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Contract Section 3 - Terms of Reference

**Research Director and Intellectual Leadership - Centre of Excellence for
Development Impact and Learning**

1. Introduction and Objectives

1.1 The Department for International Development (DFID) is tendering for an exciting new research initiative that aims to establish an inter-disciplinary Centre of Excellence for Development, Impact and Learning (CEDIL) in International Development. CEDIL will be tendered in two stages. In this first tender, DFID is seeking to appoint a Research Director to develop and drive the intellectual and research agenda of CEDIL. The Research Director will assemble and lead a group of outstanding multi-disciplinary academics to support this work and to provide Intellectual Leadership to CEDIL. This is a unique opportunity to strengthen and develop impact evaluation research capacity within the UK and for DFID partners internationally.

1.2 The objective is to establish a high quality, inter-disciplinary academic centre to innovate in the field of impact evaluation¹; design, commission and implement impact evaluations; and promote the uptake and use of evidence from impact evaluations. The purpose of CEDIL is to drive forward the field of impact evaluation and development evaluation both theoretically and in practice. CEDIL will act as an international focal point and develop and demonstrate new and innovative methodologies for impact evaluation and evidence accumulation.

1.3 The strategic direction of CEDIL will be driven by the Research Director² and Intellectual leadership Team³. It will promote and carry out innovative and rigorous impact evaluations to identify 'what works, for whom, in what contexts, how and when' in international development, as well as contribute to the advancement of emergent, pioneering and cutting edge methodologies for impact evaluation, in order to maximise the effectiveness of spending on international development by:

- Strategically delivering high quality, systematic and rigorous evaluation of complex international development interventions, including some of DFID's interventions;
- Adapting existing methodologies and pioneering new evaluation approaches and designs that draw on social, natural, biomedical science and other disciplines to advance DFID's understanding of 'what

¹ The term 'Impact evaluation' is used in a broad sense, to include non-experimental, theory-based approaches and generative causation.

² The term 'Research Director' refers to the individual who will have the overall responsibility for the strategic and technical direction for CEDIL. They will lead a consortia of intellectuals to set up CEDIL, in collaboration with the Programme Directorate, design programmes of work for CEDIL to deliver, provide technical advice to these programmes and raise the profile of CEDIL and its work.

³ The term 'Intellectual Leadership Team' refers to the group of around 8-10 inter-disciplinary thinkers that the Research Director will assemble to provide the Intellectual Leadership for CEDIL. The details of these individuals, their relevant experience, including the range of methods they have experience of, should form part of the bid for this work.

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works, for whom, in what contexts, how and when' in international development;

- Developing capacity in DFID, evaluation suppliers and the evaluation community more broadly so that DFID can commission robust evaluations which use the approaches and designs that have been adapted and developed, and the market has the skills to apply them;
- Systematically and rigorously accumulating, modelling and analysing bodies of evidence in a manner that improves the external validity of findings and identifies where further investigation is most needed;
- Promoting the use and uptake of evaluation evidence in international development organisations and their partners (both in the UK and internationally).
- A communication strategy will be required to raise awareness of CEDIL's work and keep partners abreast of progress and key outcomes.

1.4 This Terms of Reference outlines the requirement for the Research Director and Intellectual Leadership Team aspect of this programme only. Once the Research Director and Intellectual Leadership Team for the programme are appointed, DFID will start a separate procurement process for the Programme Directorate⁴ that will be responsible for delivery of this programme.

1.5 In summary, the Research Director and inter-disciplinary Intellectual Leadership team will have the overall responsibility for the strategic and technical direction of CEDIL. They will lead on developing a vision and a clear agenda for CEDIL, in consultation with DFID. During the inception phase the Research Director and Intellectual Leadership Team will conduct mapping work to inform the agenda for CEDIL. This will include conducting a review of the potential methods that can be applied in development impact evaluation with evidence of their use, mapping gaps in current methods and developing a proposal for what innovative methods might address these gaps. This work will inform a draft Theory of Change for CEDIL. The agenda proposed as a result of this work will be delivered through a number of programmes of work on method development, and method application (with at least one work programme focused on applying these methods to some evaluations of DFID programmes) that are contracted out by the Programme Directorate. The nature of these work programmes is likely to be highly varied and involve development and adaptation of existing methods in other fields, testing these methods in an international development context and refining them. As such, contracting out these work programmes will ensure the team commissioned to implement the work programmes has the required skills and time necessary to deliver them.

