

**CALLDOWN CONTRACT**

**Framework Agreement for: Global Evaluation Framework Agreement**

**Framework Agreement Purchase Order Number: 5859**

**Call-down Contract For: Evaluation of Zambia Accountability Programme**

**Contract Purchase Order Number: 6719**

I refer to the following:

1. The above mentioned Framework Agreement dated 1<sup>st</sup> January 2012
2. Your proposal of July 2014.

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 11<sup>th</sup> May 2015 ("the Start Date") and the Services shall be completed by 30<sup>th</sup> October 2019 ("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 DFID Zambia ("the Recipient").

**3. Financial Limit**

- 3.1 Payments under this Call-down Contract shall not exceed £1,102,480 ("the Financial Limit") and is exclusive of any government tax, if applicable as detailed in Annex B.

When Payments shall be made on a 'Milestone Payment Basis' the following Clause 28.1 shall be substituted for Clause 28.1 of the Framework Agreement.

**28. Milestone Payment Basis**

28.1 Where the applicable payment mechanism is "Milestone Payment", invoice(s) shall be submitted for the amount(s) indicated in Annex B as and 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 28.1 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.

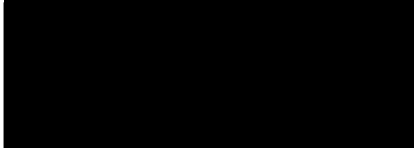
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**4. DFID Officials**

**4.1 The Project Officer is:**



**4.2 The Contract Officer is:**



**5. Key Personnel**

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

All listed in table C4.0 of Proposal of July 2014.

**6. Reports**

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

**7. 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

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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.

## **8. Contract Management**

- 8.1 Due to the complexity of the Programme, the Contract must have adequate provision for variation to adapt to changes that occur during the life of the Programme. DFID shall, as a condition of proceeding from one phase to the next, have the right to request changes to the Contract, including the Services; the Terms of Reference and the Contract Price to reflect lessons learned, or changes in circumstances, policies or objectives relating to or affecting the Programme.

- 8.2 The key review points for the Programme and Contract are at stages as described in the Terms of Reference, ie after inception period, 12 months, and thereafter annually until the end of the contract. Continuation following a review point will be subject to the satisfactory performance of the supplier during the preceding period, and the continuing needs of the Programme based on the Political and Economic environment in Zambia. The review points will involve undertaking a DFID managed review process to determine progress against agreed milestones and results. This does not necessarily lend itself to a physical break in the contract, it will be an opportunity to review the suitability of the contract and review milestones and deliverables. The supplier will also be expected to report quarterly on contract Key Performance Indicators (KPI). These contract key performance indicators will be jointly agreed with the supplier during the inception phase but will be based on Annex G – Commercial KPI and Supplier Performance Scorecard. Concerns on annual reviews and or contract KPI performance could lead to the implementation of Performance Improvement Plans and or contract termination if Performance Improvement Plans are not successful. The contract will be terminated at no further cost to DFID or the supplier other than expenses and costs already committed in due consultation with DFID for any period after the termination which DFID will reimburse to the supplier.

- 8.3 DFID may terminate this contract pursuant to Clause 31 and 32 of the Framework Agreement, if agreement pursuant to Clauses 8.1 and 8.2 above is not reached.

## **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 5 working days of the date of signature on behalf of DFID, DFID will be entitled, at its sole discretion, to declare this Call-down Contract void.

