



CALLDOWN CONTRACT

Framework Agreement with: Oxford Policy Management Limited

Framework Agreement for: Global Evaluation Framework Agreement (GEFA) – Lot 2 Performance Evaluation

Framework Agreement Purchase Order Number: PO 7448

Call-down Contract For: Women's Income Growth and Self-reliance Programme (WINGS) Programme (Punjab, Pakistan): Independent Monitoring and Evaluation supplier (2019 – 2025)

Contract Purchase Order Number: PO 10015

I refer to the following:

1. The above-mentioned Framework Agreement dated **12 September 2016**;
2. Your proposal of **October 2019** as amended by your subsequent emails dated:

REDACTED

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 **20 January 2020** ("the Start Date") and the Services shall be completed by **31 December 2024** ("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 **Department for International Development (DFID) Pakistan Department** ("the Recipient").

3. Financial Limit

- 3.1 Payments under this Call-down Contract shall not, exceed **£2,899,548** ("the Financial Limit") and is inclusive of any government tax, if applicable as detailed in Annex B.

When Payments shall be made on a 'Milestone Payment Basis' the following Clause 16.1 shall be substituted for Clause 16.1 of the Framework Agreement.

16. Milestone Payment Basis

- 16.1 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 to clause 16.1 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

- 4.1 The Project Officer is:

REDACTED

- 4.2 The Contract Officer is:

REDACTED

5. Key Personnel

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

REDACTED

6. Reports

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

7. Sub-Contractors

- 7.1 The Supplier has DFID's consent to appoint the following sub-contractors:

REDACTED

8. 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.

9. Call-down Contract Signature

- 9.1 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 day of request for signature, 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
Oxford Policy Management Limited

Name:

Position:

Signature:

Date:

Terms of Reference

Women's Income Growth and Self-reliance Programme (WINGS) Programme (Punjab, Pakistan): Independent Monitoring and Evaluation supplier (2019 – 2025)

Context

1. The UK's Department for International Development in Pakistan (DFID-P) is looking to engage an independent supplier to design and implement monitoring and evaluation activities for the Women's Income Growth and Self-reliance Programme (WINGS) programme. This evaluation contract is expected to last for a period of 60 months. A budget of up to £3.5 million is available for this assignment.
2. Of Pakistan's 208 million people, 61 million live in extreme poverty on 60p a day. This number reaches 82 million people when deprivations in education, health and living standards are also considered. Women and girls are particularly disadvantaged in terms of opportunities for building their human capital and economic self-reliance. Pakistan is ranked 143 out of 144 countries on the World Economic Forum's 2017 Gender Inequality Index – second from the bottom and ranked 86 out of 108 countries in the high discriminatory category ranking of the Social Institutions and Gender Index (SIGI). Gender-based discrimination permeates all spheres of life. Indicators of social and economic well-being are appallingly poor and reflect deep disparities between men and women, and boys and girls.
3. Social protection is helping the poorest women to manage the impact of poverty and economic shocks through the Benazir Income Support Programme (BISP) and provincial initiatives for providing cash transfers to the poorest families to meet their essential needs. There is increasing recognition of the need for shifting focus towards building a system for women's economic empowerment and 'graduation' from poverty as well as cash transfers. This is necessary to end dependency on social protection and the fiscal burden this creates for the country.
4. Following a constitutional amendment in 2010, provincial governments have an important role in delivering women's economic empowerment and poverty reduction programmes, but current efforts are largely small scale and fragmented. Punjab is the only province which has a dedicated agency, the Punjab Social Protection Agency (PSPA), for coordination of social protection, welfare and poverty reduction initiatives. The social protection regime in Punjab aims to reduce poverty and inequality in the province, enhance resilience of various groups when faced with economic shocks, create opportunities for upward social and economic mobility, promote gender equality, and enhance social cohesion by mainstreaming individuals who are living in poverty, and are vulnerable and marginalized.

Women's Income Growth and Self-reliance Programme

5. The Women's Income Growth and Self-reliance (WINGS) programme is a new partnership between DFID and the Government of Punjab to design, pilot, adapt, scale-up and sustain systems to enable the poorest women and their families to develop productive livelihoods, generate income and exit extreme poverty for good. The programme will focus on "graduation" of beneficiaries who currently benefit or are eligible to benefit from cash stipends in Punjab delivered either through BISP or PSPA. The Punjab Social Protection Authority (PSPA) will implement the programme over six years from April 2019 to March 2025.

