

ITT Volume 3

Evidence and Knowledge for Development (K4D)

Terms of Reference

About DFID

1. DFID's mission is to end extreme poverty, leading the delivery of the global goals. Our focus is on poor and fragile states, making the international system work better for the poor, improving access to basic services, supporting sustainable economic development and prosperity, building resilience to crises and responding effectively when they occur, supporting peace, security and improved governance, and unlocking the potential of girls and women.
2. As an organisation DFID invests in a diverse and capable workforce, valuing and developing all staff. We invest in our partnerships, using evidence and learning to work on development challenges with others, innovating and changing in response to what works.
3. DFID wishes to work with suppliers who are committed to learning and ensuring the best evidence and knowledge is accessible to DFID staff, colleagues across the civil service, and partners, and ensuring the UK development programme is at the forefront of international development best practice.

Introduction

4. DFID needs to provide quality-assured evidence and knowledge services for staff and its partners, including colleagues working on the development programme with DFID in other UK Government Departments. The Evidence and Knowledge for Development (K4D) programme will make sure that DFID's programming and policy to reduce poverty is more effective, informed by the best possible knowledge and evidence of what works. The five-year programme, commencing in October 2016, will strengthen the systematic use of learning and evidence in DFID, developing staff capability across DFID, and will open and share that learning with colleagues in other Government Departments; will undertake learning on shared development challenges with our partners; and will remain relevant to UK priorities by adapting its work plan to meet changing needs over the five years.
5. The attached logframe Annex B (to be finalised during inception) and section 5 (B) Match Funding provides information on the programme, including detail on what the programme will offer, the proposed way of working, and results. These ToRs highlight the scope and nature of implementation and the required outcomes, to be delivered by the supplier in collaboration with DFID.

Scope

6. The supplier is required to demonstrate that they are able to provide all of the following:

To ensure development programmes and policies are informed by high quality evidence and implemented by staff who are knowledgeable and effective, enhancing the quality and effectiveness of DFID investments.

That the programme will operate within the following Principles:

- What gets commissioned through K4D will only be what cannot be done internally in DFID (which is normally due to lack of capacity, to meet urgent needs, or to a lack of specialist expertise)
 - Adhering to the recognised standards of evidence used within DFID and conducted ethically
 - A strong and proactive engagement with partners in sharing and learning from evidence and knowledge
7. K4D will be implemented over five years from October 2016 through a partnership between the Heads of Profession (HoP) Group in DFID and the supplier. It will focus on priority areas of evidence and knowledge, offering a significant contribution to the wider learning agenda in DFID. The service will cover issues specific to the thirteen advisory disciplines as well as issues that cross advisory disciplines. It will consider future challenges, not only present ones, in emerging areas where development is being applied in new contexts and with new purposes.
 8. It will provide services that have a high impact on international development policy and programmes in DFID and on a more limited basis (up to a maximum of 10 Helpdesk requests per year) on behalf of colleagues in other Government Departments who are working collaboratively on international development priorities with DFID. Any additional requests from other Government Departments will be arranged separately between the supplier and the Government Department
4Evidence and knowledge products and services produced under the service must meet the recognized standards on evidence used by DFID and be conducted ethically. A strong public good element is required, particularly to share and learn with our partners on issues of common concern through the Learning Dialogues and products. The services provided will involve a highly innovative approach to the use of ICT.
 9. The service will respond rapidly on future priority programme and policy issues as they arise across the international development business. It will provide high quality

services and products that are designed to support learning through a range of highly contemporary professional development products and services, which are open and accessible internationally.

10. Through K4D, DFID will learn with and from our current and future partners, sharing knowledge and evidence, particularly where we do not have in-house expertise. This needs active collaboration with partners to develop joint learning networks and opportunities.
11. The programme will use up-to-date information technology and social media to help make the above happen, using digital technology to achieve public and global outreach.
12. The Learning Dialogues and products will be open access and available for all our partners. The programme is also designed to strengthen the capacity of about 750 professional advisers within DFID, across the 13 advisory disciplines, based in the UK and overseas, who may be anticipated to access the services of K4D. However the services, events and products will be available to all DFID staff working on programmes and policy.