1.6 During the implementation phase the Research Director and Intellectual Leadership Team will provide high quality technical advice to teams implementing the work programmes and developing and testing the methods. They will also provide a quality assurance function to ensure products are of high quality. Given the close involvement with the work programmes there will be opportunities for the Research Director and

⁴ The Programme Directorate is an organisation that will be contracted to manage the delivery of CEDIL. The Programme Directorate will lead on programme management, procurement and management of the work programmes, and dissemination of findings.

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Intellectual Leadership Team to produce joint publications with the work programme leads on this work and there will be joint work on developing the capacity of DFID, the market and the evaluation community to be able to use and apply these methods. Following feedback from an Early Market Engagement exercise, the evidence synthesis work will also be conducted by the Research Director and the Intellectual Leadership Team. This will involve developing approaches to synthesising evidence generated by the methods developed by CEDIL, conducting synthesis of findings from CEDIL's evaluations and publishing papers on the findings and the approaches developed.

- 1.7 There will be plenty of opportunities for publications from the outset, with potential publication of the gap mapping work. The Research Director and Intellectual Leadership Team will be able to work with teams delivering the work programmes to issue joint publications of this work. As well as producing publications, the Research Director and Intellectual Leadership Team are expected to raise the profile of CEDIL work through presenting at conferences, writing think pieces and engaging with the wider evaluation community e.g. through blogs, etc.
- 1.8 The Intellectual Leadership Team will have an opportunity to undertake some of the deliverables of CEDIL, through bidding for the work programmes. Members of the Intellectual Leadership Team interested in bidding for this work will be required to pre-register an interest so that sufficient firewalls can be put in place to avoid any potential conflict of interest. Given that the Research Director is responsible for developing a vision for CEDIL, setting the agenda and proposing the work programmes to be delivered, it is not possible to put sufficient firewalls in place to prevent a real or perceived conflict of interest arising, so they will be unable to bid for the work programmes. The Research Director and Intellectual Leadership Team's institutions will be eligible to bid for the work programmes. The general principles of Conflict of Interest that need to be adhered to are presented in Annex 2 and bids for this tender should address how these principles will be adhered to. A detailed and comprehensive Conflict of Interest policy, based on these key principles, will be developed and delivered by the end of the inception phase by the Programme Directorate who will be responsible for implementing this policy and managing adherence this Conflict of Interest policy.

2. Recipient

- 2.1 The services will be a public good, with many of the outputs from the programme used to inform international development policies and programmes both in the UK and globally. CEDIL will make its products publicly available in accordance with DFID's Open Access Policy, as well as direct service to DFID programmes. DFID and its international partners will also be a recipient of the services.

3. Background

Context

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- 3.1. There has been a strong push for more rigorous impact evaluation of international development in the past 10 years. Development agencies, including DFID, are commissioning impact evaluations of their programmes, with much stronger links into evidence-based decision making and to major investments in policy relevant research. This has resulted in high demand for specialist support and guidance on the evaluation of priority spending programmes for the UK as well as significant methodological challenges in areas where international development evaluation practice is underdeveloped.
- 3.2. DFID, its partners and the development community more broadly, still face a number of constraints in undertaking impact evaluations to assess and improve the development impacts of our programmes and policies:
- a) Imbalances in the thematic impact evaluation coverage: As evaluation coverage is strengthening in many areas, thematic gaps are becoming apparent. For example, there is a strong field of evaluations (including impact evaluation) in the health and education sectors, but there are significant gaps in others, for example conflict, humanitarian, development capital, governance and infrastructure.
 - b) Little systematic design of evaluations to support accumulation of evidence: A large and growing body of impact evaluation evidence is being generated by DFID and its partners. However, less effort is made to accumulate evaluation evidence in a way that increases the external validity of findings. In particular little or no effort is made to establish the probability that mechanisms are effective in different contexts, or analyse data using structural or other modelling techniques.
 - c) Inadequate investment in evaluations that answer persistent development questions: Academic researchers and development practitioners are often drawn to areas where their work is most likely to be published. Unfortunately this tendency discourages conducting evaluations in areas where more evidence is still needed to strengthen the case for or against prevailing theories.
 - d) Inadequate investment in difficult evaluations: There is a relative lack of studies that tackle more challenging evaluation problems, such as where benefits are hard to measure, credible counterfactuals are difficult to develop, data collection is challenging, and spill over effects may be high. These challenges are particularly prevalent in fragile and conflict affected states and consequently, there is a lack of credible evidence on what works in these contexts.
 - e) Modest investment in methodologies to improve evaluation design: In an environment of high demand for evaluations, attention and incentives are focused on the commissioning, managing and delivery of discrete contracts. The existing investments in methods have not been able to deliver the high quality output that the field needs.