6. The impact of the programme will be “improved livelihoods and well-being of women and girls in Punjab”. The programme is expected to deliver the following key results by March 2025:
 - A sustainable government-led system established for transition of extremely poor women from social protection to sustainable livelihoods and poverty reduction.
 - Specifically, 76,194 poor women and their families will have increased incomes, more productive assets, and improved consumption.
 - 292,200 individuals exited extreme poverty and/or cash transfer programmes.
 - 75,000 women and family members reached with one or more social and financial services through the referral system to be developed under the programme.
7. The programme design builds on learning from a well-established model of integrated livelihood development through asset transfers and additional support, also referred to as a “graduation model”. This involves a carefully sequenced set of activities comprising of consumption support, mentoring, provision of seed capital or productive assets, access to savings and a range of social and financial services to help the poor grow incomes and build human capital and resilience against economic shocks. Bangladesh and a number of other countries have implemented this approach with success for women’s economic empowerment and poverty reduction.¹
8. WINGS will deliver the results through implementation of an integrated approach. At the output level, this will include:
 - **Output 1: Livelihood development and income-generation activities:** WINGS will support the poorest women and their families to develop sustainable livelihoods through seed capital or in-kind productive assets and tailored coaching through a competitive challenge fund involving partnerships with non-governmental organisations, government departments and private sector partners. The choice of assets will be determined on the basis of socio-economic circumstance, geographic location, disability and local economic context, and value for money. In Phase 1, a number of pilots will be tested. The successful pilots will then be adapted and replicated in Phase 2 of the programme.
 - **Output 2: Strengthening voice, choice and control:** The projects supported by the challenge fund will strengthen voice and participation structures and engage communities to influence social norms, cultural practices and attitudes that restrict women’s mobility and freedom in engaging in livelihood and income-generating activities.
 - **Output 3: Enhancing access to social and financial services:** The programme will develop a technology-based referral programme to connect women, girls and their family members with education, health, nutrition and financial services being provided by the government and non-state actors. The referral system will provide data to service providers, and also get data back on use of services. This will help the poorest women utilize various human capital initiatives for human development, develop their human capital and promote the social integration and inclusion, and acquire decent work and better earnings in the long-term.

¹ This learning is based on a number of impact and process evaluations. See Montesquio, Sheldon, and Hashemi (2018), From Extreme Poverty to Sustainable Livelihoods: A technical guide to the Graduation Approach. Also see DFID Bangladesh (2017), Pathways to Prosperity of Extremely Poor People Business Case, Annex I. In addition, see Hashemi and Montesquiou (2011), Reaching the Poorest: Lessons from the Graduation Model. Focus Note No. 69. CGAP.

- **Output 4: Evidence, learning, policy and institutional development:** The programme intends to build a strong evidence base through monitoring, feedback and impact evaluations to learn what works in specific contexts. This evidence will be used to advocate for replication of successful models from the challenge fund, policy reforms, and sustained investment in women's economic empowerment. Under this output, there will be two activities. The first one is the M&E contract itself which will be delivered through the supplier. The second element is the institutional development which will be delivered by providing technical assistance through the World Bank trust fund. The supplier will assess the efficacy of the technical assistance but will not deliver the technical assistance for the institutional development
9. The programme is split into two phases. Phase 1 (2019-2022) will pilot and evaluate livelihood projects and the referral system at a small scale. A mid-term evaluation will be undertaken before transition into Phase 2 (2022-2025). Phase 2 will adapt and extend models with the highest value for money potential and support the Government of Punjab to develop a self-financed rollout strategy for progressive increase in coverage. The programme intervention will be planned in specific districts across Punjab. The number and the names of the districts to be covered will be determined as part of the design of the challenge fund and the referral system.
 10. The programme will use the challenge fund, namely the Women's Action for Livelihood and Economic Transformation (WALET), to identify and test different variations in asset transfers. The need for this approach arises from gaps in evidence on what works in Punjab's context. The fund will serve as a competitive funding facility for NGOs, government departments, social enterprises and private firms to support projects for testing, adapting and scaling up the asset transfer approach tailored to different household and geographic characteristics. After establishing the fund in Year 1, three cohorts in Phase 1 will be designed in Year 2 and 3 where several small pilots will be tested. In Phase 2, successful pilots from Phase 1 will be identified, adapted and replicated.
 11. A referral system, 1-Service Link, will be developed under the programme and anchored within PSPA. The system will proactively promote social integration and inclusion of the poorest women and their family members in collaboration with a wide range of social and financial services. The system will not deliver services itself but will instead connect women and their family members with complementary public, social and financial services and human capital investments of government and development partners through a unified and integrated registry and Management Information System. These systems will allow profiling of individuals within target households according to eligibility criteria of different services and programs being provided by government and non-state providers.

Objectives and scope of work

12. These terms of reference are for the procurement of monitoring and evaluation activities under the Output 4 of the programme². The focus of the contract will be monitoring and evaluation of WINGS, focussing on all outputs and intended results of the programme.
13. To ensure the independence of monitoring and evaluation activities, suppliers bidding for this contract cannot bid for other components within the WINGS programme.

² Output 4 also includes institutional development. This will be delivered through the World Bank trust fund. The supplier will only cover the M&E element of this output and will not deliver the technical assistance for institutional development.

14. The purpose of this assignment is to build a strong evidence base through monitoring and evaluation to learn what works for increasing incomes and well-being of poor and vulnerable women and their families and better access to essential services in varied contexts in Punjab. This evidence base will inform policy reforms and strategy development for scaling up successful livelihood models and systems for graduation from cash transfers and exit from extreme poverty. In addition to strengthening this evidence base, the monitoring and evaluation activities will also provide accountability to relevant stakeholders, in both Pakistan and the UK, and should help to support the PSPA to improve its systems and implementation. Specific objectives are:

- To conduct process reviews and monitoring to track the flow of asset transfers and other programme benefits down to beneficiary level and assess the compliance of upstream and downstream implementing partners with policies and procedures approved for the programme activities;
- To assess early impacts and value for money potential of pilots supported through the WALET challenge fund and the referral system to inform the scale-up phase, as well as to develop the capacity of PSPA on monitoring and evaluation; and
- To undertake a summative impact assessment and systems analysis of the WINGS programme overall on its effectiveness against the theory of change and intended impact and outcomes.