Timing

13. K4D is a five year programme, commencing with a 4 month inception phase anticipated to start from October 2016. The start date of the K4D inception phase will overlap with the current PEAKS1 service, and will ensure there is no gap in service delivery. During the overlap period the PEAKS Helpdesks will continue to function until end September 2016. The K4D Helpdesk will not be in service during that overlap time but will commence from 1 October 2016 when the current PEAKS contracts end.
14. K4D will have an initial inception period of 4 months, with the programme proper starting on the 1st February 2017. The inception phase will be essential for planning the programme in partnership with DFID and other parties. Activities will result in:
 - Strategy for how K4D links with other DFID or UK Government learning work, both internally and through other programmes (e.g. at regional or country level).
 - The programme's public communications strategy, which ensures that both the consortium and DFID are maximising opportunities for impact and value for money.
 - An internal communications strategy to ensure that DFID Advisers keep up to date about activity from the K4D programme.

- An overall programme monitoring and evaluation strategy, which fits DFID's and the programme's needs.
- An agreed approach to the assessment of evidence within each programme output, within the means of the programme resourcing.
- Agreed management flows and structures for strategic decisions, communications, learning, evaluating and generating evidence.
- Agreement on work plans and reporting schedules, including milestones and adaptive processes, as well as indicators and processes for monitoring and evaluation.
- Agreed criteria for soliciting and measuring matched funding.

During the inception phase, the supplier will work with DFID to outline a learning strategy that will meet DFID's priorities and identify priority areas to explore for matched funding. In line with the core ideas of embedded learning, the K4D Programme will run activities with key DFID stakeholders through the resourcing from a learning journey to discuss expectations for this programme, internal programme requirements, decision-making flows and communications. The supplier will also work closely with existing PEAKS suppliers to ensure material on existing PEAKS sites is accessible to them on the DFID-funded research for development R4D site etc.

Requirements

Expected impact, outcomes and results of the programme

15. The supplier is expected to develop and deliver K4D, in close collaboration with the HoP Group, to ensure the achievement of the intended impact, outcomes and results as set out in the business case. The anticipated results include:
 - Programme impact - Percentage of business cases underpinned by high quality evidence, strongly supported by the application of lessons learned and firmly embedding priority policy issues (such as gender equality) continues to rise.
 - Policy improvement – Policy development informed by up to date evidence and lesson learning embedded into policy papers.
 - Learning and capability - All (750) advisory and other staff learn from evidence-based learning events and integrate this learning into up to 400 programmes and policy processes throughout the 5 year programme.
 - Influence and global impact - A broadening range and increasing number of external partners and practitioners take part in K4D learning events and contribute their expertise to over 70 learning products each year.

- Co-funding - The programme will raise £2 million in matched funding from partners, in cash or in-kind, by the end of the programme, co-hosting and jointly publishing quality evidence-based learning events and products.
16. During the inception phase, the supplier will be required to lead the development of a full evaluation and results framework. This should be designed to focus on being able to monitor measure and evaluate higher level metrics, and include the use of real time feedback and measures and processes that will enable the supplier and DFID to evaluate the quality, outcomes and impact of the programme.

Delivering a quality and co-ordinated service

17. The supplier of K4D will be required to provide a co-ordinated service to meet the objectives, undertake the activities, and produce the outputs and outcomes outlined in the attached Annexes. In summary, the supplier will be required to deliver:

A series of Learning Dialogues focussed on priority and emerging issues

A range of learning dialogues involving online and face-to-face discussions and debates, engaging DFID staff and partners, informed by and producing contemporary evidence products, with the aim of enhancing the quality and effectiveness of development interventions by DFID and its partners. The primary beneficiaries of the Learning Dialogues are a wide range of partners engaged in international development, DFID staff and colleagues from other government departments.

18. Section 5 sets out an indicative number of learning dialogues to be undertaken over the five years. The development issues focussed on by the learning dialogues will be agreed through a governance process that prioritises these through consultation within DFID and with the preferred supplier. The detail of the focus, scope, shape, outputs, outcomes and number of the learning dialogues will be determined in discussion between DFID and the preferred supplier on a rolling basis over the lifetime of the programme, and agreed ahead of each programme year to allow timely commissioning.
19. The governance and management of K4D will consist of two groups:
- Steering Committee
 - Management Group

This structure (Figure 1) will be supported by stakeholder fora for planning and reflection, involving a wider group of engaged DFID staff, consortium members, thematic advisers and partners. This will include an annual planning and reflection workshop and other engagement processes as required. There will be a clear process of liaison across the consortium members driven by the Management Group.

