, the DEC commissioned a feasibility study to gather requirements and explore options for digitisation. The study found that while the current system works there is scope for significant improvements in terms of efficiency and insight provided.

In terms of requirements, the team behind the feasibility study found that improvements to existing functionality are needed such as greater efficiency, deeper analysis, version control and improved integration. The team also found new functionality would greatly enhance the reporting system. This includes more frequent updating of data, error-flagging, geo-visualisation, and AI capacities.

From the requirement gathering exercise, the team also derived the following core needs. The digital solution would need to provide:

- **A single source of truth:** each data point must be stored in one and only one location to eliminate inconsistencies and reduce duplication.
- **Atomicity of data:** values need to be stored in a disaggregated way (independent of other data points). This allows them to be readily recombined and queried for analysis.
- **Tight linkages between data and communication channels:** the relationship between data points and communications that affected them needs to be clearer.

Based on these requirements, the team behind the feasibility study proposed a number of possible software options, with low or no code solutions preferred. Of the options presented in the feasibility study, the DEC has decided to go ahead with **Microsoft Power Platforms (Power Pages, Power Bi, Power Automate)** as this package is deemed to be sufficiently versatile and well-integrated with our pre-existing digital architecture.

The solution would also need to include built in AI functionality. However, this would need to adhere to the DEC's AI policy and responsible use principles.

## 2. Purpose

Now that the feasibility study has been completed and a digital solution identified, the DEC is keen to progress to the next stage: the design, development, testing and eventual deployment of a digital reporting system.

## 3. Approach

The DEC expects this work to take place over a 12-month timeframe with a low intensity engagement from a digital agency/team of consultants. Given the nature of the DEC's work, the approach taken will need to be flexible with a timeline that can be adapted.

The objective of this project would be to design, build, test, and deploy a digital reporting system that can be used in DEC appeals. To achieve these objectives, the following steps will be needed:

1. **Inception:** including kick-off meetings, review of key documentation, and finalisation of a project plan.
2. **Additional requirement gathering and analysis:** although the feasibility study began this process, additional requirement gathering and analysis of those requirements will be necessary.
3. **Design and development:** once requirements are understood, the digital reporting system will need to be designed and developed using Microsoft Power Platforms. This will likely involve some low or minimal coding.

4. **Testing and quality assurance:** thorough piloting of the software will need to be carried out involving “mock” data to identify any bugs or issues.
5. **Deployment and training:** Once the digital data platform has been tested and is deemed fit for purpose it will need to be deployed following the launch of an appeal. Given the unpredictable nature of DEC appeals, this may or may not happen within the 12-month timeline.
6. **Documentation:** Compiling and sharing key documentation related to the project.
7. **Post-deployment support:** providing ongoing support following the deployed of the digital solution.

The team undertaking the work will be in regular contact with the DEC Secretariat. At different times the team will also need to engage with DEC members. This will be coordinated by Secretariat staff.

Following the deployment of the digital reporting system, maintenance work will be needed. This ongoing support will be contracted separately closer to the time.

Although this will be contracted separately, applicants are encouraged to provide an indication of what post-deployment support they are able to provide, what support contracts they offer and what the cost of support would be. The type of support needed is likely to be fix within 1 working day for priority issues.

#### **4. The consultant/s**

It is expected that the work will be carried out by a small team of consultants.

The consultant/s will provide the following:

1. Relevant experience in digital transformation and software design;
2. Extensive experience in leading consultations processes to gather requirements, designing, developing, and testing digital data tools (preferably for the charity sector).
3. Relevant Microsoft certifications\accreditations.
4. Organisation should confirm their relationship with Microsoft (i.e. what type of partner)

#### **5. Technical & Security Requirements**

The solution must be developed within **Microsoft Power Platform** (low/no-code approach preferred):

- The solution must comply with **UK GDPR, Data Protection Act 2018**, and relevant DEC policies.
- Hosting expected within **DEC’s Microsoft 365 tenant**
- System should include:
  - Role-based access control
  - Data validation and audit logs
  - Integration with existing Microsoft tools (SharePoint, Teams, Outlook)
  - Data export options (Excel, CSV, PDF)

**Enhance Functionality requirements (list not exhaustive):**

- Dashboards to show geographic coverage and type of programming
- Dashboards to show funding allocations
- Alerts when a member uploads or edits are made
- Validation rules and error handling
- Access control and user roles
  - Secretariat vs DEC Members

- Members vs Members (members should be unable to see other member data)

## **6. Deliverables and schedule**

It is expected that the consultancy will take place across 2026.