Further detail on the scope of the work in both the inception and implementation phase is provided below.

Inception phase

15. During the Inception Phase, the supplier, in consultation with DFID Pakistan, will be expected to finalise the scope of work, developing a detailed methodology and implementation plan. The inception phase will last for four months.
16. The key deliverable for the inception phase will be an Inception Report, which should outline in detail the approach to be used for both the performance and process evaluations, as well as outlining potential topics for operational research such as effectiveness of communication, payment model and grievance redress mechanism among other. This should include:
- A detailed workplan and timelines for all M&E activities, outlining the approach to sampling and data collection (incl. method for quality checks) for phase 1. The plan and timeline for phase 2 will be indicative at this stage.
 - An overview of the team and governance structures for the M&E activities outlined below.
 - A communication and stakeholder engagement strategy (including a stakeholder mapping exercise of the broader system), reflecting DFID's Open Access Policy, and specifying the target audiences for gathering feedback
 - A review of the main risks and challenges for the evaluation activities and how these will be managed.
 - Confirmation of ethical approval to conduct fieldwork in Pakistan and a discussion on how the design and application of methods will be ethically sound and will meet relevant ethical standards.
 - A research uptake and dissemination plan, outlining how learning from the programme will be communicated to relevant stakeholders.

- The supplier will be expected to develop a Monitoring and Evaluation Framework for WINGS in the Inception report to guide the data collection and analysis of primary and secondary data in line with the programme objectives in consultation with PSPA, DFID and other stakeholders.
- The framework will include: definitions of key variables and suitable measurement indicators; key evaluation questions that were agreed with DFID Pakistan; sub-questions that explore in more detail what DFID wants to learn from the evaluation; assessment criteria that will be used to evaluate the performance of the programme against each question; and the most appropriate sources of data/ evidence and research methods for collecting the data.

17. DFID and PSPA will provide comments on the draft and will provide feedback to finalise the workplan. The supplier will submit a revised Inception report for approval.

Implementation phase

18. Upon successful completion of the Inception Phase and subject to the agreement of DFID and the supplier, the supplier will be appointed to implement the monitoring and evaluation plans. DFID reserves the right not to appoint the Inception Phase Evaluation Provider to conduct the evaluation if agreement cannot be reached over evaluation activities, resources, timeline and budgets.
19. Piloting of livelihood, asset transfer and Income-generating activity (IGAs) is at the heart of the programme design before scaling up decisions are made. The implementation phase will include the following activities:
 - **Ongoing process reviews and monitoring:** This will provide a deeper understanding of the quality of implementation, provide learning and feed into WINGS programme's annual reviews.
 - **Baseline evaluation:** The supplier will develop a formative analysis and a baseline report a year after WALET's and referral system's full commencement. A brief formative analysis will test whether the activities are appropriate to outputs.
 - **Mid-term evaluation at the end of Phase 1:** Gross impact of pilots on key variables of interest will be measured at the end of Phase 1. It is expected that there will be three cohorts, each lasting from 18 to 24 months. The supplier will also undertake a mid-term study to evaluate the referral system, the pilot projects and identify early policy insights. These evaluations will inform decisions for shortlisting pilots with highest VfM and scaling them up. Since the programme takes a cohort-based approach, in Phase 1, the supplier needs to identify how the midterm evaluation will be conducted either as a single output or separately for each cohort.
 - **End-line evaluation after the end of Phase 2:** This stage which will overlap with WALET's Phase 2 and scale up, quasi-experimental approach or other suitable methodology will be adopted to measure programme-attributed net impacts.
 - **Systems analysis:** All stages of the programme evaluation will assess linkages, incentives and objectives of different functions and sub-systems of WALET and the referral system and their interaction with other parts of the government and external stakeholders.

Ongoing process reviews and monitoring

20. The supplier will be required to design and execute process reviews and monitoring of programme activities. The process reviews will provide a deeper understanding of the quality of implementation, provide lesson learning and feed into our annual reviews. The supplier is also expected to check compliance of downstream partners with policies and procedures approved for the programme, especially compliance with operational manuals of WALET and the referral system that will be designed by PSPA and the World Bank's trust fund.
21. The monitoring of the programme will include multiple rounds of monitoring for tracking the flow of asset transfers and other programme benefits down to beneficiary level, getting beneficiary feedback, and verification of partners' data on a sample basis and make recommendations to change course - if needed. The supplier will independently validate the results reported by the implementing partner against the targets set in the M&E framework at the outset. This requires a flexible and varied approach as the details of project interventions are yet to be determined. The service provider will develop a report for each round of proposed process review and monitoring. The supplier is expected to propose a suitable frequency of monitoring and data collection rounds.
22. This information will facilitate PSPA to improve its operational effectiveness, strengthen systems, accessibility, and social accountability.