ITT Volume 3

Final responsibility for the programme and ultimate decision-making rests with the responsible DFID manager and the responsible IDS manager (representing the consortium) within the context of the K4D contract.

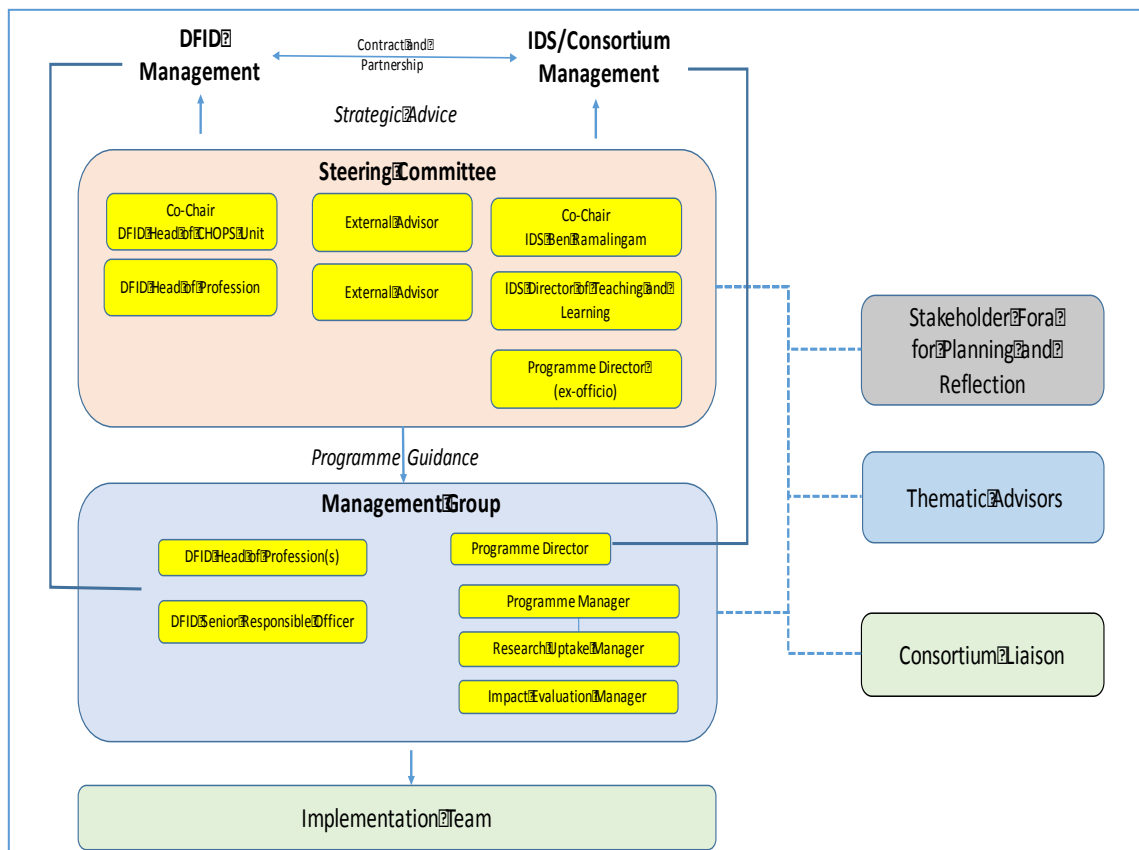
The Steering Committee will give overall guidance on development of the programme and provide strategic advice to DFID and IDS management on performance and adaptation of the programme. In addition to the two co-chairs, the Steering Committee will comprise of one or two additional DFID staff and the IDS Director of Teaching and Learning. The K4D Director will participate in an ex-officio capacity. Individual members from the Thematic Advisory Group may be invited to participate in Steering Group meetings as needed to bring in specific thematic expertise. In addition, two external experts will be invited to participate. The Steering Group will normally meet twice a year.

The Management Group, led by the Programme Director, has responsibility for programme planning, implementation and review. It will also focus on the embedding of learning processes within DFID. The Management Group will comprise of the K4D Director, the DFID Senior Responsible Officer (SRO), one other DFID representative, the K4D Programme Manager (overall coordination function), the Research Uptake Manager and the Impact Evaluation Manager. The implementation team will be directed by the Consortium members of the Management Group. The Programme Director reports to IDS management in relation to delivering on the consortium's contractual agreements with DFID and on how the programme will respond to advice and guidance from the Steering Committee.