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- f) Most evaluation methods measure impacts in sector silos: There has been a lack of research on methods that can evaluate interventions with cross-sectoral impacts.
- 3.3. In addition to investing in developing impact evaluation methodologies, DFID is also interested in developing data science programmes for development and the capacity to undertake real-time monitoring and evaluation to fully take advantage of the large quantity of data that many development programmes and human activities generate. Current monitoring and evaluation methods are undertaken with significant time lags and this decreases the likelihood of them providing useful information for decision making. There is also scope to innovate on the tools used, particularly in fragile and conflict affected contexts.
- 3.4. The range of suppliers who provide rigorous impact evaluation expertise or expertise in data sciences for development is limited and generally quite narrowly focused, predominantly in academic institutions outside of the UK and private sector consultancy firms, and within specific sectors. There is a need for a wider supply base and resource, including the UK and Europe as well as the developing world, which will push boundaries on impact evaluation methodology and data science programmes, and attract new thinking and different perspectives, using high quality researchers from inter-disciplinary backgrounds. The work on capacity will aim to raise awareness internationally of the new methodologies developed and broaden the supplier base both geographically and in terms of the methodology the suppliers can apply.
- 3.5. There is a need to generate new knowledge and interest to synthesise lessons and evidence from all sources, and in a form that will enable policy makers and practitioners to make better informed decisions and choices. Strengthening evaluation is a major priority to ensure that we and others learn from what DFID and its partners do and use this learning and experience to demonstrate what works, for whom, in what contexts, how and when in international development and to stop doing things which are ineffective. This commitment is reflected in DFID's Evaluation Policy.

4. Overview of the Programme

- 4.1. There are 3 key requirements that CEDIL will be expected to deliver against. Within each of these CEDIL is expected to bring its academic and inter-disciplinary intellectual leadership to the forefront in delivery. They are:
- I. Adapt and develop existing evaluation methods for impact evaluations of development programmes:
 - a) Developing impact evaluation programmes that test and apply the adapted methods for evaluating development initiatives (including but not limited to, structural equation modelling) used in other academic disciplines and fields. These programmes should be relevant to DFID's interventions and at least one of CEDIL's work programmes should focus on evaluating DFID programmes.

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- b) Developing capacity to use and apply these adapted impact evaluation methods, both within DFID, the global supplier base and in the wider evaluation community.
 - c) Supporting evaluations in areas where evidence is lacking or not yet strong enough to answer priority development questions.
 - d) Promoting inter-disciplinary work on evaluation methodologies across different fields in a way that promotes rigour, and encourages the development of a wider range of approaches to measuring and evaluating impact.
 - e) Ensuring that the work programmes are sufficiently challenging and capture development benefits or unintended effects for different groups of people, in different locations and at different times.
 - f) Communicating findings and methodological advances through short learning briefs to DFID, publications, workshops and other events in the UK and overseas as appropriate.
- II. Develop a rigorous evidence accumulation and data sciences programme to combine and model evidence generated through monitoring and evaluation of development programmes, using new and existing methods (drawing from social, natural, bio medical sciences and potentially other fields).
 - a) Accumulating evidence from impact evaluations in order to improve the external validity and predictive accuracy of findings, and guide future impact evaluation efforts.
 - b) Developing systems to compile and analyse existing data, including from sources like social media, remote sensing, transactional data and other sources.
 - c) Use the accumulation of evidence to identify areas where additional impact evaluations can greatly increase the validity of findings.
 - d) Develop innovative and cost-effective tools and methods for real-time monitoring and evaluation in international development (and specifically in fragile and conflict affected states).
 - e) Develop capacity to use and apply these new tools and methods, both within DFID, the global supplier base and in the wider evaluation community.
- III. Coordinate and deliver technical assistance, research/evaluation, and design support to international development programmes that use experimental, quasi- and non-experimental methods for evaluation:
 - a) Provide technical assistance for the design of development initiatives to ensure the generation of evidence suitable for testing what works and knowledge accumulation.
 - b) The focus will be identified during inception, but should include DFID priority areas: economic development, climate change (for example, resilience and disaster risk and adaptation), humanitarian and conflict programmes.
 - c) These evaluations should be undertaken to support evidence-based decision-making of partners and should be delivered in partnership with local stakeholders, including through ensuring that partners are involved in the evaluation process.