Evaluation activities

23. The key OECD-DAC criteria which will be considered across all evaluation activities will be relevance, effectiveness, efficiency, impact and sustainability. In particular:
 - Relevance - focus on the extent to which the programme activities meet the monitoring and evaluation needs of the programme.
 - Effectiveness - (1) whether the activities delivered by the WINGS programme present an effective model for women's economic empowerment and poverty reduction; (2) and whether the findings help in identifying effective pilots for scale up.
 - Efficiency – overall efficiency of the programme in terms of its management, costs and ability to deliver output in a timely manner.
 - Sustainability - incentives and institutional capability for continuation of the WINGS programme in future including financial sustainability of the proposed activities as well as benefit sustainability (i.e. their continuation once the assistance stops)
 - Impact - wider changes, potential for long term change, and relationship of results with national progress and other donor initiatives.
24. While these criteria will be applied across each stage of the evaluation, as shown by the indicative evaluation questions outlined below, the emphasis on each criterion will be different for both. The process evaluation will primarily focus on understanding the efficiency and relevance of the programme to allow for lessons on implementation to be gathered. The performance evaluation will look at what was achieved against the key performance indicators in the log frame, sustainability and the cost-effectiveness of different pilots to enable DFID to assess which pilots will be the best for scaling up.

Baseline evaluation

25. The purpose of the first stage of the evaluation would be to conduct a formative assessment of the programme one year after the commencement of the challenge fund and the referral system, providing early feedback to inform any decisions on refinements to the programme's design or governance and collecting the baseline data necessary for impact evaluations later in the programme. The formative assessment should also provide initial insights on the strategic implications of women's economic inclusion initiatives.
26. An indicative set of questions for the formative evaluation are outlined below. It is expected that these will be refined and rationalised during the inception phase (and may be influenced by the methodology and data collection approach):
 - a) Will the baseline data be sufficient for WINGS midterm and summative evaluation?
 - b) Are the activities likely to be sufficient to achieve the planned outputs and outcomes?
 - c) Is sufficient baseline data including indicator data, sufficient to enable the eventual evaluation of impacts?

Mid-term evaluation at the end of Phase 1

27. The supplier will undertake an overall or cohort-based midterm evaluation to identify successful models from the challenge fund that can be adapted and replicated in Phase 2. Currently, three cohorts are planned in phase 1. The supplier will be required to select a representative sample within each type of pilot in each cohort. Currently, we are unclear about the size and the numbers of pilots that might be tested in Phase 1. The supplier must propose if multiple (one for each cohort) or a single midterm evaluation will be conducted.
28. The purpose of the midterm evaluation is to assess early impacts and value for money potential of pilots from Phase 1 as well as the early interventions in the referral systems. It will also generate policy relevant evidence on the programme to learn about the effectiveness of the programme and to assess the development hypothesis and the theory of change.
29. An indicative set of questions for the mid-term evaluation are outlined below. It is expected that these will be refined and rationalised during the inception phase (and may be influenced by the methodology and data collection approach):
 - a) Looking at progress by the pilot projects, are WALET activities on track to achieve intended outputs and outcomes?
 - b) What do the indicators reveal about incomes, consumption, assets, education and inclusion and why are they occurring?
 - c) What types of additional employment or business activity are emerging?
 - d) What are the early insights (including case studies) from each of the funded pilots?
 - e) Which pilot projects appear effective and how can effectiveness be improved?
 - f) What specific changes and new opportunities are occurring for the target group, their households and their communities?
 - g) To what extent different functions of the challenge fund and the referral system are clearly established? Do they interact with each other efficiently?
 - h) What is the Government of Punjab's involvement in planning and implementing this programme?
 - i) What is the level of stakeholder involvement in the programme?

End-line evaluation after the end of Phase 2

30. The supplier is expected to undertake an end-of-programme impact evaluation, using rigorous quasi-experimental or other suitable approaches to quantify the impact of the programme towards the end of Phase 2. Given the substantial time-lags envisaged before outcomes can be fully observed, we expect the impact evaluation to be conducted between 18 to 24 months within the start of Phase 2. The primary focus of this evaluation should be on:
 - Showing the qualitative impacts of WINGS on women's economic inclusion and well-being;
 - Quantifying WINGS income generation and poverty reduction impacts; and
 - Analysis and insights for policy and lessons from implementation.

31. An indicative set of questions for the impact evaluation is outlined below. It is expected that these will be refined and rationalised during the inception phase (and will be influenced by the data available at baseline):
 - What is the nature of changes that have occurred for the women, their households and communities?
 - Which changes resulted from WINGS and how have they come about?
 - What types of variation occurred across different groups of households and why?
 - What other factors affected progress and sustainability?
 - Has WINGS improved consumption and reduced poverty and if so, how? Has WINGS improved access to services and if so, how?
 - What is the indicative Rupee value of changes in household and women's incomes and consumption?
 - How widespread were these changes across all households and WALET projects?
 - What are the other outcomes that have occurred?
 - Why have those outcomes occurred and how much can be attributed to WINGS?
 - To what extent can the poverty level impacts be estimated or measured? (Rupee value, levels of education, workforce participation)
 - Do performance indicators reveal any meaningful quantified changes and net effects on women's economic inclusion?
 - Were there any other unintended effects on inclusion and poverty reduction?
 - How has WINGS contributed to the PSPA's capabilities?
 - What policy implications arise from the interim and impact evaluation?
 - To what extent the programme has been successful in establishing systems that can be managed by the Government of Punjab?