These structures will be supported by consultative bodies of stakeholders. The purpose of these stakeholder fora will be to plan and reflect on the programme work and will include an annual planning and reflection workshop and other engagement processes as required. Stakeholders will include: the full group of HoPs, the K4D consortium thematic advisers, Consortium representatives, representatives from other government departments using K4D and other development agencies.

Terms of reference for the governance groups and key K4D programme positions will be developed in consultation with DFID during the inception phase.

Figure 1



20. The range of high quality expertise required by the supplier to resource the content of the learning dialogues and evidence products will need to be able to cover the breadth of issues indicated by the four Strategic Objectives in the ODA Strategy:

- Strengthening global peace, security and governance
- Strengthening resilience and response to crises
- Promoting global prosperity
- Tackling extreme poverty and helping the worlds' most vulnerable

21. In covering these four broad areas, the breadth of expertise provided will need to cover a range of cross-disciplinary issues and encompass the breadth of the 13 advisory disciplines in DFID: Climate & Environment, Conflict, Education, Economics, Evaluation, Governance, Health (including nutrition), Humanitarian, Infrastructure, Livelihoods, Private Sector, Social Development and Statistics.

22. The nature of contract with the supplier, allowing flexibility in providing detail on Tier 32 organisations; and the adaptive programming approach will help to enable the

preferred supplier to be responsive and adaptive to the emerging expertise needs over the five years of the programme.

23. To achieve these learning dialogues, the supplier will be required to develop, maintain and use proactive global networks of contacts and connections to draw in a wide range of external partners into the dialogues themselves; and to achieve a wide outreach and uptake of the outputs; and measure the outcomes from them. The supplier will be required to use contemporary communication tools, approaches and channels for the dialogues, adapting these to keep abreast of changing technology; to use contemporary web-based approaches to curate communication about the dialogues and their outputs and feedback on them.
24. By the term “partners” in these ToRs, DFID means to include wide representation from, but not limited to, governments; civil society; private sector organisations; foundations; non-government organisations; academic, policy and research organisations; donor and implementing agencies, etc.

B. A rapid response Help Desk

25. The supplier will also be required to deliver a rapid evidence and knowledge Helpdesk service designed to provide rapid desk-based direct support for the evidence needs of DFID programmes and policies (and on a more limited basis to colleagues working in other government departments on international development issues with DFID). The primary beneficiaries of the Help Desk are DFID staff; with more limited access through DFID for colleagues from other government departments working on international development with DFID.
26. Designed to provide up to 5 days support at a time, the Help Desk service will provide, in a proposed 10-working day turnaround period, rapid reviews and synthesis of quality assured evidence to support the development and delivery of programmes and policy. Terms of use for the Helpdesk, including clarity on eligibility, will be finalised with the supplier during the inception phase, including governance and eligibility of use, and communicated with staff.
27. The rapid response Help Desk will also be available to the Heads of Profession to commission a prioritised short list of longer, more in-depth, evidence pieces possibly for use in stimulating the learning dialogues. This facility will provide up to 12 days of support for each request, delivered in a two month timeframe. Prioritisation of this short list will be undertaken through the same governance and management

Tier 1 supplier is the lead supplier, the legal entity which submits the bid. In the procurement process bidders will be required to confirm who their proposed contract and functional leads are (Tier 1); the organisations that will definitely make up a baseline level of technical expertise (Tier 2 organisations) in their consortium; and allow them to indicate, but will not be committed to using, the broader range of organisations who they will be able to draw from to meet needs as they emerge (Tier 3).

arrangements set out above and below

28. The range of issues coming to the Help Desk from across DFID and from Whitehall colleagues is likely to mirror the breadth of issues outlined above under the Learning Dialogues. The supplier will be required to provide this breadth of expertise to resource the content of the evidence products the Help Desk outputs.
29. The Managers of the Help Desk will be required to be deliberate in identifying issues coming out of the Help Desk for further learning, raising them as part of the rolling discussions between the supplier and DFID about the learning dialogues.
30. In undertaking the Learning Dialogues and the Help Desk, the supplier will be required to use the same, or higher, standards of evidence-based working as DFID uses internally, critically appraising, assessing and grading evidence for use in the dialogues and in the evidence and knowledge products produced. The current standards of evidence in use by DFID can be found at: <https://www.gov.uk/government/publications/how-to-note-assessing-the-strength-of-evidence>. The supplier will also be required to ensure all the activities (processes and development of outputs and outcomes are designed, commissioned, conducted and published ethically.