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- d) Although publication in peer-reviewed journals is included in this objective, the primary success criterion should be whether the evidence is used and has impact.

4.2 The Research Director will propose CEDIL's individual work programmes, though it is envisaged the number and content of these programmes will be informed by work undertaken during the inception phase, including a review of the potential methods that can be applied in development impact evaluation with evidence of their use, a mapping of gaps in current methods, and a proposal for what innovative methods might address these gaps. DFID may suggest areas that need to be strengthened in order to fill some of the current thematic and methodological gaps and developed methods should be transferable to evaluations of DFID programmes.

4.3 The budget for CEDIL is £15m and it is expected that £10m of this budget will be allocated to the work programmes, which will include programmes on method development, and methods application (with at least one work programme focused on applying these methods to some evaluations of DFID programmes). Capacity development will form a key part of each of the work programmes, as it will be key to embedding these methods and enabling DFID to commission, quality assure and apply these methods. The nature of this capacity development will depend on the purpose and audiences: for instance once a new method has been developed and successfully applied, an in-depth workshop to enable others to apply it would be useful to build capacity in the market. However, to generate awareness and interest amongst the international evaluation community in the new methods developed, presentations at conferences, and published papers on the methods, would be appropriate.

4.4 CEDIL will be deemed a success if it:

- Increases the range of robust and tested evaluation methods for impact evaluations of development programmes that DFID can use, including in fragile and conflict affected states, and the available market can supply;
- Generates awareness and capacity in the wider evaluation community of methods developed through publications, conferences and other means;
- Generates robust evaluation findings in areas where evidence is lacking or not yet strong enough to answer priority development questions, including in DFID priority areas;
- Develops innovative and cost-effective tools and methods for real-time monitoring and evaluation that are applied in DFID, by other partners and the wider evaluation community;
- Accumulates evidence from impact evaluations and uses this to identify areas where additional impact evaluations can greatly increase the validity of findings.

5. Scope of Overall Programme

Budget

5.1. DFID will provide core funding of £15m over a five year period for CEDIL, which will be subject to successful performance. Out of this budget £10m will be allocated to the work programmes, and £2-3 million will be allocated

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for the Research Director and Intellectual Leadership Team. It is expected that CEDIL will be starting to attract other funding after five years and will not be solely reliant on DFID beyond this period. In the fourth and fifth year of this programme there will a piece of work conducted, looking at other sustainable models for CEDIL and ways to make it self-sufficient in the future. However, DFID reserves the right, if CEDIL is delivering well, to extend this programme by a further 3-5 years and increase its investment and scale up CEDIL up to a value of £40m subject to further ministerial approval and programme performance. DFID will review CEDIL funding at regular intervals with partners to consider additional funding sources. Bidders will be expected to set out separate budgets for each of the main activities and outputs to be delivered under the specific objectives for this programme. However, there is some flexibility in terms of budgeting and timescales in order to find the right approach and bidders are free to offer alternative suggestions and models.

- 5.2. There will be scope to review the budget for implementation during inception once the work plan for the programme is finalised. However, certain costs, for example fee rates, should be fixed for the first three years, after which they can be revisited.
- 5.3. Detailed costs are requested for the inception period, with indicative costs for implementation. Bids will be assessed on the value for money offered overall.

What DFID expects to get from CEDIL

- 5.4. The scope will be largely driven by current development priorities and approaches that test and assist DFID's understanding of causal inferences relating to the impacts of development programmes. This will be done through:
 - a) Innovation on current, and possibly also creation of new, impact evaluation methodologies;
 - b) Accumulation of evidence, including from rigorous impact evaluations conducted by CEDIL, in a manner that increases the external validity of findings and identifies priority areas for further investigation;
 - c) Support to impact evaluations in sectors and thematic areas where they are needed (including some evaluation of DFID programmes), to build sufficient evidence to answer persistent development questions;
 - d) Strengthening and harnessing UK and global evaluation research expertise in international development;
 - e) Drawing on expertise from a variety of academic disciplines and the private sector.
- 5.5. There are other initiatives that DFID already supports and it is important that CEDIL does not duplicate existing work, but rather seeks to complement their current activities. Key differences between this tender and work already funded include:
 - a) CEDIL will be designing, testing, developing and implementing rather than simply funding impact evaluations.
 - b) CEDIL will be focused on accumulating existing evidence (including evidence generated from the application of the methods developed) and conducting additional secondary analysis (e.g. Bayesian updating,

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structural equation modelling, etc.) in order to improve the external validity of findings and identify what studies should be conducted next.