System analysis

32. The supplier is also expected to undertake a systems analysis approach in both the midterm and end-line impact evaluation to study how well different components and departments involved in the programme work and interact to accomplish their purpose. It involves looking at the linkages, incentives and objectives of different components of the programme and the relationship of PSPA with other government departments to achieve the desired results. Suppliers are expected to pay consideration to the systems analysis in the midterm and end-line evaluation and propose a flexible research design.

Evaluation approach and methods

33. Suppliers should propose a robust and well-justified methodological approach, based on the nature of the programme and the evaluation purpose, objectives and indicative questions. The programme will use a national poverty data set to select beneficiaries (National Socio-Economic Registry) and there is scope to select a comparison group from it. While DFID does not specify an evaluation methodology, initial thinking on the programme suggests that a quasi-experimental approach might be suitable to measure programme-attributed net impacts. Suppliers can however suggest other recognised evaluation approaches as long as they provide a good rationale for their choice. It is expected that any method proposed would follow a mixed method approach, drawing on existing and new primary data, both qualitative and quantitative. The evaluation design will be refined in the inception report and any proposed changes to the approach after inception will need to be agreed with DFID.
34. In recognising the significance of the women's economic inclusion objective, the supplier should propose methods that measure the attributed poverty reduction outcomes but also, importantly, gain qualitative feedback directly from women beneficiaries themselves such as through the use of appropriately designed focus groups.
35. The supplier must make available an appropriate management, quality control (editors, proof readers, etc.) and backstopping mechanism, secretariat and any other support staff necessary to undertake the programmes and projects. The supplier will be required to agree an annual work plan and will submit quarterly progress reports to identify financial and project risks and mitigation actions.
36. Details of the proposed approach should be outlined in the technical bid by potential suppliers and include a draft methodology and evaluation framework. The Monitoring and Evaluation Framework will guide the data collection and analysis of primary and secondary data. While the performance and process evaluations do have separate objectives and will require different skills and methodologies, the supplier can choose the extent to which they wish to combine/integrate delivery of performance and process evaluations, considering timing, cost, skill-sets and a need to minimise the burden on stakeholders and beneficiaries.
37. The supplier is expected to propose a detailed and appropriate approach for each task. It is important that all pilots within each cohort are evaluated, however, the contractor can propose sampling within the pilots. It is expected that a combination of qualitative and quantitative methods will be required to address the objectives of this exercise and the supplier should set out a detailed approach for this.
38. The sampling approach should clearly set out sample size requirements (explicitly setting out the parameters used to derive the sample size, including confidence levels and assumptions around variability of the sample).

Data availability

39. The supplier will need to undertake primary data gathering (qualitative and quantitative) aimed at understanding whether specific strategies and approaches that support outcomes and outputs might have the intended and unintended impact. The supplier will ensure that appropriate arrangements, processes and procedures are in place for taking into account the sensitive cultural issues that women face in the Pakistani context and ensure Do No Harm

risks are minimised. Data from the pilots should be disaggregated according to DFID data disaggregation policy and where applicable a gender and social analysis of differences in perspectives should be analysed and presented.

40. The supplier will have access to secondary data along with qualitative and quantitative monitoring data from the implementing partner. The supplier will be required to quality assure existing data. PSPA can facilitate data access to BISP's National Socio-Economic Registry (NSER) to assist with the selection of comparison/control group³. However, the supplier should determine whether the NSER data will be enough or new data will need to be collected to supplement the NSER data.

Audience

41. The primary recipient of the deliverables will be the PSPA and DFID. The information from the evaluations, spot checks and beneficiary feedback will facilitate PSPA to improve its operational effectiveness, strengthen systems, accessibility, and social accountability. Reports may also be provided to other stakeholders (e.g. development partners such as the World Bank) on a need basis.

Timeframe and deliverables

42. The indicative timeline is outlined below:

Deliverable	Indicative timeline	Expected delivery date ⁴
Inception report	4 months	April 2020
M&E framework and data collection tools	5 months	May 2020
Baseline evaluation	1 year after full commencement of WALET and referral service	April 2021
Midterm evaluation	2 months after completion of phase 1	February, 2023
End-of-programme report	End of the programme	December 2024
Periodic process reviews and monitoring	At least 6 monthly process review and monitoring report	6 monthly process review and monitoring report
Develop PSPA's M&E capability	On going	On going

- a. **Inception Report:** The supplier will propose a structure and process for preparation of the Inception report in their bid submission, with a detailed Inception report submitted after four months. The inception report will set out a detailed methodology (including sampling approach), work plans entailing activity and resource-wise implementation markers, time-bound milestone matrix, structure of reports, survey and spot check tools. The supplier is expected to consult PSPA, DFID, World Bank and implementing partners in preparation of the report. The final report will be agreed with DFID.