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

Name:

Position:

Signature:

Date:

For and on behalf of

Upper Quintile

Name:

Position:

Signature:

Date:

**CALL DOWN CONTRACT**  
**Terms of Reference/Scope of Work**  
**for the Services**

**Terms of Reference**  
**Evaluation Service Provider:**  
**The Zambia Accountability Programme**

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## Introduction

The Department for International Development (DFID's) mission is to help eradicate poverty in the world's poorest countries and this is underpinned by our set of values:

- Ambition and determination to eliminate poverty
- Ability to work effectively with others
- Desire to listen, learn and be creative
- Diversity and the need to balance work and private life
- Professionalism and knowledge

DFID is seeking to work with Service Providers (SP) who embrace the DFID supplier protocol and in addition demonstrate Corporate Social Responsibility (CSR) by taking account of economic, social and environmental factors in an ethical and responsible manner, complying with International Labour Organisation (ILO) standards on labour, social and human rights matters.

Value for Money (VfM) is important for all DFID programmes and as such, in all our activities, we will seek to maximise the impact of DFID's spend on programmes and encourage innovative ideas from our partners and suppliers to help us to deliver Value for Money.

National and local level accountability mechanisms in Zambia are weak. Zambia's political system is elitist and does not effectively represent the voices of all citizens equally. Rural citizens and women are particularly under-represented by Zambia's political system... Citizens often have limited access to information and thus low awareness of their economic and social rights and as a result they are often unable to effectively make concerted demands for better services.

In response to this situation, DFID has developed a programme entitled the Zambia Accountability Programme (ZAP). ZAP has two significant programme components dealing with both national and local level accountability. Although originally designed as two separate programmes (Institutions of Democratic Accountability Programme: IDEA and the Citizen Service Engagement Programme: CSEP), the high degree of synergy and complementarity between the programmes resulted in a decision to combine the two programmes into a single programme with a single logframe, Annual Review and end Project Completion Report.

ZAP will directly contribute to DFID Zambia's Operational Plan, particularly the commitment to "increasing Government's transparency and accountability to its citizens". It will also contribute directly to building the 'Golden Thread'<sup>1</sup> of open societies and stronger political institutions in Zambia, both key enablers of development.

The programme will be managed by a Service Provider and implemented over a period of 5 years commencing in May 2014 with a four month inception phase. DFID wishes to secure the services of a highly qualified evaluation Service Provider ('The Evaluator') to design and conduct an evaluation of ZAP.

The context for this intervention is found in Annex A and the CSEP/IDEA Business Cases (Annexes G and H) and Logframe(Annex I)

<sup>1</sup> Golden Thread refers to the conditions that enable open economies and open societies to thrive: the rule of law, the absence of conflict, the absence of corruption, the presence of strong property rights and institutions

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## DFID Intervention

ZAP is divided into two components. Whereas the first component (IDEA) looks at national level accountability and will work primarily with national level bodies, the second (CSEP) looks at local level accountability with a particular focus on vulnerable groups (see section: Component 2).

**Component 1** adopts a national level accountability approach, working with political parties, the Electoral Commission of Zambia, parliament committees and the media. This approach will create an enabling environment for national citizens' representation. The programme outputs are the following:

Thematic Area	What?	How?
1: Citizens access information on MPs' and Government Performance to hold representatives to account- so they know whether elected representatives and officials are delivering for them.	Citizens have information on Government performance in areas not currently covered by the media	Local Radio- Investment in delivering quality news programming to rural communities through intensive mentoring of local journalists.  Additional investment in improving stations' income and sustainability by supporting stations to negotiate collectively with advertisers and to develop new income streams.  Investigative Journalism unit established to mentor journalists and feed stories to media houses. This would include a small grants fund for reporters to cover rural stories and those with a gender angle.  Grants would also be given for media houses to undertake reforms to develop in-house investigative capacity, where there is appetite. <sup>1</sup>
	Citizens have information on MPs performance in Parliament and in spending the Constituency Development Fund	MPs' Scorecard - published annually providing performance data to Constituents and giving each MP a grade. Performance data would include MPs' attendance, influence and main subjects covered in Parliament. This would allow representation on issues related to women and girls to be disaggregated, and top performing MPs in this area identified. Fronted by a civil society organisation with extensive dissemination to Constituencies.
2: Supply of Representation: Parties and MPs translate citizens' interests into policy options - so they are equipped to deliver for citizens.	Stimulating evidence based policy debates within parliament	Investment in Parliamentary committees. Researchers for top performing MPs, Parliamentary Committees and Shadow Cabinet. <sup>2</sup> In order to ensure that it is non-partisan, sitting Ministers will be allowed to draw down on the same research support if they wish.
	Stimulating evidence based policy within parties	Support to parties to develop policies that can deliver for citizens and provide alternatives to voters. Where parties are willing, support local structures to develop policies, for instance through constituency offices.
	Getting more women elected to Parliament to ensure the interests of women and girls are better captured in policy debates	Work with parties to strengthen women's wings and identify candidates early on.  Work with civil society to directly support candidates when they are placed on the ballot.

