



Section 4 Appendix A

CALLDOWN CONTRACT

Framework Agreement with: IMC Worldwide

Framework Agreement for: Expert Advisory Call Down Service (EACDS)

Framework Agreement Purchase Order Number: PO 7468

Call-down Contract For: The Jobs: Enhancing and Measuring Impact (JEMI) Programme

Contract Purchase Order Number: PO 8589

I refer to the following:

1. The above-mentioned Framework Agreement dated 29 September 2016;
2. Your proposal of **7 August 2019**

and I confirm that DFID requires you to provide the Services (Annex A), under the Terms and Conditions of the Framework Agreement which shall apply to this Call-down Contract as if expressly incorporated herein.

1. Commencement and Duration of the Services

- 1.1 The Supplier shall start the Services no later than **24 January 2020** ("the Start Date") and the Services shall be completed by **23 November 2020** ("the End Date") unless the Call-down Contract is terminated earlier in accordance with the Terms and Conditions of the Framework Agreement.

2. Recipient

- 2.1 DFID requires the Supplier to provide the Services to the DFID Economic Development Team ("the Recipient").

3. Financial Limit

- 3.1 Payments under this Call-down Contract shall not, exceed **£380,383.20** ("the Financial Limit") and is inclusive of government tax, as detailed in Annex B.

When Payments shall be made on a 'Milestone Payment Basis' the following Clause shall apply;

Milestone Payment Basis

Where the applicable payment mechanism is "Milestone Payment", invoice(s) shall be submitted for the amount(s) indicated in Annex B and payments will be made on satisfactory

performance of the services, at the payment points defined as per schedule of payments. At each payment point set criteria will be defined as part of the payments. Payment will be made if the criteria are met to the satisfaction of DFID.

When the relevant milestone is achieved in its final form by the Supplier or following completion of the Services, as the case may be, indicating both the amount or amounts due at the time and cumulatively. Payments pursuant are subject to the satisfaction of the Project Officer in relation to the performance by the Supplier of its obligations under the Call-down Contract and to verification by the Project Officer that all prior payments made to the Supplier under this Call-down Contract were properly due.

4. DFID Officials

REDACTED

4.2 The Contract Officer is:

REDACTED

5. Key Personnel

5.1 The following of the Supplier's Personnel cannot be substituted by the Supplier without DFID's prior written consent:

REDACTED

6. Sub-contractor

6.1 DFID has consented to the appointment of the following Sub-Contractors:

DAI Europe

7. Reports

7.1 The Supplier shall submit project reports in accordance with the Terms of Reference/Scope of Work at Annex A.

8. Payment Plan

8.1 An indicative payment schedule is detailed in Annex B of this contract. Payments are linked to the achievement of milestones for the duration of the contract.

8.2 The amount of fees and expenses are shown separately and reflect the financial ceilings within each category. Only expenditure actually incurred will be reimbursed, and receipts for expenditure incurred will be required before any payment is made under this contract.

9. Additional Documents to be included in the Contract

9.1 REDACTED

10. Duty of Care

All Supplier Personnel (as defined in Section 2 of the Agreement) engaged under this Call-down Contract will come under the duty of care of the Supplier:

- I. The Supplier will be responsible for all security arrangements and Her Majesty's Government accepts no responsibility for the health, safety and security of individuals or property whilst travelling.
- II. The Supplier will be responsible for taking out insurance in respect of death or personal injury, damage to or loss of property, and will indemnify and keep indemnified DFID in respect of:
 - II.1. Any loss, damage or claim, howsoever arising out of, or relating to negligence by the Supplier, the Supplier's Personnel, or by any person employed or otherwise engaged by the Supplier, in connection with the performance of the Call-down Contract;
 - II.2. Any claim, howsoever arising, by the Supplier's Personnel or any person employed or otherwise engaged by the Supplier, in connection with their performance under this Call-down Contract.
- III. The Supplier will ensure that such insurance arrangements as are made in respect of the Supplier's Personnel, or any person employed or otherwise engaged by the Supplier are reasonable and prudent in all circumstances, including in respect of death, injury or disablement, and emergency medical expenses.
- IV. The costs of any insurance specifically taken out by the Supplier to support the performance of this Call-down Contract in relation to Duty of Care may be included as part of the management costs of the project and must be separately identified in all financial reporting relating to the project.
- V. Where DFID is providing any specific security arrangements for Suppliers in relation to the Call-down Contract, these will be detailed in the Terms of Reference.