³ BISP is the custodian of the National Socio-Economic Registry (NSER) which has information on demographic and socio-economic characteristics of over 27 million households – akin to a census. Once complete in June 2020, it will become Pakistan's only database with GPS coordinates of almost all households, making it possible to quickly locate and target households accurately that are at risk or are affected by a disaster within geographical boundaries and where necessary to apply poverty-based criteria for assistance.

⁴ These dates are in the WINGS Business Case and are subject to change depending on the proposed approach and implementation progress.

- b. **M&E framework and data collection tools:** The supplier will provide an M&E framework for the project. They need to identify key indicators that will be measured and tracked during the implementation of the programme across all pilots and scale up. The supplier will develop data collection tools and the frequency of data collection at this stage. Some indicators such as a working definition of graduation will have to be agreed after consultation with PSPA, DFID and WB's TA specialists designing the WALET and referral system.
- c. **Baseline evaluation:** The supplier will develop a formative analysis and a baseline report a year after WALET's and the referral system's full commencement. The supplier has to propose if multiple baselines (one for each cohort) will be conducted or a single one. A brief formative analysis will test whether the activities are appropriate for achieving the intended outputs.
- d. **Midterm evaluation at the end of Phase 1:** The mid-term evaluation will cover Phase 1. The report will identify successful models from the challenge fund that can be adapted and replicated in Phase 2 and inform about the effectiveness of the programme and to assess the development hypothesis and the theory of change. The supplier has to propose if multiple (one for each cohort) or a single midterm evaluation will be conducted.

End-line evaluation after the end of Phase 2: The supplier will conduct an end of programme impact evaluation to quantify the impact of the program through rigorous methodologies.

- e. **Periodic process reviews and monitoring reports:** The supplier is expected to conduct multiple rounds of spot checks to assess progress of the project, gain beneficiary feedback, and identify good practices, risks, and opportunities for improvements in the process. The supplier will develop a report for each round of spot check and beneficiary feedback. Some indicators will require monthly or quarterly monitoring while others may require annual monitoring. The supplier is expected to provide process review and monitoring report every six months.
43. The submission of each report will include a full technical report as well as a short (less than 10 pages) briefing note summarising the contents and pulling out headline findings and recommendations. All reports must be rigorous and thorough, be quality assured, and pay especially careful attention to the presentation and interpretation of data, the strength of the evidence being presented and associated claims around causality, correlation or fact. At the same time, the reports should be highly readable and accessible, paying close attention to visualisation of data, presentation of text and overall aesthetics and publishable quality of the document.
44. The supplier will also prepare additional communication material as appropriate for key audiences, including briefs, infographics, presentations, etc. It is crucial that evidence generated is presented in appropriate formats and is available in spaces where the relevant stakeholders are likely to seek out evidence. The inception report, interim and final performance evaluation reports will all pass through DFID's quality assurance service, Evaluation Quality Assurance and Learning Service (EQUALS), as well as being reviewed by relevant programme stakeholders. The evaluation supplier should ensure that sufficient time

is allowed within the evaluation workplan for these processes (EQUALS has a 10-working day turnaround), as well as for their own internal quality assurance processes.

45. All reports should be submitted in Word and/or PDF. Reports submitted should be clear, simple and short and refrain from using jargon.
46. There will be a break point after the inception phase and annual break points in the contract where the performance of the supplier will be assessed against agreed work plans, the quality of reports and key working principles.
47. The M&E contract will have a break clause at the end of the inception and phase 1 linked to the outcomes of the supplier review. The contract will also have a break clause at this point, which will be linked both to the supplier performance (the quality and efficacy of the reviews) and be contingent on the continuation of the WINGS programme (in its original form or otherwise.) An additional break clause will be included after one year and will only be activated in the case of poor supplier performance (based on agreed KPIs).
48. In the event that DFID or government counterpart decides not to proceed to the Implementation Phase, the contract will be terminated or scaled down at no further cost to DFID.
49. All impact evaluation reports may be published, providing information on what activities have been carried out and what results have been achieved, and so will also serve the purpose of accountability to stakeholders in Pakistan and the UK. Monitoring reports will be used internally for course corrections and learning.
50. All data and metadata are owned by DFID, and suppliers should ensure in the initial design, and methods that all data is rigorously documented.

Stakeholder engagement and communications

51. The supplier will be expected to develop a detailed communications and uptake strategy for all evaluation activities as part of the inception phase, adhering to DFID's Open Access Policy. The evaluation supplier will need to maintain regular contact with DFID Pakistan, PSPA, the World Bank as the TA partner, and other key partners to ensure the outputs are delivering products that meet demand. Communications will include regular seminars, presentations at sectoral advisory, and production of policy briefs.
52. The dissemination strategy will outline how communication of evidence produced will be agreed with DFID Pakistan, including determining if any sections may not be suitable for sharing beyond specific audiences. It will also state how evidence will be made available including detail on formats and styles appropriate for each of the priority stakeholders. This will include "hard products" – such as full technical reports, briefing notes and academic papers; and "soft products" – such as meetings and workshops.

Budget and Timing

53. The budget for this contract is up to £3.5 million GBP, including travel, expenses and any applicable government taxes.
54. The WINGS programme's duration will be until March 2025. The programme will be delivered in cohorts, allowing for decisions on the scaling up or course correction to be taken at the

appropriate level based on results achieved. The contract will be issued for the full duration and will be subject to a formal review point at the end of the inception phase and after the implementation phase 1 (December 2022).