The DEC is aiming to complete the selection process before the end of 2025 with the project kick off taking place in early January 2026.

The outputs of this assignment will be:

- Project plan
- Requirements specification
- Workshops/meetings with DEC Secretariat staff (and possibly with members)
- Prototype
- Fully functional solution
- Training
- User documentation
- Deployment of solution
- Post deployment support

## **7. Budget**

Applicants are invited to submit an estimated budget for this proposed project.

## Annex: examples of DEC templates

### Narrative (screenshots)



#### Section A: Basic Information

##### PHASE 1 REPORT

##### 1. Appeal Information & Contact Details

###### Member Charity Name

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###### Programme Title

Guidance: please share the title of this DEC-funded response programme

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###### IATI Information

IATI DEC Organisation Reference	
IATI DEC Activity ID	

###### Contact Information – Key Contact

Guidance: please provide contact information for the individual (typically programme focal point) who acts as the key contact for this response. It is expected that the key contact has fully reviewed and signed off all components of the report before submission to the DEC.

Name	
Position	
Telephone	
Email	

###### Contact Information – Backup Contact

Guidance: the backup contact person should be kept in copy for reporting related communications, in order to provide support during any periods in which the Key Contact is unavailable

Name	
Position	
Telephone	
Email	

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2. **Changes and Amendments:** Briefly explain any changes to the programme since plan submission or the most recent reporting phase, (whether in the implementation plan, activities, measures, or outcomes). Please also explain why you needed to make them, for example because of a change in needs or in the overall situation.

###### Further guidance:

- Please provide details regarding any **changes or amendments** made to programmes over the course of phase 1, with an **explanation of why you made them** (e.g. changing context or community needs, or challenges with implementation)
  - If such changes have been made, please indicate whether these changes have already been discussed with DEC Grants managers
  - Please highlight any changes to targets, implementation plans, activities, modalities, or indicators
- Please share any **planned or potential future changes** that will be made to adapt or improve the programme throughout the remainder of the DEC-funded response
- Write about how any such **changes affected how well you were able to achieve your objectives** set out in response plans

**Note:** if you have encountered, or anticipate encountering, any challenges in adhering to technical best practice and minimum standards (such as SPHERE, Red Cross code of conduct, CHS etc) please share details here.

As a reminder, we encourage programme focal points to contact DEC grant managers without delay **in the event that** such challenges are experienced. Members are also welcome to contact DEC to discuss or seek approval for changes to programmes at any time – **we encourage adaptive and flexible approaches, and you do not need to wait until reporting milestones to discuss proposed changes.**

<i>Question 2 answer – interim</i>
<i>Question 2 answer – final</i>

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# Output table (screenshot of 1 tab)