- c) It will also be focused on developing evaluation capacity within DFID, international suppliers, and the wider global evaluation community by drawing on international expertise.

- 5.6 As well as complementing other initiatives supported by DFID, CEDIL should also complement the Centre for Evaluating Complexity across the Energy-Environment-Food Nexus which is funded by the Economic and Social Research Council (ESRC) and the Natural Environment Research Council (NERC) in collaboration with the Department for Environment, Food and Rural Affairs (Defra); the Department of Energy and Climate Change (DECC); the Environment Agency (EA); and the Food Standards Agency (FSA). CEDIL has a similar scope to that of the Centre for Evaluating Complexity (leadership, methodology development, methods application and capacity building) so there is likely to be shared learning across the centres. However, some of the challenges faced will be specific to the international development context, e.g. developing methods which will generate robust results in challenging contexts such as fragile and conflict affected states.

6. Research Director & Intellectual Leadership Team- Requirement

- 6.1 The Research Director will be an internationally respected leader in the field of evaluation attached to an institution⁵ (this institution does not have to be an academic institution, but it must have a strong reputation for contributing to the field of evaluation). They will have a strong research track record in leading intellectual agendas plus significant understanding and experience of evaluation methodologies and international development contexts. The Research Director will have overall responsibility for setting the research agenda and should assemble a group of outstanding inter-disciplinary thinkers to provide the Intellectual Leadership for the 5 year research programme.
- 6.2 Developing the vision and the research agenda will be an iterative process and one which will take place in consultation with DFID. It will also require close collaboration with the Programme Directorate. As part of setting the agenda the Research Director and Intellectual Leadership Team will develop an initial theory of change and define key deliverables in conjunction with the Programme Directorate. The Research Director and Intellectual Leadership Team will produce working papers on the current evidence base, key gaps in thematic areas and gaps in current methods to help inform the agenda. These papers should ideally be published to raise awareness of CEDIL's work amongst the wider evaluation community.
- 6.3 Combined, the Research Director and the Intellectual Leadership Team should possess an excellent understanding of:

⁵ The contract for this work will with the Research Director's institution. If the Research Director leaves this institution there will need to be a discussion between DFID, the Research Director, the current institution and any new institution (where applicable) that the Research Director moves to, to ascertain which is the most appropriate institution for DFID to hold the contract with.

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- Impact evaluation methods (including experimental, quasi- experimental and non- experimental impact evaluation methods⁶);
 - How to make evaluations and evidence policy relevant;
 - Methodological development;
 - Testing of methods through evaluation of interventions relevant to international development;
 - Evaluation capacity development with stakeholders, e.g. experience of delivering training on methods, workshops, seminars.
- 6.4 Given the breadth of expertise required, we expect the Intellectual Leadership function to be fulfilled by a group of individuals from a wide range of disciplines who could cover all of the areas. A letter of support will be required from those named in the application who will be part of the Intellectual Leadership confirming their availability for the programme duration. DFID may request the successful bid to mutually agree composition of the Intellectual Leadership to ensure the group meets the skills mix and calibre required by CEDIL.
- 6.5 The Research Director and Intellectual Leadership Team could be supported where appropriate by post-doc(s) and research assistant(s) to help develop and deliver CEDIL's agenda.
- 6.6 The Intellectual Leadership, under the guidance of the Research Director, will develop an overall intellectual vision for CEDIL and the overarching conceptual and evaluation frameworks. DFID may suggest areas that need to be strengthened in order to fill some of the current thematic and methodological gaps. Developed methods should be transferable to evaluations of DFID programmes, including those conducted in fragile and conflict affected states. The Research Director should propose any additional gaps to be addressed to DFID.
- 6.7 The work programmes will be procured by the Programme Directorate, with close involvement from the Research Director. Once the teams implementing the work programmes are in place, the Research Director and Intellectual Leadership will provide technical assistance and quality assurance to these teams to ensure they are addressing the key gaps, producing policy relevant findings and learning is shared across the work programmes. If anyone involved in the Intellectual Leadership team were also to submit their own research bids (which they will be able to do) for specific work programmes or deliverables there would be additional firewalls built in to ensure an open, transparent bidding process and to reinforce the Delivery Board's⁷ role in independent, transparent advice and challenge on the quality of research products including those associated with the Intellectual Leadership.