In summary, to deliver these, the supplier will be required to provide:

- Capacity and capability to manage and deliver a rapid response to DFID business across all 13 advisory disciplines and on cross-disciplinary issues, and for more limited use on behalf of other government departments working on international development priorities with DFID.
- A pool of technical expertise, providing the substantive content for a range of evidence-based learning dialogues and events, Help Desk requests, and evidence and knowledge products.
- Cutting edge expertise: in ICT; for contemporary education/ professional development services; developing and proactively curating innovative online products designed for learning.
- Active networks of learning developed and managed with a range of partners.
- A flexible partnership, developed and maintained with its subcontractors, networks and DFID, providing the quality of expertise and services required to deliver on the range of issues requested through the Helpdesk and the issues for the learning dialogues, agreed through a rolling prioritisation process between the service provider and DFID (and other funders as necessary).

31. In undertaking the above, the supplier will be required to deliver the number of outputs specified in the Schedule of Prices. The number and nature of dialogues, events and products will be determined through discussions during the partnership as priorities are agreed on a rolling 6-monthly basis.

C. Developing a partnership

Prioritising the learning dialogues and evidence/knowledge products

32. The management and partnership arrangements detailed in paragraph 20 of the Terms of Reference set out a process for prioritising what gets commissioned through K4D on a rolling 6-monthly basis. The HoP Group will undertake regular internal consultation (on priorities for research, gaps in evidence, etc.) in DFID and bring the outcome of these to the prioritisation discussions with the supplier. The supplier is required to identify proactively the emerging issues emanating from their wider work, the K4D learning dialogues and the Helpdesk throughout the course of the programme, to help inform these 6-monthly discussions with the HoP Group.
33. Leads will be identified within the HoP Group and within the supplier expertise to collaboratively take forward each agreed learning dialogue. The leads will develop the scope, approach, outputs and evaluation of the outcomes of each.

Learning with partners

34. The supplier will be required to use and develop their network, and that of DFID's, to draw in interested external partners into the learning journeys/dialogues, sustaining longer term networks for learning between DFID and its partners. DFID wants the shared learning to benefit from a diversity of experience and perspectives. DFID also wants that learning to find traction with partners who are committed to, and /or are able to, make a difference to the outcomes and impact of that learning. Quality of engagement and ensuring a swell of relevant partners remaining engaged throughout the programme, and applying the shared learning, is the outcome that matters. Such external partners should not be limited to those with whom DFID may already have relationships with. Whilst no absolute numbers of partners are specified, DFID would like to see substantial engagement with partners in terms of the quality of their engagement, their diversity and numbers, in order to bring a range of perspectives and experience to the shared learning.
35. The supplier will also be encouraged to seek opportunities to work with and through the DFID network of country offices and their relationships and partnerships, as appropriate.

36. The supplier will be required to develop initial evidence products to stimulate the proactively facilitated dialogues, and is expected to lead the development of shared knowledge and learning of what works, based on evidence, and the development of subsequent additional evidence and learning products based on the content of discussions, resources and experience shared during the dialogues.
37. The supplier will be expected to proactively curate the networks of learning and the learning dialogues with DFID and partners, managing partner engagement and connections as well as the contribution of participants to the content of the learning products.
38. The supplier is required to develop, curate and communicate a diversity of contemporary learning products, many as a result of the dialogues, designed to inspire learning and cognisant of the variety of ways in which we learn.
39. The HoP group will proactively facilitate the engagement of DFID staff in the learning dialogues. HoP leads will proactively engage with the supplier to help shape the approach, scope and content of specific dialogues and share information on DFID networks and contacts.

Learning from the Helpdesk

40. In operating the rapid-response Helpdesk mentioned above, the supplier will be deliberate in reviewing the issues coming to it from across DFID, feeding learning from these into discussions with the HoP Group and into the learning dialogues.