DEC Myanmar Earthquake Appeal															
Part 3: Phase 1 Planned and Backdated DEC Funded Activities															
<p><b>Guidance:</b> The purpose of this table is to provide an overview of activities which are <b>PLANNED</b> to be carried out using DEC funding in Phase 1 of the response (first 6 months), as well as activities covered by backdated funding. DEC funds can be backdated to 28th March 2025.</p> <p>Please complete the cells highlighted yellow, adding additional rows if necessary. The information will be used to provide an indication of how DEC members and partners are responding, and as such will be used by the programme and accountability team for programme review as well as to communicate aggregated appeal plans and achievements. If you have any questions, please email <a href="mailto:programme.support@dec.org.uk">programme.support@dec.org.uk</a> and mark your email for attention to Alexia. Thank you for taking the time to share this information with us.</p>															
<p><b>Please note:</b> Information relating to location the DEC programmes and accountancy will take out.</p>															
Unique ID	MYANMAR Location (Admin 1)	Governorate or Region (Admin 2)				Description of Activities and Outputs							Partners Involved in Activity		
		Location 1	Location 2	Location 3	Additional locations	Sector	Outcome	Description of activity	Indicator	Modality	Target group	Partner 1 Name	Partner 2 Name	Additional partners involved in activity (if needed)	
<p><b>Guidance:</b> For each activity, please select a location from the dropdown for each cell.</p> <p><b>Guidance:</b> please select the sector which best fits the activity from the dropdown menu. If multi-sector programming, please provide more than one in the comment column.</p> <p><b>Guidance:</b> please select the outcome that best fits the activity from the dropdown menu.</p> <p><b>Guidance:</b> Please share a written description in your own words of the activity that will be taking place.</p> <p><b>Guidance:</b> please select the indicator that best matches the sector. It is important that you select a relevant indicator. A full list can be found on the guidance tab.</p> <p><b>Guidance:</b> please select from the dropdown list.</p> <p><b>Guidance:</b> if you are targeting a specific group or groups of people, you can share details here.</p> <p><b>Guidance:</b> please select from the dropdown list.</p> <p><b>Guidance:</b> please select the name of the partner(s) you are working with to deliver the activity.</p> <p><b>Guidance:</b> please select the name of the partner(s) you are working with to deliver the activity.</p> <p><b>Guidance:</b> please select the name of the partner(s) you are working with to deliver the activity.</p>															
1	Mandalay	Mandalay	Mandalay	Mandalay		Food	M1	Distribution of food baskets containing rice, oil, fresh vegetables - one off distribution of one week's supply of food	65 - No. people benefiting from food assistance in the form of food baskets	In-kind	Program and breastfeeding people	NGO A			

# Budget (screenshot of 1 tab)

Disasters Emergency Committee															
Phase 2 6-month report															
Member Charity		Key													
Appeal Name		Member charity to complete													
Date completed		Optional to complete													
		Locked cells - do not edit													
		Do not edit													
Total value cash and voucher assistance (CVA)															
Cash															
Vouchers															
Gaza															
Lebanon															
West Bank															
Syria															
Total															
Budget Reference	ITEMS	PHASE 2 Plan Budget	PHASE 2 6 months Revised Budget	Actual Expenditure (6 months)	PHASE 2 Plan Budget	PHASE 2 6 months Revised Budget	Actual Expenditure (6 months)	PHASE 2 Plan Budget	PHASE 2 6 months Revised Budget	Actual Expenditure (6 months)	PHASE 2 Plan Budget	PHASE 2 6 months Revised Budget	Actual Expenditure (6 months)	PHASE 2 Plan Budget	PHASE 2 6 months Revised Budget
A1	WASH	-	-	-	-	-	-	-	-	-	-	-	-	-	-
A2	Health	-	-	-	-	-	-	-	-	-	-	-	-	-	-
A3	Shelter	-	-	-	-	-	-	-	-	-	-	-	-	-	-
A4	Nutrition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
A5	Camp Management and Coordination	-	-	-	-	-	-	-	-	-	-	-	-	-	-
A6	Education	-	-	-	-	-	-	-	-	-	-	-	-	-	-
A7	Protection	-	-	-	-	-	-	-	-	-	-	-	-	-	-
A8	Livelihoods	-	-	-	-	-	-	-	-	-	-	-	-	-	-
A9	Food	-	-	-	-	-	-	-	-	-	-	-	-	-	-
A10	Disaster Risk Reduction	-	-	-	-	-	-	-	-	-	-	-	-	-	-
A11	Accountability to Affected Populations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
A12	Capacity Bridging	-	-	-	-	-	-	-	-	-	-	-	-	-	-
A13	Multipurpose Cash (MPC)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
A14	Holistic/Multi-sector programming	-	-	-	-	-	-	-	-	-	-	-	-	-	-
A15	Other (specify in table to the right)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SUM_A		-	-	-	-	-	-	-	-	-	-	-	-	-	-
B1	Transport	-	-	-	-	-	-	-	-	-	-	-	-	-	-
B2	Storage/Security	-	-	-	-	-	-	-	-	-	-	-	-	-	-
B3	Office	-	-	-	-	-	-	-	-	-	-	-	-	-	-
B4	Transaction fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-
B5	Other (specify in table to the right)	-	-	-	-	-	-	-	-	-	-	-	-	-	-