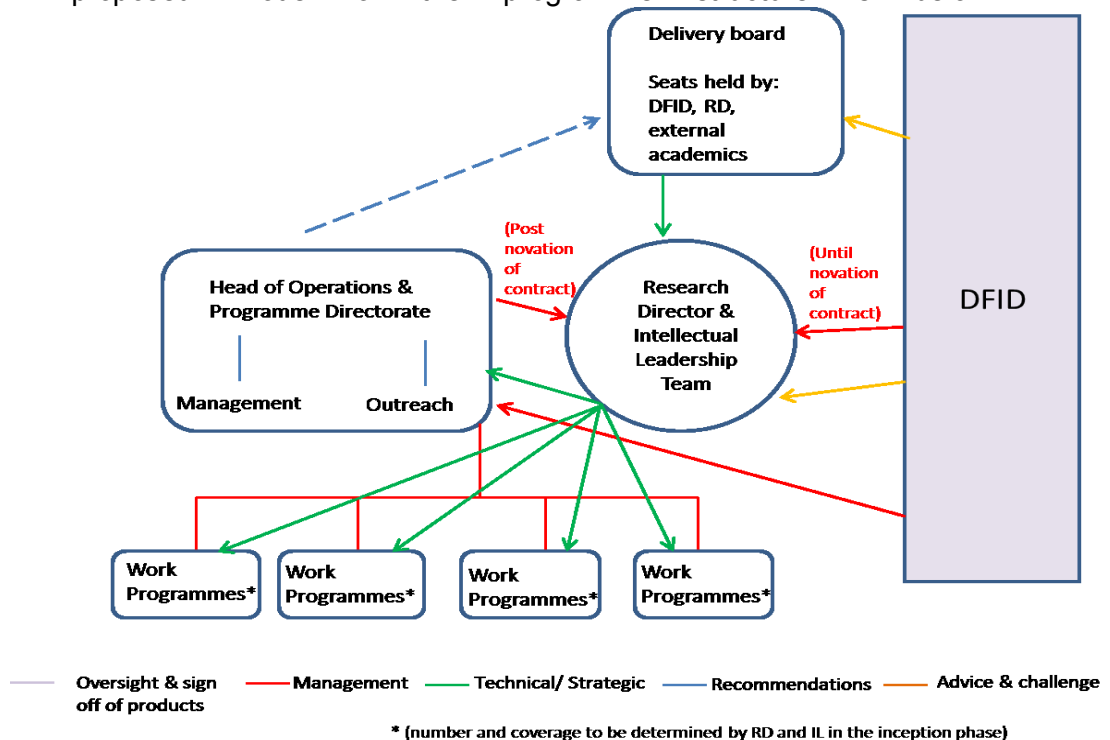
⁶ Individual members of the Intellectual Leadership are not expected to be experts in all evaluation methods, but as a combined team there should be sufficient expertise to cover a broad range of methods and approaches.

⁷ The Delivery Board provides independent advice and challenge on the technical quality and policy relevance of the research products and overall research portfolio. It is convened by the Programme Directorate.

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- 6.8 The Research Director and Intellectual Leadership will lead on the synthesis of evidence generated using the new methods developed, and will publish both the synthesis and findings, but also any papers coming out of this work which provide guidance on how to synthesise findings from the methods developed. The Research Director will be responsible for setting the strategic intellectual direction and authoring the most significant evidence products. Whereas the Programme Directorate will have responsibility for delivery and dissemination of all of the evidence products. The Research Director and Intellectual Leadership will be responsible for representing the programme to high profile academic and policy audiences, helping to raise the profile of the programme and communicate the approach and findings. In addition, part of the role of the Research Director and Intellectual Leadership Team will be to promote the development of innovative evaluation methods. The Programme Directorate will work closely with the Intellectual Leadership to help develop this community of practice and promote uptake of new methods.