11. Call-down Contract Signature

- 11.1 If the original Form of Call-down Contract is not returned to the Contract Officer (as identified at clause 4 above) duly completed, signed and dated on behalf of the Supplier within 15 working days of the date of signature on behalf of DFID, DFID will be entitled, at its sole discretion, to declare this Call-down Contract void.

For and on behalf of
The Secretary of State for
International Development

Name:

Position:

Signature:

Date:

For and on behalf of

IMC Worldwide

Name:

Position:



Signature:

Date:

Section 4, Appendix A, Annex A

Terms of Reference

PO 8589 - The Jobs: Enhancing and Measuring Impact (JEMI) Programme

A. Objective

1. DFID's approach to economic development puts the generation of millions of higher paying, more secure and safer jobs as the sustained-poverty-reducing outcome of an inclusive structural economic transformation process in developing countries. It is at the centre of DFID's approach.

2. To deliver effectively on this strategic vision, DFID is in need of dedicated support to improve how it delivers and measures support to the creation of new jobs in developing countries. A key aim of this support is to use the latest evidence on job rich interventions and the latest advancements in measurement methods to inform programme design and implementation in order to maximise programme impact and value for money and communicate it effectively.

B. Scope of work

3. This programme will contribute to one component of DFID's existing *Better Delivery of Jobs* Programme. It will be primarily responsible for delivering Output 4 of that programme: *DFID teams better able to access information and expertise on jobs*.

Jobs Measurement Framework and accompanying guidance

4. The JEMI programme must develop a new *Jobs Measurement Framework and accompanying guidance* for use by DFID Advisers, at both the design and implementation programme phases, looking to capture employment impacts through DFID programmes. It should be presented in a user-friendly format (such as HMT's Green Book), striking the balance between the technical content required for rigorous jobs estimates and the needs of a non-specialist audience (see Annex 1 for the proposed outline). The Jobs Measurement Framework should consist of two main complementary components:

1) Core Framework

- The Framework should offer a set of suggested indicators that can be used to consistently estimate the impact of DFID jobs programmes to the greatest deal of accuracy possible through proportionate approaches. This framework should offer approaches that enable programmes to capture both the quantity and quality of employment that they are creating.
- The Framework must allow DFID programmes to select between varying levels of rigour, with a decision-tree type approach to applying the appropriate tools to measure jobs both directly and indirectly created.

- The added value of the Framework over and above existing statistical frameworks on jobs should be the **focus on tailoring the indicators and methodologies to typical contexts faced by DFID job-related programmes**. This will be supported by examples, working through the decision processes to arrive at the right tools and approaches
- The Framework must provide tools and guidance for the collection, analysis and presentation of disaggregated data where appropriate, prioritising in the first instance the collection of age and gender disaggregated data by all DFID programmes.
- The Framework should enable advisers to take into account **direct, indirect and induced job creation**, and in what circumstances approaches to each might be appropriate/desirable and how a programme might go about measuring each.
- It should also take into account issues around **displacement effects**, how this should be taken into consideration in designing approaches to jobs measurement and tools to
- The framework must be sufficiently flexible to be applied across varying country contexts and to suit different types of programmes with varying objectives. Pilot countries should cover the range of contexts that DFID jobs programmes operate in (e.g. fragile/non-fragile). For example, the framework should be able to advise on how to estimate direct/indirect jobs created and how to estimate a suitable indication of the quality of jobs in the following types of programme (not an exhaustive list):
 - i. A programme aiming to increase the incomes of refugees working in the informal economy in fragile states
 - ii. A programme that aims to create manufacturing jobs (and indirect supply chain employment effects) through the development of industrial parks.
 - iii. A programme that aims to create jobs indirectly through the development of critical infrastructure.
 - iv. A programme that aims to increase the incomes of smallholder farmers through greater participation in agricultural value chains.
- The framework must also be sufficiently flexible to effectively serve different **purposes**, with the capacity to adjust the level of rigour accordingly. Different purposes may include for communications, accountability and learning.