Approach to the programme

41. DFID and the supplier will pursue an adaptive and agile approach to the implementation of the programme. Learning quickly to understand what is working and what is not, adapting the approach and trying/testing alternatives. This applies to the management and governance arrangements of the programme as well as from the implementation of the dialogues and Help Desk. The approach must allow the programme to benefit from new partners, opportunities and technologies, whilst being deliberate in its planning and strategic approach to achieve the intended outcomes and impact of the programme.
42. An aspect of this approach will be for the supplier to adopt a climate smart approach to the implementation of the programme, proactively seeking to minimise the carbon footprint of the programme, including this in the monitoring and evaluation framework, and being able to evidence this during review.
43. The supplier will be required to be deliberate in analysing and discussing with DFID the learning from this adaptive and agile approach to implementing the programme.

The supplier will share this at the more formal 6-monthly discussions with DFID, as a minimum, but the supplier should propose ideas for additional mechanisms aimed to enable effective communications between the supplier and DFID, and facilitate an adaptive approach to the programme.

D. Target for Matched Funding

44. The supplier will also be required to bring in and reach, over the five years of the programme, a £2 million target for matched funding provided in cash or in-kind from partners interested in learning with DFID and willing to collaborate in co-hosting, co-publishing, co-funding, etc., the activities and outputs (either specifically or in general).

Early progress towards the target needs to be made, to encourage early engagement with such partners. However, it is recognised that equal progress may not be made across all five years and in the initial stages of the programme. A financial incentive is included, to resource the time required to draw in partners to reach the target of £2 million, on a ratio of 1:20. This will be paid annually in arrears. Further details are set out in Section 5 Schedule of Payments

45. The supplier will be required to set out their methodology for facilitating and managing the joint funding working relationships, not only to reach the funding target, but to also ensure early progress is made towards the intended outcome.

E. Innovation, technology, web presence and reach

46. K4D is to engage DFID staff and partners in open learning dialogues, available to join online, and captured in a diversity of products designed to inspire further learning and engagement. The programme is to have an active, agile and substantial web presence, but no dedicated website.
47. The supplier will be required to be proactive in taking advantage of continuing advances in ICT and digital technology, adapting how and where it places content over the 5 years of the programme, to ensure high visibility with, and uptake by, researchers and practitioners. The supplier will also be required to use contemporary ICT to facilitate engagement, meet user needs, and capture feedback and evidence for evaluation purposes. This may include the use of social media, digital applications, other community of practice and partners' sites and platforms and their services, etc. where co-hosting and co-publishing are agreed.
48. The supplier will also use existing online DFID funded resources and platforms including, but not limited to, the new R4D site on .gov.uk due to be live by August 2016 and DFID accounts on social media such as YouTube, @DFID_Research and/or @DFID Twitter accounts (for specific technical areas the programme can also use RED team Twitter accounts). The supplier will need to work closely with the HoP

Group and the Knowledge and Information Management (KIM) team in DFID who manages these DFID accounts.

49. The supplier will be required to use open-source software to engage staff and partners and host dialogues and products, working closely with the HoP Group to ensure DFID staff have access to the software and platforms used by the K4D programme. DFID and its partners work in a variety of locations with different levels of connectivity. To ensure inclusion DFID will require the supplier to be able to work over high latency satellite connections.
50. During the inception phase, the supplier will work with DFID and the current PEAKS suppliers to ensure that all specified current and archived material from existing DFID PEAKS and related structures, and new material from K4D, is available, accessible and searchable on the existing R4D website. The supplier will be required to work with DFID to ensure new material from K4D is available, accessible and searchable on the new R4D site.

F. Communications

51. Utilising contemporary ICT mentioned above, the supplier is required to design, implement, regularly review and adapt a strategy for communicating with existing and potential partners for the purpose of outreach and learning uptake. This should encompass communication with DFID's HoP Group and other DFID staff; colleagues across Whitehall; with the suppliers' implementation partners; with the networks of partners engaged in K4D; and for developing wider awareness of K4D.
52. Formal communication with DFID will be through the management and reporting arrangements set out in the business case, including an inception period, the 6-monthly consultations, annual review and evaluations, etc. To strengthen collaborative working and support adaptive programming, the supplier will be required to establish agreed channels of more regular, but proportionate, communication with the HoP Group, through the use of easy-to-access ICT which can be utilised in a manner which encourages more frequent interaction and rapid sharing of progress, practice and ideas, in the spirit of the partnership DFID wishes to establish with the supplier.
53. The outputs of the programme, including Helpdesk reports, learning dialogues and learning products will not use any dedicated branding but the standard branding and logos of DFID and other funders as necessary.

