

Section 3

TERMS OF REFERENCE (revised March 2015)

Terms of Reference for the Evaluation Manager of the Girls' Education Challenge (GEC)

Introduction

1. The Department for International Development (DFID) manages the UK's aid to poor countries and works to get rid of extreme poverty. DFID is working to reach the Millennium Development Goals (MDGs), the international targets agreed by the United Nations (UN) to halve world poverty by 2015. Progress on girls' education is critical to the achievement of these targets. Millennium Development Goals (MDGs) 2 and 3 specifically relate to education and achieving gender parity.
2. Globally 39 million primary age girls, have never been to school. And 70% of these girls come from the poorest and most marginalized communities in the most disadvantaged locations, ethnic groups etc. Over the last 20 years primary enrolments for girls have improved along with boys but completion rates are equally low for both sexes. At the secondary level the differences between boys and girls participation rates really start to show. Large disparities exist within countries with poor rural girls come off the worst in terms of educational disadvantage even at the primary level.
3. Levels of traditional ODA to education have stagnated and, given the global financial situation and shifting development priorities, may even go into decline. DFID is refocusing its efforts on girls' education through the Girls Education Challenge fund with the ambition that this will have a catalytic effect on other international partners.
4. The GEC is open to competitive bids from non-state organisations to fund programmes that focus on getting girls into primary and lower secondary education, keeping them there, and making sure they learn. It is expected that £355 million is available in total to support the GEC up to March 2017.

5. This support should enable at least 660,000 marginalised girls to complete a full six-year cycle of primary school or 1 million marginalised girls to complete three years of junior secondary school.
6. A dedicated Fund Manager will be responsible for the day-to-day operation of the GEC, including establishing the bidding process, supporting bidders, sifting and scoring proposals, evaluating Value for Money and making project funding recommendations for DFID approval, and managing the relationship with projects to be funded.
7. The independent Evaluation Manager which these Terms of Reference relate will be contracted to establish, lead and manage a rigorous monitoring and evaluation framework to assess the effectiveness and impact of individual projects and the GEC as a whole, and to support the dissemination of lessons to inform GEC design and wider DFID programming.

Objective

8. DFID is seeking to procure the services of an independent Evaluation Manager for the Girls Education Challenge (GEC) Fund over the next five years. DFID is committed to ensuring that every girl and every boy has access to a good quality education but there is a specific need for an additional focus on girls. The Evaluation Manager will provide an independent and rigorous monitoring and evaluation function, designing and implementing a framework which will assess the effectiveness of individual projects and the GEC as a whole and disseminate good practice.
9. Full details of the GEC can be found in the Business Case on DFID's website www.dfid.gov.uk

Recipient

10. The recipient of this service will be DFID.

Scope of Work and Requirements

11. The independent Evaluation Manager's primary responsibility is to track results effectively, feedback accurate assessments to DFID and work with the Fund Manager to make lessons available to inform GEC evolution and wider DFID programming. Generate lessons learned based on evaluation findings, primary research and project evaluation reports.

12. The Evaluation Manager will be expected to provide a draft Monitoring and Evaluation Framework for approval by DFID within the first 6 months and an inception report (within the first six months) that should also contain:

- Risk management plan;
- Quality assurance plan;
- Proposed basis of work with Fund Manager;
- Outline of proposed methods for assessing core indicators;
- Outline of proposed approach to assessing grant-specific additional indicators;
- Outline of proposed approach to measuring and evaluating value for money of individual projects and cost benefit of the programme as a whole;
- Draft M&E guidance and standards for the Fund Manager to disseminate to key stakeholder and partners;
- Proposed outline method for measuring educational outcomes; and
- First draft of design of longitudinal study outlining the feasibility of sampling and data collection strategies to ensure a representative sample of beneficiaries is selected for the subsequent study. Refinement of the design will take place following inception and once the cohort of beneficiaries has been identified by DFID.
- Provide guidance on “evaluability” criteria for project selection process at concept Note and full proposal stage.

Once the inception report it is approved it is expected that the Evaluation Manager will be responsible for delivering the following:

13. Tracking progress: ensuring robust measurements of performance at the project and programme level:

- The Fund Manager quality assures project progress reports and notifies DFID on progress, and about any problems that may have arisen. To support this process, the Evaluation Manager will provide the Fund Manager with support and technical guidance on approaches and methods for measuring project performance, effectiveness and impact through evaluation.