2) Further guidance

- The Framework should be supported by supplementary guidance, linking indicators to appropriate methodologies¹

¹ A range of methodologies have already been developed by the Let's Work Partnership. The JEMI team would be expected to further refine these tools ready for use by DFID programmes.

- The guidance should aim to capture all of the key issues that a DFID Adviser designing and/or implementing a jobs-focused programme should take into account. These should include:
 - i. Guidance on aggregating jobs impacts in terms of both quality and quantity at the portfolio, country or international level.
 - ii. Guidance on data quality, including key considerations, links to any existing official statistics and international best practice (e.g. ILO's Framework on Decent Work Indicators)
 - iii. Links to supplementary tools that can facilitate greater understanding of labour market trends on the macro, supply and demand sides (e.g. World Bank's Jobs Diagnostics)
 - iv. Guidance on using the relevant contextual information and analysis available from national statistics offices, other relevant ministries, public bodies and the wider data ecosystem.
 - v. Ensuring the maximum possible consistency with DFID's Data Roadmap and the DFID Statistics Function
- The guidance will also include information on the quality of employment, allowing programmes to establish a baseline on employment quality in an effort to drive quality improvements over the life of the programme.
- The guidance should also support DFID Advisers so that they can be confident in answering the following questions:
 - i. Why should they focus on particular metrics among the range of possible outcomes (people with raised incomes/new jobs created/better jobs)?
 - ii. What are the best sources of information/data on direct, indirect and induced effects?
 - iii. What should implementers consider in making their sample representative?
 - iv. Have factors other than DFID's intervention been accounted for?
 - v. Are the changes net or are the figures gross flows?
 - vi. What is the impact on the total labour force or population?
 - vii. What indications of types of jobs and/or decent work are collected?
 - viii. What is the approximate margin of error?
 - ix. What is the relationship between total jobs and total people in employment?

x. What surveys are used and to what extent do they accord with international best practice and recommended definitions?

5. The Guidance Manual will draw upon all the work that has previously been generated in this area and focus it towards practical applications for DFID teams. It must be supplemented throughout by 6-10 worked examples of DFID jobs-focused programmes that reflect the range of contexts and sets of objectives across the breadth of DFID's jobs portfolio.

6. It is expected that a set of supplementary documents will accompany the Guidance Manual, providing further information developed through the course of the JEMI programme that will be beyond the depth that can be included in the Guidance Manual (see Section D for a list of expected outputs).

7. It is also expected that the programme team will work to pilot and adapt these measurement methodologies with DFID programmes and support the roll-out of the Jobs Measurement Guidance Manual across DFID. In the future we envisage the Guidance Manual to cover a range of relevant methods that are graded appropriately, to help inform users of the degree of meaningfulness. This would be broadly similar to the Handbook on Prices and Volume Measures in use for the System of National Accounts.

C. Recipient

8. The primary recipient for these services will be DFID and its contractors/implementers although some of the services may benefit other multilateral or bilateral development organisations

D. Budget and Duration

9. This programme is expected to last no more than 10 months.

10. The overall cost of this work should not exceed £400,000 which includes all applicable taxes. Potential bidders should submit costed proposals to DFID before any work begins and will be expected to produce accurate and timely invoices and forecasts throughout the duration of the programme.