G. Intellectual property

54. In the interest of facilitating the widest outreach, use and re-use of the contents of the Learning Dialogues, Help Desk outputs and the evidence and knowledge products produced by them, the Crown will retain all intellectual property rights of the materials

generated by the supplier in the performance of this programme and the supplier will have the right to use them. All materials generated by the programme will be open access.

55. Where work generated by the programme is (co) funded by a partner/s, DFID and the supplier will seek to agree similar IPR and open access agreements with those partners.
56. DFID may make specific exceptions to this where work for either DFID or partners' is of a highly sensitive nature (either economic/political/technical).

H. Gender Equality (and integration of other cross-cutting issues)

57. The Business Case sets out requirements on Gender Equality and the integration of other cross-cutting issues (climate change, fragility and nutrition) in the K4D programme. The supplier is required to establish systems, processes and provide the expertise and resources to ensure the integration of these issues into the programme and into the M&E framework, ensuring it is deliberate in seeking strong outcomes on these issues, particularly gender equality.

I. Performance and Contract Management and Implementation

58. The contract duration will be five years (60 months) commencing October 2016. Management and implementation arrangements for the programme are set out in the business case. The supplier will need to demonstrate that they can provide the staff and expertise required to manage and run K4D with the appropriate skills, capabilities, and experience to deliver the interconnected functions, deliverables, outcomes, service levels and quality standards required by the programme.

59. Management structures and processes include:

- A 4-month inception phase, from October 2016, including, but not limited to, agreement on the elements set out below.
- A regular internal consultation process for DFID, led by the HoP Group, to identify priority evidence needs for which external resources and commissioning through K4D is required.
- 6-monthly discussions/workshop between supplier and DFID HoP Group to decide on priority needs for commissioning through K4D as Learning Dialogues.
- Programme Management Group, meeting twice a year, to regularly monitor, evaluate and review progress, financial allocation and spend.

- A Board or Steering Group providing challenge and scrutiny on quality of evidence, innovation, learning from adaptive programming, and engagement/learning with partners on the evidence generated; with a focus on outcomes and learning from the programme.
60. Reviews will take place annually by staff from across DFID and will include, not duplicate, the 6-monthly meetings and reporting to DFID (the HoP Group) and reflect the adaptive programming approach envisaged for the programme. An independent review of the programme will be undertaken at approximately the mid-way point, joining up with and feeding into the process for the third annual review. This review will focus particularly on the quality of evidence generated; the outcomes and impact of K4D; its value for money; the extent of innovation in the programme; and its contribution to wider learning in DFID and with its' partners. The supplier may be required to provide additional information for the independent review and/or participate in relevant meetings.
61. Programme management arrangements and Terms of Reference for the management structures will be finalised and agreed with the supplier, along with a delivery plan for the programme ensuring proportionate and effective co-ordination and sequencing of programme management fora. If a partner co-funds K4D, or significant parts of it, management arrangements may need to adapt to reflect this.
62. As mentioned above (under timing) a Four -month inception phase of K4D, commencing October 2016, will be used to finalise start up arrangements including defining and finalising a Monitoring and Evaluation and Results Framework; discussion and agreement of a payments approach based on the agreed results framework; agreeing and honing management, governance and partnership arrangements which support its adaptive programming approach; finalising the programme delivery plan; implementing plans for the initial learning dialogues; agreeing communication and outreach strategies and approaches; working closely with existing PEAKS suppliers to ensure material on existing PEAKS sites is accessible to them on R4D, etc.
63. The supplier will be required to establish effective programme management processes and systems with their implementation partners/sub-contractors and the DFID HoP Group, agreeing the service levels and quality standards required during the Inception Phase.
64. In particular the supplier will agree the processes they will put in place for the Quality Assurance of all K4D functions, activities and outputs. This should include, but not be limited to, processes and standards to ensure the quality of evidence used and produced, the quality and effectiveness of their communications strategy, the reach

and quality of their learning networks and partner engagement, etc.