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3: Legitimate elections allow citizens to hold representatives to account.	Making the electoral process more accessible to citizens	Limited support to support the Electoral Commission to handle registration, identification of polling staff and dispute resolution. Additional support to the Electoral Commission to deliver the 2013 election.
	Improving citizens' trust in the credibility of elections	Local civil society election observers and training to parties' poll watchers to monitor the election in every polling station. A parallel vote tabulation to verify the result after it has been announced.

**Results from activities above:**

- Half a million Zambians aware of the Parliamentary scorecard (baseline 0).
- 25,000 citizens request the Parliamentary scorecard by text message (baseline 0).
- 100 female Parliamentary candidate's access mentoring and training for 2016 elections (baseline 0).
- 5,000 text messages and calls received during DFID supported phone in shows with representatives, including 1,000 calls from women (baseline 0).
- 20% of citizens say DFID supported community radio programmes made them more aware of MPs promises (baseline 0).
- 160 women stand for Parliament in the 2016 election, up from 113.
- International election observation missions (European Union, Commonwealth) verify 2016 elections to be transparent and credible (2011 election transparent and credible).
- 4 Parliamentary Committees provided with researchers (baseline 0).

**Component 2** is centred around local level accountability with a focus on increasing citizens' ability to hold their public service providers to account (i) in the areas of education and health services and (ii) for how elected officials utilise local funds, in particular the Constituency Development Funds (CDF). This type of engagement will be referred to as 'social contracts'.

The programme will operate in a selection of districts in Zambia at the community level with a particular focus on the following target groups: women, adolescent girls (aged 10 to 19), the elderly, youth and people living with a disability.

The key outputs from this component are:

- Establishing citizen service engagement mechanisms (social contracts)
- Effective communication and advocacy
- Improving access to secondary school education for girls (through provision of bursaries)
- Promoting and supporting women to local office (e.g. as local councillors and as members of Executive Committees of local Associations).

These outputs will result in:

- 414 facilities have social contracts (primary and secondary schools, clinics and hospitals)

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- 3042 radio broadcast on social contracts and women candidates
- 594 female candidates receive mentoring and training for 2016 Local Government elections

The component includes a substantive education subcomponent which aims to provide 3220 girls with bursaries for lower secondary school. Although this subcomponent will be closely monitored the education subcomponent will not form part of the evaluation.

**Theory of Change:** The theory of change for both programme components is premised on the key role played by access to information. Increased information and increased capacity to make use of this information enables citizens make informed decisions, influence policy processes and programmes that affect their lives and gain accountability from government officials and elected representatives. Theories of change for individual interventions are found in the business cases.

### Scope of Work

The assignment will be split in two phases. An inception phase will last for four months and a full implementation phase which will last for five years to run alongside the programme implementation.

The Evaluator will not be required to evaluate the education subcomponent as this falls outside of the core of the programme.

During the inception phase the Evaluator will conduct an initial diagnostic review and develop evaluation framework and communications strategy for the programme.