E. Outputs

Outputs for this programme are expected to include:

1) A Jobs Measurement Framework.

Indicators and methodologies

This will include a set of **core** indicators including concepts and definitions, descriptions of interpretation and use, sources of data, disaggregations and limitations. **Indicators should be limited to those appropriate for DFID programmes**, highlighting when and where they might be applicable. They should cover both the number of jobs created and the quality of those jobs (working conditions and safety, income and productivity enhancement, etc.).

This should be thought of the “**WHAT**” of a new approach to jobs measurement for DFID (i.e. What are the relevant indicators for DFID programmes? What are the relevant methodologies for their application?).

Supporting guidance

This will set out key considerations in the approach to measuring jobs impacts (e.g. direct, indirect and induced job creation). It should set out which kinds of methodologies should be used for different programmes in different contexts, linking these with the appropriate indicators. This should be sufficiently flexible to be applied to DFID’s wide portfolio of jobs interventions, capturing programmes with different objectives in different contexts. It should also capture issues and challenges around disaggregation. The supplementary guidance should refer explicitly to the cases studies conducted by the team, identifying issues that have arisen in the case studies to offer worked examples of how to handle different issues in different programme contexts. These worked examples should follow a “decision-tree” approach, with the aim of showing the step-by-step approach to decision points in developing the right measurement strategy. It should also refer to the process involved that programme teams should undergo in developing/executing their jobs measurement strategy.

The supporting guidance should be thought of the “**HOW**” of a new approach to jobs measurement for DFID (i.e. How does a DFID Adviser go about applying the Framework to their programme? How do they ensure that they pursue the optimal “good enough” approach?).

2) **A set of 6-10 case studies.** The case studies will be referred to throughout the Framework, but they should also be produced in full for more detail that can be used by DFID Advisers as required. They should highlight different DFID programmes, their background and a recommended approach to jobs measurement in each case.

3) **An accessible summary of the above**, setting out concisely what the jobs measurement guidance offers and how it can be used.

4) **Workshop materials** including slide-packs and notes that can be used to present the framework both internally within DFID and externally.

5) **An Annex of useful materials.** This could include links to relevant external papers or guidance, data sources, etc.

11. A detailed description of the skills required for the programme is contained in Annex 3.

12. The programme will run for a maximum of 10 months. The programme team will report to DFID’s Growth and Resilience Department, which sits within DFID’s Economic Development and International Directorate. This Terms of Reference specifies the objectives of the programme.

13. Delivering jobs through economic development is at the top of DFID Ministerial priorities and is a critical element of DFID’s narrative on how it contributes to wider UK geopolitical goals and interests. The JEMI team will therefore be contributing to and engaging with one of the most high-profile long-term agendas in DFID.

F. Partnership Working

14. **The JEMI team must work with related programmes centrally managed by DFID as well as across the country network.** The Growth and Resilience Department supports DFID's network of country offices to deliver a wide range of jobs-focused programmes. The JEMI team must work with this network of DFID programmes and advisers to inform the development of the beneficiary measurement framework and support its rollout.

15. This programme must work closely with DFID's results advisers, to ensure that the beneficiary measurement framework developed aligns closely with the broader results collection processes within DFID.

16. The programme must work closely with DFID advisers with experience of designing and implementing jobs-focused programmes to draw upon their experiences and link the framework directly to the challenges they face.

17. This programme will also be complemented by parallel components of the overarching *Better Delivery of Jobs* programme. In particular, the work done by the World Bank Jobs Umbrella Multi Donor Trust Fund.

18. In developing DFID's framework, the JEMI team must also work with DFID's multilateral partners. The team must ensure multilateral partners are engaged in the development of the Jobs Measurement Framework.

G. Management and Delivery

19. Annex 3 provides a proposed structure for the team. The structure of the team and strong leadership will be central to the success of this programme, and DFID thus expects high levels of **both** technical and programme management skills. There is equally an expectation that all members of the programme team should be investing a substantial proportion of their time into the delivery of this programme.