65. Accountability for the programme in DFID will reside with the HoP Group. The supplier will be required to maintain regular and effective communication with the Head of the HoP Support Unit (who will be the Senior Responsible Officer) and the programme management staff in the Unit. They will lead for the HoP Group on financial management of the programme, leading the monitoring of outcomes and reviews of the programme, and on internal communications in DFID.

J. Financial management and transparency

66. Payment to the supplier for the delivery of K4D is expected to be via a payments approach which includes a hybrid of some payment against outputs and some payments against less immediate outcomes in the results framework. Both the results framework and the payments schedule will be defined, finalised and agreed during the inception phase.
67. The supplier will be required to maintain detailed financial records and submit annual financial reports to DFID (and to submit financial records and reports, as and where appropriate, to other funders of K4D).
68. DFID has transformed its approach to transparency, reshaping our own working practices and pressuring others across the world to do the same. DFID requires Suppliers receiving and managing funds, to release open data on how money is spent, in a common, standard, re-usable format and to require this level of information from immediate sub-contractors, sub-agencies and partners.
69. It is a contractual requirement for all Suppliers to comply with this, and to ensure they have the appropriate tools to enable routine financial reporting, publishing of accurate data and providing evidence of this evidencing to DFID – further IATI information is available from <http://www.aidtransparency.net/>

K. Contract Management

70. The supplier will be responsible for implementing robust contract management, including management supervision of staff and sub-contractors engaged in delivering K4D; maintaining effective communication with DFID staff in the HoP Group; developing and maintaining the adaptive programming approach; the required reporting and review requirements; based on a Monitoring and Evaluation Framework due to be finalised and agreed during the Inception Phase.
71. Due to its duration and the adaptive approach required of the programme, the contract must have adequate provision for variation to adapt to changes that occur during the life of the programme. The supplier will be required, and have the

flexibility, to seek out the best expertise for delivering the prioritised dialogues and Help desk. The contract will allow the supplier to indicate, but not commit, the Tier 3 organisations (and nature of organisations) they may seek to involve and commission. As the need for Tier 3 organisations becomes necessary the supplier will be required to seek confirmation of the appropriateness and relevance of their proposed use from the HoP Group. Following annual reviews and the independent review, and through consultation with the supplier, DFID shall reserve the right to request any necessary changes to the contract, to ensure the programme remains adaptable, flexible, responsive and relevant over the 5 years of the programme. This may include changes to the services, the Terms of Reference, the contract price, etc. to reflect lessons learned or changes in circumstances, policies or objectives relating to or affecting the requirement. In keeping with the adaptive nature of the programme and desire to learn from what works and what is not, this will be subject to regular review between DFID and the supplier with adequate notice given following consultation.

L. Monitoring and Evaluation

72. DFID requires suppliers to set out a proposed Results, Monitoring and Evaluation Framework during the 4 month inception phase focussing on the assessment of outcomes and impact, ensuring the programme achieves the effectiveness of development interventions and learning (with others) based on evidence of what works, as set out in the Business Case.
73. The supplier will need to put in place the systems, methodologies and measures, metrics and data capture required, embedding them, to ensure performance assessment is able to capture issues of quality, the difference the programme is making and its progress towards the intended outcomes and impact. As well as monitoring the timely implementation of the proposed activities and outputs.
74. Where a service or product is undertaken with another external partner or partners, the supplier will need to reach agreement with DFID and those partners on the M&E and reporting of those activities, outputs and outcomes.
75. The M&E and Results Framework will also need to include the means to assess and reach the commitments made in the Business Case on gender equality and the integration of other cross-cutting issues (climate change, fragility and nutrition) in the programme.
76. **Security and Duty of Care**
77. The supplier must conform to DFIDs information security policy at all times.

ITT Volume 3

78. The Supplier will be responsible for the safety and well-being of its personnel and third parties affected by its activities detailed in this TOR, and will be responsible for the provision of suitable security arrangements for their domestic and business property. Capabilities to deliver these Duty of Care responsibilities will be evaluated during the ITT tender phase. At that stage, bidders will be asked to develop their tenders on the basis of being fully responsible for Duty of Care and that they have the capability to provide security and duty of care for the duration of the contract.
79. DFID will share available information with the Supplier on security status and developments in-country where appropriate. Travel advice is also available on the FCO website and the Supplier must ensure it (and its personnel) are up to date with the latest position.