The initial diagnostic review will assess the coherence and feasibility of the programme's key evaluation questions, results chain and associated Theory of Change (if necessary refining the evaluation questions) and how these will be addressed. It should look at the robustness of programme design and highlight any gaps which could affect robustness of evaluation findings including the coherence/robustness of methods utilised by the Service Provider for selecting programme districts. It should also consider how proposed programme interventions map onto the existing evidence base, identifying how the evaluation will contribute to the wider evidence on democratisation.

Based on the Initial Diagnostic Review, the Evaluator will develop an Evaluation Framework in consultation with key stakeholders and ZAP Service Provider. The Evaluation Framework should specify (i) the data collection and detailed methodology for undertaking the KPAOS baseline survey, formative and summative evaluation as well as the delivery of evaluation reports and continued inclusiveness and consultation with stakeholders.

The Evaluator will facilitate its own logistical arrangements. If required, assistance may be sought from the DFID team, the ZAP Service Provider or implementing NGOs in setting up appointments during evaluation field visits.

### Purpose

The overarching purpose of the evaluation is to identify gaps in the evidence base in relation to democracy and accountability interventions and to directly contribute to filling these gaps. This will involve the development and implementation of an Evaluation Framework which will allow the programme to enable clear articulation of the results against the expected outputs and outcomes, evidence to support or challenge the Theory of Change and lessons for current and future programme design.

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## Objectives

The evaluation will focus on the impact and effectiveness of the following programme components:

For Component 1 the priority evaluation focus will be determined by the Evaluator's review of the evidence base but may include:

- To what extent have the assumptions about the link between outputs and outcomes held true in this programme?
- The link between the parliamentary scorecard and voting behaviour
- The link between community radio and MPs promises and voting behaviour

For Component 2, the priority evaluation focus will be:

- social contracts
- radio programmes
- the link between public CDF scoring, CDF performance and voting behaviour

The main task of the Evaluator is to develop and implement an Evaluation Framework for the programme in consultation with key stakeholders and the Service Provider. The Evaluation Framework will encompass detailed methodology and approach for conducting a Knowledge, Perception, Attitude and Opinion Survey (KPOAS) (including baseline and follow-up surveys) as well as the mid-term (formative) and final (summative) evaluation.

The purpose of the KPOAS will be to assess changes in knowledge, perceptions, opinions attitudes resulting from ZAP around the following areas:

- the rights of citizens
- quality of public services
- attitudes to women in leadership
- role and performance of elected officials
- voting behaviour
- use and effectiveness of radio (national and community)
- ability of citizens to influence/lobby local and national officials and duty bearers.

It is expected that this survey will look at differential impact across and between districts in which the programme is implemented in order to capture both the national and local level differences. Reliability (results obtained will be the same if repeated with the same people the following day) and validity (the right questions are being asked to obtain meaningful usable responses) will be key criteria of selected methodology. The Evaluator is expected to provide a detailed sampling design and methodology including how the survey will be piloted and rolled out.

The purpose of the formative evaluation: The evaluation will test the validity of the Theory of Change, in particular whether the assumptions about the links between programme outputs, outcomes and impacts hold true.

Specifically the objectives will be to determine:

- To what extent have the assumptions about the link between outputs and outcomes held true in this programme?

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- To what extent have the assumptions about the link between outcomes and impacts held true in this programme?
- Has the Parliamentary scorecard changed voting behaviour?
- Has community radio programming changed voting behaviour?
- Have the assumptions around getting women elected to Parliament held true?
- Which elements of the programme have been most effective at delivering outcome level results?
- To what extent can progress at outcome level be attributed to the programme interventions?
- Has the Investigative journalism component improved the quality of journalistic output?
- Has IDEA's work with community radios led to an increase in their financial viability?
- Is the programme on track to increase the number of female candidates for MP?
- How well implementation is going and whether implementation is moving to timetable
- What is working and what is not, identify lessons and recommendations
- Barriers to Implementation
- New risks, problems across the programmes and across implementation sites and opportunities for learning
- Ways in which the programme content of both components needs to be adapted to address issues identified in the evaluation
- Whether the programme represents value for money
- Ways in which linkages and synergies between the programmes national and local components can be improved

**The Summative evaluation** will test the validity of the Theory of Change in particular whether the assumptions about the links between programme outputs, outcomes and impacts of priority interventions hold true. The evaluation will assess changes attributable to the programme, draw lessons learnt and provide evidence for the value added of each of the programmes.