20. In preparation for this work, prospective Service Providers should develop appropriate management arrangements to deliver and robustly monitor programme implementation with clear demonstrable evidence of proactive management of value for money and risks to securing it. At a minimum the management and delivery products include:

- A detailed work plan for the duration of the programme, setting out activities and timelines.
- A draft modality and milestones for payment, with suggested key performance indicators closely linked to the outcomes required by the programme and the principles and processes for achieving and sustaining value for money.
- A proposed Results Framework with a full set of objectively and quantitatively verifiable indicators for measuring progress against impact, outcome and output, including means of verification and risks and assumptions.

- A detailed risk mitigation monitoring tool. This should include an approach to handling any sensitive information obtained as part of implementation.

21. Delivery of this programme will require close coordination with DFID. DFID will assist in providing strategic direction, forming relationships and providing some initial material. However, the JEMI team must provide technical leadership and show the initiative and ability to drive the programme forward.

22. The JEMI team must be flexible and adaptive in their delivery of this programme. Learning as programme progresses will dictate how resources should be allocated. For example, piloting of measurement tools will determine the mix and rigour to tools to be further developed in the beneficiary measurement framework.

23. An earlier version of this programme was ended before full implementation by DFID in May 2018, due to an unsuccessful inception phase. Lessons from that programme are recorded in Annex 2, to inform the management and delivery of this work.

H. Formal Reporting Requirements

24. The key formal reports will be as follows although these may be amended by mutual agreement of DFID and the supplier:

- **A Work Plan** must be provided before the programme begins.
- **Quarterly Progress Reports** in a succinct and readable format that links directly to the results framework.
- **Monthly Progress Updates with the lead adviser(s)** these may be provided in email format but should be used to formally update the workplan.
- **Completion Report** on total progress and achievements and lessons learned from feedback mechanisms.

25. The targets agreed in the revised programme results framework and work plans and strategies will form the basis upon which performance will be monitored and tracked. Key performance indicators will be used alongside reviews to monitor performance.

26. Overall coordination and oversight of JEMI will rest with the Growth and Resilience Department's Economic Adviser on Jobs. The supplier will report to the Programme Manager of the Better Delivery on Jobs Programme for programme administration, finance and contracting issues.

I. Skills and competencies

27. The following skills, experience and competencies are expected for the team delivering this assignment:

- Statistical and data skills and a strong capability of dealing with modelling methodologies to estimate impact as well as a sound grounding in impact evaluation methods and wider statistical methods that may be relevant or have useful application. Experience in statistical and data related programmes that improve data quality and estimation methodologies particularly for jobs measurement would be a significant asset with an ability to identify “good enough” methods and approaches depending on audience and purpose.
- Experience working on the economics of transformation, growth and employment, with some sectoral coverage of a subset of: commercial agriculture, tradeable and non-tradeable services, manufacturing, industry and trade. Experience of development programmes engaged in these sectors would be an advantage especially if combined with a strong statistical background. Similarly, some private sector experience within the team would be beneficial.
- Understanding of the objectives and approaches of DFID programmes, with the ability to propose solutions that match the available tools to the resources and capacities of the relevant programmes.
- Management capabilities of a technical team combined with the ability to intelligently consume and quality assure technical content and/or provide processes that can do so.
- Ability to set up and run processes for data capture and its communication and to align corporate and communication approaches by multiple multilateral partners.
- Experience of programming monitoring, design and implementation would be a significant advantage.
- Sound understanding of how different stakeholders learn, change and improve and evidence of effectively influencing programme design, and delivering of learning strategies.
- Experience working/engaging with a wide range of stakeholders with different interests and levels of expertise.