55. The contract will include an option to extend the contract up to a further two 12-month periods based on needs of the programme, availability of funds and the performance of the supplier.

Supporting documentation

56. The following is not an exhaustive list. Further documentation will be provided during inception phase.
 - WINGS Business Case
 - Theory of change
 - Draft logframe

Governance, reporting and contracting arrangements

57. The supplier will report directly to DFID Pakistan. The supplier will report to the Lead Adviser on technical issues and, if necessary, to the Senior Responsible Owner on strategic and management issues. The supplier will work closely with the Programme Manager and report to him/her on contract/ compliance requirements and finances.
58. DFID and the supplier will agree on formal governance arrangements during the inception phase.
59. The monitoring and evaluation team will establish strong working relationships with the WINGS implementing partners to gain access to relevant contacts and information. The team will also build networks with other relevant actors to ensure support, complementarity, and improved coordination.

Skills and qualifications

60. The supplier will need to demonstrate a strong presence in and knowledge/expertise of working in Pakistan, and specifically in Punjab and the capacity to operate effectively within the local context. Suppliers should clearly recognise the differential set of skills required for monitoring and process reviews, and impact evaluations, and team and governance structure should be proposed accordingly. The proposed team should have a sound understanding of evaluation design and methods, understand the strengths and limitations of different approaches and how to accurately interpret and present findings to a varied audience. The team will require a broad set of skills to be able to effectively design and conduct complex evaluations. DFID will require a supplier that can operate effectively in Punjab conducting primary data collection at all levels (province, district, community).
61. Given the need for continual engagement with the WINGS programme, the supplier will require extensive time spent in Pakistan by the evaluation team to understand the programme and conduct the evaluation. Representation in Pakistan can be an experienced local partner evaluator, as some local presence is essential to build and manage relationships. The overall team should clearly demonstrate the capacity and capabilities to successfully deliver the evaluations. DFID is looking for a supplier that can demonstrate that it is tapping into national/local expertise by forming strategic partnerships/consortia with specialist local organisations.

62. The team will be a combination of national and international experts, with knowledge and understanding of graduation and livelihood development, women's economic empowerment, social protection and social development in Pakistan together with an understanding of the Punjab political, cultural context and challenges. The supplier should consider gender balance within the team they put forward.
63. Strong leadership and management are essential given the complexity of the programme, and to build the appropriate level of relationships with stakeholders, which are critical to the success of this evaluation.
64. The supplier is afforded flexibility in the structure and composition of the team it assembles. However, it is expected to have a single overall team leader to be responsible for managing and overseeing the contract deliverables. The team may mix international and national/regional experts, with the understanding that national expertise will be highly valued and should be built up over time.
65. The evaluation team will need to be flexible in the approach to designing the studies to ensure that the evaluation design is closely linked to programme design and implementation.
66. The supplier is expected to demonstrate the following qualifications:
 - A successful and verifiable track record of managing and implementing similar monitoring and evaluation projects in Pakistan or other fragile/insecure regions.
 - Strong understanding of various quantitative and qualitative research methodologies used for performance and impact evaluations, applying mixed methods approaches that meet recognised standards for credibility and rigour.
 - Expertise in third-party validation, monitoring and evaluation, especially in graduation and women's economic empowerment programmes.
 - Necessary statistical expertise within the core team, including experience in survey design and implementation (particularly in fragile and conflict affected state (FCAS) contexts and on sensitive issues), data analysis.
 - Ability to deploy technical and management experts who have a strong track record in graduation, women's economic empowerment, social development, cash transfers, systems analysis and have demonstrable evaluation skills, knowledge and expertise.
 - A balanced team structure that adequately meets the skills requirements of the different activities and outputs of the WINGS programme. Bids should also reflect a balance of national, regional and international expertise. The core implementing team should ideally be located within Pakistan and have local language skills.
 - The Team Leader will demonstrate appropriate and relevant expertise in leading and managing similar monitoring and evaluation projects in similar contexts, preferably in Pakistan, and will demonstrate relevant expertise and strong skills in working with government systems.
 - Ability to communicate complex studies and findings in an accessible way for non-technical readers, including presentation of data in visually appealing ways, highly structured and rigorous summaries of research findings and robust and accessible synthesis of key lessons from across different studies.
 - Ability to effectively manage donor funds, strong financial management, commercial and financial reporting skills, and a track record of delivering excellent value for money.

67. The assignment is a combination of monitoring and evaluation. The contractor is expected to identify synergies that can be exploited for triangulation, reduce transaction costs and provide timely feedback.
68. The evaluation supplier will need to comply with DFID's policies on fraud and anti-corruption and cooperate with checks and balances programme staff will require from them for the duration of the evaluation e.g. annual audited statements, policies on management of funds. The evaluation supplier should also ensure that it adheres to DFID's ethical principles and any relevant ethical standards within the Pakistan context.
69. The suppliers will be responsible for all logistic arrangements for themselves and members of the core team. DFID will facilitate convening of meetings and site visits where necessary. All relevant expenses should be covered by the contract budget.