**Objectives of the summative evaluation** - The objectives of the summative evaluation are to ascertain results, lessons learnt and contribute to evidence. The evaluations will determine:

- How well the programme was designed to achieve objectives
- Whether activities did take place, whether outputs led to the Outcome
- Whether activities were the right ones
- Whether VfM was achieved in running the two programmes together rather than just one or the other
- The contribution of key intervention to achievement of the outcome
- The likelihood that the achievement of the outcome will lead to the impact

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The evaluation findings of the formative evaluation will be used to improve programme implementation and lesson learning. The summative evaluation will be used to inform policy and future programming and is expected to build the international evidence base.

#### **Evaluation Criteria and Questions**

In line with DFID's new evaluation policy which builds on the Development Assistance Committee (DAC), the evaluation will be based in the following criteria:

- **Relevance**
- **Effectiveness**
- **Efficiency**
- **Impact**
- **Sustainability**

In addition, DFID will seek to address the extent to which the following criteria are addressed: coverage, co-ordination and coherence.

#### **Relevance**

- How appropriate is the proposed Theory of Change developed in the Business Case and how should the Theory of Change be improved based on the findings of the evaluation? (Formative)

#### **Effectiveness**

- How effective was the programme as a whole in delivering the promised outcome and impact? (Summative)
- How effective were individual interventions (social contracts, parliamentary score cards, investigative journalism etc.), in achieving the intended outcome? If some interventions were more successful than others, why, were they the right combination of interventions? (Formative and Summative)
- Where the evidence base is weak for particular interventions, are any of the findings more widely relevant for building global evidence?
- How and to what extent do target groups and wider stakeholders value the interventions developed through the programmes? What do they recommend to improve the interventions and why? (Formative)
- How effective are the programme approaches for improving advocacy in particular whether radio is a useful medium for communicating key messages (Formative and Summative)
- How effective is the programme approach to increase the representation of women in parliament and in local office (Formative)
- How effective is the programme at increasing political parties' and parliament's effectiveness (i.e. ability to respond to citizens' needs), how equitable has this been spread across and within parties. (Formative and Summative)

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### Efficiency

- To what extent do the two programme components deliver value for money? How could value for money be improved? (Formative)
- Are the programmes on track for the planned timeframe and budget? (Formative)
- To what extent were programme activities completed on time and on budget? What were the barriers to the implementation of the project, how did external and internal factors influence delivery of interventions? (Summative)

### Sustainability

- What are the prospects of the outcome and impact being achieved how does this vary across the component and across ZAP (Formative)
- What are the gaps in current programme design, what could we do better to achieve the outcome and impact. (Formative)

### Coverage

- To what extent has the programme been successful in reaching the target groups identified in the Business Case? (Summative) Was there any difference with regard to the number of men/women reached and why? (Summative)

### Coordination and alignment

- To what extent does the design of the programme complement the work of other partners? (formative)
- To what extent is the design of the programme aligned with the Zambian government's priorities and systems? (Formative)

### Recipient

The recipients of the services are: DFID Zambia, the ZAP Service Provider and programme implementers; more widely, the Government of Zambia, the donor community as targeted communities and the general public.

### Risks and Challenges

Although the two ZAP components are highly complementary and synergistic, they were initially designed as two separate programmes. Therefore consideration should be given during the Inception Phase to risks of implementing the evaluation and how these will be mitigated.