J. Confidentiality

28. Some of the programmes JEMI will engage with may include political economy work that uncovers sensitive material. The team will be required to treat any such material gathered as strictly confidential and shall not disclose such information to any other person without DFID’s prior written consent. All source material will be handed over to DFID before the end of the assignment, and the team must be prepared to maintain absolute confidentiality as to the source of information received if sufficiently sensitive and make this clear to those consulted. DFID will not, at any stage, ask for any attribution of information that may implicate or endanger any individuals.

K. General Data Protection Regulation

General Data Protection Regulations (GDPR) - Please refer to the details of the GDPR relationship status and personal data (where applicable) for this project as detailed in Appendix 1 and the standard clause 33 in section 2 of the contract.

L. Duty of Care

Below is a sample of countries in which the programme is likely to be working.

Country	Overall Security	Violent Crime	Civil Disorder	Terrorism
Bangladesh	4	3	3	4
Tanzania	4	4	4	3
Nigeria	4	4	4	4
Rwanda	2	2	2	2
Mozambique	3	3	3	2
Ghana	3	3	3	3
Nepal	3	3	3	1

The Supplier is responsible for the safety and well-being of their Personnel and Third Parties affected by their activities, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property.

DFID will share available information with the Supplier on security status and developments in-country where appropriate.

The Supplier is responsible for ensuring appropriate safety and security briefings for all of their Personnel working under this Call-down Contract and ensuring that their Personnel register and receive briefing as outlined above. Travel advice is also available on the FCO website and the Supplier must ensure they (and their Personnel) are up to date with the latest position.

This Procurement may require the Supplier to operate in a seismically active zone and is considered at high risk of earthquakes. Minor tremors are not uncommon. Earthquakes are impossible to predict and can result in major devastation and loss of life.

This Procurement may require the Supplier to operate in conflict affected areas and parts of it are highly insecure. The security situation is volatile and subject to change at short notice. The Supplier should be comfortable working in such an environment and should be capable of deploying to any areas required within the region in order to deliver the Contract (subject to travel clearance being granted).

The Supplier is responsible for ensuring that appropriate arrangements, processes and procedures are in place for their Personnel, taking into account the environment they will be working in and the level of risk involved in delivery of the Contract (such as working in dangerous, fragile and hostile environments, etc.)

Appendix A: of Terms of Reference

Schedule of Processing, Personal Data and Data Subjects

This schedule must be completed by the Parties in collaboration with each other before the processing of Personal Data under the Contract.

Description	Details
Identity of the Controller and Processor for each Category of Data Subject	<p>The Parties acknowledge that for the purposes of the Data Protection Legislation, the following status will apply to personal data under this contract</p> <ol style="list-style-type: none"> 1) The Parties acknowledge that Clause 33.2 and 33.4 (Section 2 of the contract) shall not apply for the purposes of the Data Protection Legislation as the Parties are independent Controllers in accordance with Clause 33.3 in respect of Personal Data necessary for the administration and / or fulfilment of this contract. 2) For the avoidance of doubt the Supplier shall provide anonymised data sets for the purposes of reporting on this project and so DFID shall not be a Processor in respect of anonymised data as it does not constitute Personal Data.

Annex 1: Proposed outline of the Jobs Measurement Framework

Jobs Measurement Framework

- 1. A summary table of DFID indicators for ‘quality jobs’**
- 2. Indicator breakdown, covering:**
 - a. Concepts and definitions**
 - b. Data sources and detailed data requirements**
 - c. Interpretation and use, representativeness/correlations**
 - d. Examples of instances where this indicator would/would not be appropriate for DFID programmes**
 - e. Limitations**
 - f. Links to indicator methodology guidance (produced by the JEMI)**
- 3. ‘Decision-tree’ with worked examples**
- 4. Application of an appropriate quality assessment framework**
- 5. Sources of relevant contextual data, such as ILOStat, and comparisons that should be sought**
- 6. A set of standard components for a statistically based narrative of the labour market and other social and demographic contexts relevant to DFID programmes, including the ongoing changes.**

Annex 2: Lessons from a Previous Version of this Programme

Background:

A previous version of this programme (Jobs Measurement and Implementation Support (JMIS)) was previously undertaken, however the programme was ended before implementation. The inception report from this previous iteration will be provided to the supplier before commencement of the contract.