Conflict of Interest

70. Suppliers bidding for this contract should not have significant conflict of interest with the main service provider or any downstream partner firms delivering WALET projects for the WINGS programme. Therefore, the suppliers and downstream partners supporting on other components of the WINGS programme cannot bid for this requirement. Selected suppliers will be required to declare any conflicts of interest, both for the organisation as a whole as well as individuals assigned to carry out this work.

Performance Management

71. The supplier will be responsible for managing their and all service provider's performance and tackling poor performances. They will be required to demonstrate strong commitment towards transparency, financial accountability, due diligence of partners and zero tolerance to corruption and fraud.
72. DFID will manage performance of the supplier through key performance indicators (KPIs). Payment will be linked to the delivery of time-bound quality outputs and KPIs. The payment for KPIs will be proportionately reduced, which suppliers will confirm as a percentage in their Commercial response, if the quality is not satisfactory. KPIs will not be allowed to be deferred unless under exceptional circumstances agreed with DFID. The contract will use a hybrid approach of payment to the service provider and suppliers should include a proposed hybrid payment mechanism in their bids, clearly linked to the outcomes of the programme, this could include proposed KPIs, milestones and an element of input-based payments. During the Inception Phase the DFID team will have detailed discussions with the supplier, to agree on a range of KPI indicators defining the criteria needed to meet the quality standard of each deliverable throughout the Implementation Phase. The agreed KPI's will measure successful delivery of the following outputs:
 - Inception report (including a stakeholder mapping exercise)
 - M&E framework and data collection tools
 - Baseline evaluation report
 - Midterm evaluation report
 - Systems analysis report
 - End-of-programme report
 - Periodic process reviews and monitoring
 - Evidence dissemination and advocacy products and events
 - PSPA's M&E capacity building deliverables

73. The following KPI's will measure successful delivery of the Inception report for acceptance by DFID:
- Covers all points outlined in the ToR - paragraph 16
 - Presentation of text / data analysis / visualisation in line with the Tor – paragraph 43
 - Readability
 - Publishable quality

Risks and challenges for the evaluation

74. The service provide may need to work in areas that have been affected by conflict in the past and/or are insecure. Travel to many zones within the regions may be subject to obtaining No Objection Certificates from the Ministry of Foreign Affairs and/or relevant provincial authority in advance. The supplier will be responsible for obtaining the NoCs and should consider this factor in developing activity plans. The security situation in some locations may be prohibitive at times, requiring arrangements for duty of care and precautionary measures. The supplier should be comfortable working in such an environment and should be capable of deploying to any areas required within the regions in order to deliver the contract (subject to NoC being granted and security advice). Pakistan has also suffered several earthquakes, floods and droughts in the last 15 years. Climate change has increased the frequency of shocks. In exceptional circumstances and to ensure safety of people, replacement of districts/locations in the sample will be possible in agreement with DFID and PSPA.
75. Specific districts within Pakistan for the challenge fund as well as the referral system are not identified at this point. However, it is believed that the supplier who can operate in Punjab, will have the ability to operate and deliver these services.
76. Suppliers should include in their bids the key risks that they perceive and how they plan to manage and mitigate them. These risks should be presented in a risk matrix, including the level of risk and how partners plan to identify, monitor and respond to these challenges. Some of the key risks and challenges that DFID has already identified, and which suppliers are expected to address in addition to other risks, include: methodological, coordination, delivery and data challenges.

Duty of Care

77. The supplier is responsible for the safety and well-being of their personnel and third parties affected by their activities under this contract, 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.
78. This procurement might 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. 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.). The supplier must ensure their personnel receive the required level of training and safety in the field training prior to deployment.

79. Tenderers must develop their Tender on the basis of being fully responsible for Duty of Care in line with the details provided above and they must confirm in their Tender that:
 - They fully accept responsibility for Security and Duty of Care.
 - They understand the potential risks and have the knowledge and experience to develop an effective risk plan.
 - They have the capability to manage their Duty of Care responsibilities throughout the life of the contract.
80. If you are unwilling or unable to accept responsibility for Security and Duty of Care as detailed above, your Tender will be viewed as non-compliant and excluded from further evaluation.
81. Acceptance of responsibility must be supported with evidence of capability and DFID reserves the right to clarify any aspect of this evidence. In providing evidence, Tenderers should consider the following questions:
 - Have you completed an initial assessment of potential risks that demonstrates your knowledge and understanding, and are you satisfied that you understand the risk management implications (not solely relying on information provided by DFID)?
 - Have you prepared an outline plan that you consider appropriate to manage these risks at this stage (or will you do so if you are awarded the contract) and are you confident/comfortable that you can implement this effectively?
 - Have you ensured or will you ensure that your staff are appropriately trained (including specialist training where required) before they are deployed, and will you ensure that on-going training is provided where necessary?
 - Have you an appropriate mechanism in place to monitor risk on a live / on-going basis (or will you put one in place if you are awarded the contract)?
 - Have you ensured or will you ensure that your staff are provided with and have access to suitable equipment, and will you ensure that this is reviewed and provided on an on-going basis?
 - Have you appropriate systems in place to manage an emergency / incident if one arises?