- Support provided by the Evaluation Manager includes conducting in-country field visits to all Innovation Window projects to support project teams to develop their M&E Frameworks; and one-to-one support for all Step Change Window and Strategic Partnership Window grantees and partners.
- Additionally, the Evaluation Manager will independently assess project reach and performance through the re-analysis of project baseline, midline and endline data, as well as the meta-analysis of data collected by the Evaluation Manager.
- Provide technical expertise and generic guidance on M&E at the project and portfolio level.
- Provide technical expertise in the development of a PBR approach. Act as an independent advisor to DFID on PBR matters, by providing quality assurance on the process and highlighting potential technical risks of proposed approaches, for the purpose of improving the effectiveness and successful administration of PBR.
- Develop guidance for the Fund Manager to assess the adequacy of project M&E plans to collect systematic baseline, performance, and impact data

14. Evaluate new approaches to implementation: presenting lessons, including cost comparisons, to inform GEC evolution and wider DFID and global programming:

- Through the Fund Manager disseminate lessons learned and report those to DFID to agree evolution of GEC accordingly;
- Check that generic lessons are drawn out on what works in girls' education, triangulated with other evidence, and reported to DFID. These lessons may be both immediate and used to inform future GEC evolution or longer term and inform future DFID or others' interventions;
- Systemic lessons are drawn out on the costs and benefits of the Challenge Fund approach..

15. In-depth evaluations: to include working with DFID and the Fund Managers to select, design and administer in depth evaluations on a select number of thematic areas:

- DFID will, following recommendations from the Evaluation Manager, select a number of projects and/or thematic areas for in depth evaluation. These decisions will be based on relevance to the overall objectives of the GEC, potential for wider DFID and global lesson learning and the potential to fill key knowledge gaps and feasibility and cost of collecting data. Whilst designing these evaluations the Evaluation Manager's considerations should include how to: measure the adequacy of methodologies; assess cost comparisons with relevant tried and tested interventions; combine quantitative and qualitative assessments and include a variety of methodologies including community surveys;
 - Track whether results chains set out in the Programme Theory of Change holds good and that the evidence base is sound;
 - Using a variety of research tools (including qualitative household in-depth interviews,, classroom observations and teacher interviews) to assess the impact of key thematic barriers, identified in the baseline research on gender disparities on learning and enrolment in a selection of two to three see Annex B); and
 - Producing and dissemination evaluation syntheses across DFID and wider audience.
16. Conduct meta-evaluations to report on the value for money of the GEC programme as a whole (as part of the process evaluation), and the impact of the GEC programme on girls' educational outcomes in absolute terms and relative to boys in certain circumstances (as part of the endline evaluation).
17. Design the Longitudinal study: to include draft methodology, outline core indicators, milestones and example budget:
- Design at least one separate longitudinal study to follow through a cohort of girls for at least ten years to assess the longer term health and economic impact of education set out in the Theory of Change likely to require study well beyond the 4 year life of the programme. The focus of the longitudinal study will be selected by DFID.
18. Supporting grantees to develop and deliver effective project M&E including the specific requirements linked with Payment By Results and working with the Fund Manager to help grantees design and manage effective M&E components which are consistent with the GEC logframe ;

- Support the Fund Manager to ensure all successful proposals have written and financed within the project concrete M&E plans designed to collect systematic baseline data; consistently monitor progress against milestones and targets in the GEC log frame and a plan for conducting an end of project survey to facilitate the project completion report.

19. Disseminate and communicate information: Support the Fund Manager in the approach to disseminating key findings and lesson learning to key partners and stakeholders and actively shape the Knowledge Management Strategy based on lessons and findings that emerge from the EM's work.

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- this should include outreach and engagement with: project implementing partners; national governments; DFID country offices; bilateral and multilateral the private sector and civil society, in collaboration with the FM and DFID.

20. In addition the Evaluation Manager will be expected to:

- Establish a good working relationship with the Fund Manager;
- Provide input on reporting mechanisms and templates at project and programme level to ensure evaluation data is captured effectively
- Review the Fund Manager's recommendation on updating the programme logframe annually and submit recommendations to DFID. Final approval to be provided by DFID; and
- respond to the needs of the GEC Team.

21. The Evaluation Manager should have a proven track record of:

- monitoring and evaluation of development programmes using both quantitative and qualitative methods;
- work with educational programmes including testing of educational outcomes;
- social research management;
- management of impact evaluations; and
- undertaking evaluations in the context of major donor interventions, ideally focused outside of government.