Lessons Learned

- Strong programme management skills combined with high level of technical expertise in assessing jobs are central to the success of the programme.
- Expertise in labour statistics varies considerably across DFID and, therefore, guidance targeted towards a range of levels of understanding is crucial;
- Translating complex conceptual frameworks into manageable sets of core indicators is a difficult task for anyone, including National Statistical Institutes (NSIs) in DFID countries, and so it is advisable to start with a relatively small set of simple indicators that should be viable through the data collection that is practically possible. Long-term targets of numerous and highly disaggregated indicators should be out of scope for now.
- Core information requirements must be identified first, then traced through to the most appropriate dimensions of the relevant conceptual frameworks and recommended definitions and data collection methods.

Annex 3: Draft Job Descriptions

Jobs Measurement Framework and accompanying guidance (2-3 staff)

Objective

DFID requires around 2.5 full time labour markets/jobs measurement experts to design, pilot and implement the Jobs Measurement Guidance as specified in the ToRs. This team will liaise with DFID programme teams, results advisers and the Growth and Resilience Department to adapt suitable jobs measurement indicators and methodologies to the DFID jobs portfolio.

Team Leader (at least 2 days per week focus on reporting and quality assurance of outputs)

The Team Leader is expected to have some knowledge of both the economics of labour markets and the statistical methods needed to design robust measurement methodologies. The Team Leader must be capable of engaging multiple stakeholders on a single programme and prioritising effectively. The Team Leader will be required to coordinate the delivery of the Jobs Measurement Framework which will require both the technical knowledge to adapt and pilot specific methodologies and the management skill to present progress to a wide range of stakeholders within DFID and incorporate their feedback. The team leader will be the main representative for the programme when engaging with DFID staff.

Responsibilities:

- Delivering Jobs Measurement Guidance which will equip relevant DFID programmes with the necessary tools and guidance to effectively measure the impact of their programmes.
- Working with 6-10 existing DFID programmes to develop a recommended approach to jobs measurement in each case.
- Make key decisions on resource allocation within the development of the guidance. Trade-offs will need to be made between developing a comprehensive Framework which serves all programmes and developing a fully detailed Framework which provides deeper insight in specific areas.
- Ensuring complementarity and alignment between the guidance and the needs of DFID programme teams.

Technical Lead (full-time focus on preparing the Jobs Measurement Framework and accompanying guidance)

The Technical Lead should have detailed knowledge of labour markets, livelihoods and the measurement techniques available to measure development impact in these areas. This expert must understand the intricacies of jobs-focused programming in developing countries and understand the practicalities of monitoring and evaluation practices. This expert must be an effective communicator and able to respond to the

demands of DFID programmes to ensure the Guidance developed is as relevant as possible. This role will lead on the technical piloting of specific tools to develop the Measurement Framework.

Responsibilities:

- Responsible for the technical side of the Jobs Measurement Framework and accompanying guidance, including evaluating, piloting and adapting measurement methodologies, combining these into the Framework, considering how this would then be applied to the case studies and presenting relevant guidance.
- Provide technical advice to DFID and the team leader on how resources should be prioritised on the programme to develop the most comprehensive but realistically applicable Jobs Measurement Framework possible.

Programme support (full-time focus on supporting the preparation of the Jobs Measurement Framework and accompanying guidance)

The programme support should be a junior economist with some knowledge of labour markets, livelihoods and jobs measurement techniques. They will also be expected to have some understanding of DFID's programme management cycle and the challenges of designing and implementing a jobs-focused programme, including evaluating impacts.

This role will be to support both the Team Leader and the Technical Lead to deliver on the programme.

Section 4, Appendix A, Annex A – Schedule of Prices