A proposed model of the programme structure is below:



- 6.9 While the Research Director and Intellectual Leadership will have no or very limited administrative role, the Research Director will have a seat on the Delivery Board. The role of the Delivery Board is to provide independent advice and challenge on the technical quality and policy relevance of the research products and overall research portfolio. Therefore there will be academic figures on the Board who are able to provide strong technical skills to assess the quality of research and standard of the products generated. This enables the evaluation products to stand up to independent, external scrutiny and so reduces risks to DFID's reputation. Further, this ensures better value for money, as all outputs produced must meet high quality standards. There will also be the Programme Director, a senior representative from DFID, and other external experts who will help

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assess the policy relevance of the evaluation products and overall portfolio. Sign off of reports and deliverables will be by DFID.

- 6.10 The quality assurance role of the Delivery Board will be in addition to a rigorous peer review process and sign off by the Intellectual Leadership Team.
- 6.11 A set of robust selection criteria for priority areas where innovative evaluation techniques are needed will be drawn up by the Research Director in consultation with DFID. It will be for the Research Director and Programme Directorate to agree ways of working in developing these criteria and selecting recommended priority areas. Together they will then put a shortlist of recommended areas and detailed work programmes to the Delivery Board, for comment and advice. DFID will have final approval of the work programmes. The Programme Directorate will manage the procurement process of the work programmes within these areas and delivery of the overall programme, including grant management, supervision and day-to-day communications. Funding proposals could comprise of a range of different types of work programmes delivering to the key objectives outlined earlier.

7 Research Director and Intellectual Leadership Team – Roles and requirements

- Convene the Intellectual Leadership Team and begin the design of the overarching conceptual and evaluation frameworks and the theory of change. (Research Director)
- Lead on the synthesis of evidence generated using the new methods developed, and publish both the findings and guidance on how to synthesise findings from the methods developed. (Research Director and Intellectual leadership Team)
- Build a strong and productive relationship across the various functions of CEDIL. (Research Director and Intellectual leadership Team)
- Work closely and collaboratively with the Programme Directorate to ensure a joined up programme is implemented at all times. (Research Director and Intellectual leadership Team)
- Develop a final intellectual vision, a coherent agenda and work programme for CEDIL, resulting in the production of working papers and articles. (Research Director and Intellectual leadership Team)
- Develop a work programme that will test, develop and apply innovative evaluation methods which will generate robust results and can be used in challenging contexts such as fragile and conflict affected states. (Research Director and Intellectual leadership Team)
- Promote these new methods at appropriate domestic and global forums. (Research Director and Intellectual leadership Team)
- Build capacity, exchanging knowledge and growing the capability to use and apply new methods. (Research Director and Intellectual leadership Team)
- Exchange expertise across a wider cross-sectoral and inter-disciplinary group of evaluators, academics, users, commissioners and funders. (Research Director and Intellectual leadership Team)

8 Research Director and Intellectual Leadership Team - Outputs

- 8.1 Inception Period (first 3-6 months):