### Specific challenges include:

- Component 1: the political actors/ nature of the programme, this will need a strong reading of scenarios in order to design and capture findings effectively.
- Component 2: Making baselines comparable across the districts in which the programme is working at the local level.
- The fluidity around reduced freedom of the press which, in a worst case scenario, could affect implementation of the programmes.
- Need to build good working relations between ZAP Provider, grantees and the Evaluator. The latter will need to build relationships in a non-threatening way with these stakeholders.

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- Developing methodologies that can measure the performance of Component 2
- The risk of the main ZAP service provider not performing thus delaying ability to evaluate.
- The main programme is designed to evolve as the political context changes. Capturing change in this context will be a challenge.

Wider risks to the programme are found in the risk matrices in the Business Cases for IDEA and CSEP.

All bidders should have an ethics policy in place to manage the ethical questions raised by this evaluation.

### **Evaluation Methodology**

The evaluation methodology should be determined by the evaluator based on the evaluation questions and methods may vary across components. DFID Zambia would prefer a theory based approach to test the proposed Theory of Change.

It is expected that evaluation will use mixed methods and given the nature of the programme, it is recommended that anthropological and participatory community methods are considered. We welcome bids which identify appropriate methodology to answer the evaluation questions. We would encourage the use of experimental methods.

An indicative methodology is expected in the bid. Innovation and clear methodological approaches for any primary data collection exercises including outlining sampling techniques, data collection methods, rigor and credibility are expected in the bid. A final methodology should be captured in the Evaluation Framework and finalised during the inception phase.

The Evaluator will be required to develop the Evaluation Framework in consultation with key stakeholders and to present it to DFID together with the inception report for approval.

### **Information sources**

The bulk of the secondary data sources will be generated by the programme through a robust monitoring system. These will include, quarterly and annual reports, monitoring data collected by the ZAP Service Provider. The latter will maintain:

- DFID logframe data, which will be a subset of;
- a more detailed programme results framework, which will be a subset of;
- Individual results frameworks for each grant.

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The ZAP Service Provider will also provide quarterly and annual reporting.

The ZAP Service Provider must provide raw data sets to the Evaluator for independent analysis. However it is expected that the Evaluator conduct further primary data collection. The evaluator will determine the most appropriate methods to answer the evaluation questions.

It is expected that programme data will be of a reasonably high standard. However, the evaluation team would be required to triangulate data by conducting qualitative data collection. Cross country data on governance, democracy and socio-economic indicators generated by other institutions will provide an additional resource. These would include the Afrobarometer survey, the Central Statistical Office and Governance Secretariats' National Governance Survey, Freedom House' annual assessment, Living Conditions Monitoring Survey, Health Management Information and Education Bulletin.

Local evidence from similar initiatives is lacking or very limited. However, there is a USAID funded project which aims to increase government responsiveness through citizen engagement. This programme is being implemented in 3 provinces (Northern, Eastern and Luapula) and includes an impact evaluation. USAID and Irish Aid are also likely to co-fund the Parliamentary Scorecard while USAID will fund an impact evaluation of it.

### Deliverables

The following deliverables are expected:

An Initial Diagnostic Review within 2 months. This should provide any recommendations for any changes to the evaluation questions and the Theory of Change as well as an assessment of the suitability of the monitoring data being gathered and utilised by the ZAP Service Provider to deliver data for the evaluation and to highlight any data needs not in the current monitoring framework. Outline design and approach for the KPAOS.