Constraints and Dependencies

22. The Evaluation Manager will be expected to provide its own overseas duty of care in relation to its employees and other personnel it retains and logistical arrangements. If deemed necessary DFID may need to be convinced that systems and procedures that it has in place are adequate if traveling to conflict affected countries. Where the security situation in a GEC country has deteriorated (per the designation of the FCO or another reputable risk and security monitoring service) such that additional security precautions are required to undertake work, the Evaluation Manager may make an application for further funds to meet duty of care requirements.

Reporting and Monitoring and Evaluation

23. Key Performance Indicators (KPIs) are attached at Annex A. These will ensure that the management of the contract is undertaken as transparently as possible and to ensure that there is clarity of roles and responsibilities between the DFID GEC Team, the Evaluation Manager and the Fund Manager. The Evaluation Manager will need to demonstrate to DFID, at intervals which will be agreed with DFID within 2 months of contract award, its performance against these KPI's.

24. DFID will evaluate the performance of the Evaluation Manager throughout the life of the programme and at least twice yearly one of which will be as part of DFID standard Annual Review of the programme. The Evaluation Manager will be expected to submit progress reports and lessons presented written and orally to DFID twice annually in-line with DFID's programme cycle as outlined in the requirements section of this ToR. It is expected that the Evaluation Manager take a proactive approach to notifying DFID of any matters which may require immediate attention.

25. The inception report should be finalized within the first 6 months as detailed in the scope of work and requirements section. The inception report should outline details of timelines for in-depth evaluations and the longitudinal study milestones. Comprehensive progress and evaluation report in Spring 2016 to inform possible future support for the GEC. The final evaluation report by June 2017.

26. Milestone-based payments within the first year will be based on the approval by DFID of inception and quarterly reports of high standard and which correspond to the requirements of these Terms of Reference. During the first year of the programme, DFID and the Evaluation Manager will use best efforts to agree an amendment of the criteria for milestone based payments to include as an element (at approximately 5%) satisfaction of the KPIs already agreed by

DFID and the Evaluation Manager and which incorporate aspects of communication, engagement and timeliness of report submissions.

27. Within the first year of the programme, DFID and the Evaluation Manager will use best efforts to agree an amendment of the criteria for milestone based payments to include additional elements reflecting the KPIs agreed by DFID and the Evaluation Manager pursuant to paragraph 22 of these Terms of Reference.

Timeframe

28. The contract for the Evaluation Manager will be awarded from July 2012 – June 2017. The contract is designed to end after financing is dispersed to allow a final evaluation of projects to be completed if necessary.
29. The Girls Education Challenge fund will run for 5 years initially (2012 – 2017) with the possibility of a further extension. Although no project financing is committed beyond March 2016 the Evaluation Manager should consider establishing monitoring and evaluation systems in terms of measuring the long-term sustainable benefits of the GEC benefits beyond the life of the programme.
30. The first Step Change Projects will be awarded in late 2012 and Strategic Partnerships will be asked to express further interest around the same time. Initial Innovative projects are likely to be awarded in January 2013. All projects proposals will be approved by DFID, following recommendations by the Fund Manager.
31. The Evaluation Manager will be expected to play a significant role supporting the Fund Manager to arrange an event (timing to be confirmed) at which the GEC projects will be able to demonstrate the results of their investments to the Fund Managers and a panel of potential funders (including private sector foundations).

DFID coordination and management

32. The DFID GEC team (consisting of the Girls Education (GE) Lead Adviser and Programme Co-ordinator, Innovation and Private Sector Manager, Evaluation Advisor, Programme Manager and Deputy Project Manager) will have the day-to-day oversight and management of the Evaluation Manager. The DFID GEC team will monitor operational and financial progress and raise any issue that require attention to DFID senior management and Ministers as necessary. The DFID EvD Team will also have an oversight role of the GEC Evaluation Manager, providing strategic advice as required and ensuring that evaluation and monitoring activity aligns with wider DFID activity. The DFID GEC team will work alongside the Evaluation Manager and Fund Manager to consider what input is required, by whom and at what times to ensure technical advice is on hand at the right time during the bid approval process.
33. The Evaluation Manager will be expected to report to the DFID twice annually alongside the Fund Manager who will be expected to present funding recommendations along with progress and decision points to the steering committee. DFID will then submit their view on this information to the Secretary of State for International Development for his final approval before any financing is awarded or any significant changes are made to the fund. It will be expected that there will be a regular weekly meeting between the GEC team and the Evaluation Manager for the first 6 months of the contract and thereafter to be agreed with the DFID GEC Team.

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Annex A - Evaluation Manager Key Performance Indicators

Annex B – Gender Disparities in Learning Concept Note