Inception report within 4 months – this will be the basis for agreeing the work plan between DFID and the Evaluation Service Provider. The inception report should not exceed 50 pages and must include:

- Succinct Executive Summary
- Evaluation Framework; this will include evaluation design, a full set of final evaluation questions, Theory of Change and methodology, Design and detailed methodology for the KPAOS (including methodology for piloting and roll-out). This will need to be signed off by DFID.
- Sampling technique and methodology for data collection and stakeholder involvement and support required
- Implementation plan and timelines for key milestones
- Details of field work plans and composition of teams
- Summary of communication strategy
- Updated review of risks and proposals for mitigation

The inception report should also have a number of annexes including

- Recommendations for changes to the monitoring plan to meet any additional data needs of the evaluation not currently captured.
- Comments on appropriateness and recommendations for improvement of Theory of Change and evaluation questions
- Comments on appropriateness and recommendations for improvement of logframe

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- Risks of implementing the evaluation and how these will be mitigated.
- Communication strategy outlining methods, audiences and key messages of each selected mode of dissemination. Some expected dissemination channels will include workshops, Insight notice, DFID evaluation website, PowerPoint and paper presentations and pamphlets.

#### Other deliverables

- Baseline survey report for the KPAOS within 6 months
- Quarterly progress reports during implementation of the assignment addressing risks to the evaluation and mitigating actions, these reports should also include financial reports.
- Midterm survey report that compares finding to baseline survey
- End of programme survey report comparing baseline survey, midterm and final survey finding on knowledge, perceptions, attitudes and opinions.
- Formative evaluation report
- Summative evaluation report
- Power point presentations at the end of each phase. These will be made to DFID, ZAP Service Provider, implementing organisations and other donors.

The Evaluator will be expected to work with the Programme Service Provider to ensure that the monitoring plan includes the appropriate data to meet the evaluation needs.

**The Final reports:** These should include an Executive Summary, findings of the evaluation in relation to the evaluation questions, detailed methodology, disaggregated data, figures /charts and tables.

Final reports should be submitted within two weeks of completing field work and two weeks after receiving feedback from DFID. Final reports should address DFID comments.

**Ownership:** The Evaluator will need to confirm that all data, outputs and other documents created as part of the evaluation will be the sole property of DFID. None of the data will be discussed, disseminated or used without prior approval from DFID. The Evaluator will be responsible for storage of all data but will ensure its accessibility to stakeholders including through DFID external website in line with DFID Open Access (see link Open Access Policy).

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Data sets, reports and other related outputs will be submitted to DFID at each key milestone.

#### **Indicative Range for Budget**

The evaluation budget will range from £900,000 to £1.4 million. This includes expenses, VAT and travel.

Bidders should provide a detailed costing to meet the objectives and scope of the evaluation. Assessment of bids will be based on both technical and financial costs, with the successful bidder being the proposal that offers the best and most cost effective way to meet the objectives of the evaluation.

#### **Skills and qualifications**

Diverse skills will be required to undertake this evaluation; therefore an organisation bringing a combination of skills will be preferable. We would expect to see the following skills and expertise within the organisation and proposed team.

Bids should specify how much time senior staff will spend in-country, including specifying a minimum amount of time for each year that senior staff will spend in Zambia. Where this minimum will vary bids should specify this.

#### **Organisation Level**

- Demonstrated expertise in rigorous evaluations and different designs including theory based evaluation
- Statistical expertise for sampling, quantitative data analysis
- Managing qualitative and participatory data collection and analysis
- Ability and experience in conducting multi-stage evaluation
- Strong experience in Southern Africa and Zambia in particular

#### **Team level**

A high level team should constitute the team leading the evaluation. The team is expected to be diverse to cover the different aspects of the two programmes. The following is the expected composition of the team:

- A Team Leader with more than 15 years of international experience in managing large scale/ multistage evaluations using mixed methods
- Expertise in political analysis and evaluation of such programmes
- Anthropological expertise
- Gender balance
- Expertise in evaluating citizen engagement and influencing initiatives
- Experts with experience in civil society, democracy initiatives and with a good understanding of Zambia's governance systems
- Social development expertise (In particular gender and social exclusion)
- Qualitative and quantitative analysis
- Ability to produce evaluation reports that show the analytical capacity to draw implications from evaluation findings, developing evidence based recommendations for policy and programming approaches

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- Proven ability to plan and carry out dissemination and ability to show where the evaluation findings fit in to the evidence base on democracy and citizen engagement
- Health and Education expertise would be valued

#### **Governance arrangements**

Stakeholders in the evaluation include DFID, the ZAP Service Provider and the implementing organisations and beneficiaries. The DFID contact for the evaluation will be the DFID Zambia Accountability Adviser.

DFID will set up a Reference Group comprising representation from selected stakeholders including the ZAP Service Provider, representatives of NGOs implementing the programmes and US AID. DFID will be represented on the Reference Group by Governance, Accountability and Results Advisers. Final selection of the group will be done during the evaluation inception phase. The key responsibility of the Reference Group will be to ensure credibility and independence of the evaluation.

The Reference Group will not be involved in the routine management of the evaluation. It will meet at key milestone points and/or whenever considered appropriate. It is expected that the Reference Group will meet more frequently during the Inception Phase. The ToRs for the group will be developed during the programme Inception Phase.

#### **Reporting and contracting arrangements**

Contracting for the evaluation will be done by DFID with the evaluation service provider reporting directly to DFID. Where the Evaluator exhibits poor performance, DFID reserves the right to terminate the contract. DFID also reserves the right to terminate the evaluation contract should the main service provider contract be terminated.

There will be annual break points for each year the contract runs (as with the main service provider contract). The break point at the end of the first year and then on the anniversary of the signing of the contract.

The DFID Task Leader will sign off all final outputs including inception and final reports.

#### **Duty of Care**

The Service Provider is responsible for the safety and well-being of their Personnel (as defined in Section 2 of the Contract) 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.

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The Service Provider is required to comply with the DFID Duty of Care to Suppliers Policy in delivery of the CSEP and IDEA programme.

DFID will share available information with the Service Provider on security status and developments in-country where appropriate. (Risk Matrix also attached for Zambia.)

The Service Provider has a duty of care and is responsible for ensuring appropriate safety and security briefings for all of their Personnel working under this contract and ensuring that their Personnel register and receive briefing as outlined above. Travel advice is also available on the FCO website and the Service Provider must ensure they (and their Personnel) are up to date with the latest position.

The Service Provider 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.).

Tenderers must develop their Tender on the basis of being fully responsible for Duty of Care in line with the details provided above and the Initial risk assessment matrix developed by DFID. 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.

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.

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?

Risk Assessment Matrix

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	DFID RISK SCORE – Zambia
FCO Travel Advice	1
Host Nation Travel Advice	1
Transportation	2
Security (SS)	1
Civil Unrest	2
Violence / Crime (SS)	2
Terrorism (SS)	1
War	1
Hurricane	1
Earthquake	1
Flood	2
Medical Services	1
Overall Rating	1.25

#### Bid Evaluation Criteria

The proposed bids will be evaluated based on the criteria below.

Main Criteria and Weights	Sub-Criteria	Sub-Weights
Quality of Personnel (including but not limited to appropriate seniority/expertise, appropriate mix of skills, contacts/networks, demonstrated capacity in design of complex evaluations, appropriate mix of skills in evaluating influencing initiatives, gender, social and political programmes, and exposure to citizen engagement and democratisation work, gender inequality etc. and knowledge about various flagship development programmes, rights and entitlements.) – 20	Quality of Project Team, with particular reference to the team leader (Including appropriateness, use and quality of local and international consultants).	20
Approach and methodology, including use/numbers of days input – 40	Proposed evaluation methodology (approach and methods), including how this links to the evaluation questions, approaches to primary data collection, data analysis and sample size	40

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Main Criteria and Weights	Sub Criteria	Sub Weights
Commercial – 35	Competitiveness of consultant rates, and associated costs, in relation to market and value for money. Rates to ensure VFM for whole life of contract.	30
	Financial Plan and methodology which should include cost related output milestones, Innovation for enhanced VFM.	10

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