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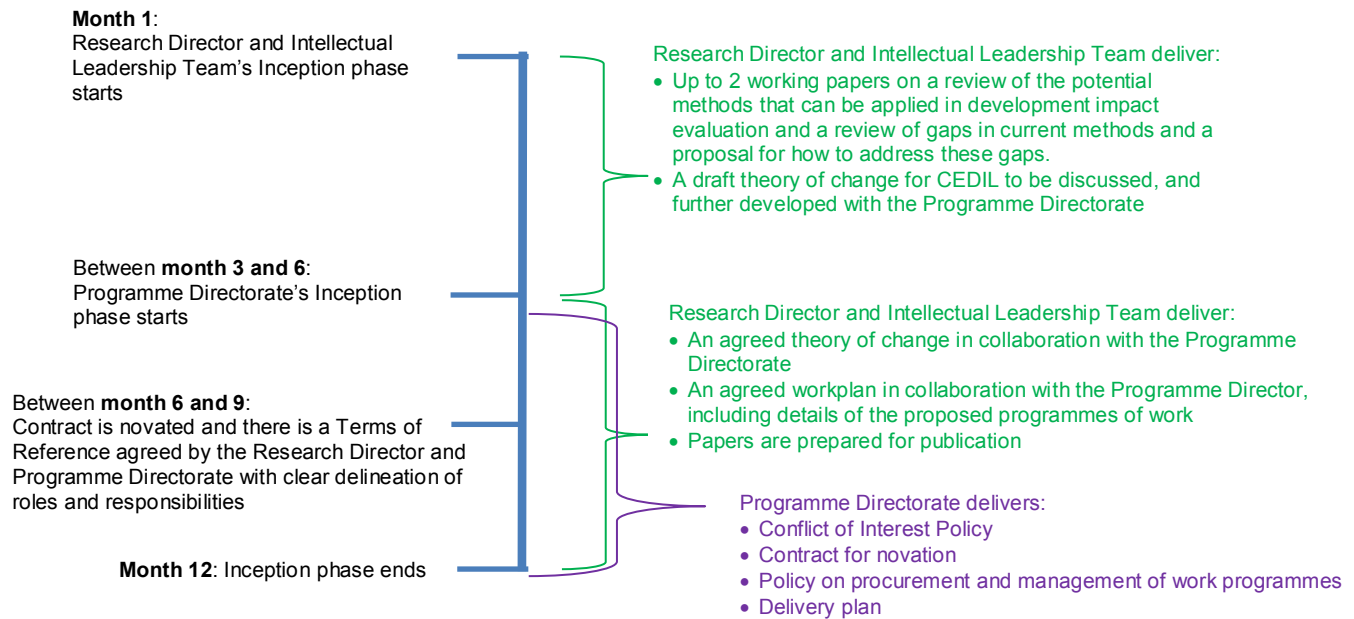
- Produce up to 2 working papers on the following issues:
 - Review of the potential methods that can be applied in development impact evaluation with evidence of their use.
 - Gaps in current methods and a proposal for what innovative methods might address these gaps.
 - Develop a draft theory of change for CEDIL.
- 8.2 Inception Period (between months 4-6 and 12) (once the Programme Directorate appointed), the Research Director and Intellectual Leadership Team should:
- Produce a strategic plan for the life of the programme.
 - Produce a working paper on an overall framing of a potential evaluation methods agenda.
 - Indicative plan of which evaluations CEDIL is going to commission (through the Programme Directorate) and implement, mapping out how these will add to the evidence base and fill identified gaps in methods.
 - Publish work on gaps in current methods and other work conducted as part of the inception phase.
 - Agree a final theory of change for CEDIL with the Programme Directorate.
- 8.3 For the remainder of the programme (years 2 –5).
- Develop ways to synthesize evidence from the developed methods effectively and publish guidance or papers on how to do this.
 - Produce and publish syntheses of evidence generated from those evaluations using the developed methods.
 - Provide technical assistance to the work programmes and evaluations which will take place in years 2-5 of the programme.
 - Produce joint publications with the work programme leads, covering the methods developed and findings from the evaluations using these methods.
 - Continue to produce and publish significant research outputs including working papers, briefs and journal articles to shape the emerging research programme.
 - Work with work programme leads to build capacity to use and apply these methods, within DFID, the international supplier market and the wider evaluation community.
 - Provide global thought leadership on evaluation methods and how they can be applied in practice, including in fragile and conflict affected states.
- 8.4 The below diagram illustrates how the Research Director and Intellectual Leadership Team's deliverables in the inception phase fits in with those of the Programme Directorate. Timing of when the Programme Directorate will start, depends to some extent on the length of the procurement process, but it is envisaged that it will start somewhere between the third and ninth month. The division of labour between the Research Director and the Programme Directorate for collaboration will be as follows:
- Research Director – Provide strategic leadership, undertake mapping and scoping activities, produce evidence synthesis, provide technical assistance to the work programme teams, and champion CEDIL and its methods at international conferences.
- Intellectual Leadership Team – Support the Research Director with mapping and scoping activities, produce evidence synthesis and provide technical assistance to the work programme teams.

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Programme Directorate – Take ownership of and manage work plans, commission and manage the work programmes, lead on delivery and dissemination of all evaluation outputs.

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Diagram of the first year of CEDIL and roles and responsibilities



There is scope to change the delineation of the work between the Research Director and the Programme Directorate during the inception phase as plans for CEDIL evolve and the Terms of Reference produced by the end of the inception phase will cover the agreed roles, responsibilities and delineation of work.

9 Overview of the structure of the contract

- 9.1 DFID is intending to first to procure a Research Director and Intellectual Leadership Team for CEDIL, as per these Terms of Reference. The aim is to attract intellectual visionaries who can really transform development impact evaluation through high quality research and evidence.
- 9.2 Separate to this procurement, DFID will run a competition for a Programme Directorate in late-2016, that will have overall responsibility for programme management, of a £10m research fund for the work programmes to be commissioned later in the programme, and the communication and uptake of research. The Programme Directorate will be responsible for managing and implementing the vision and research agenda of the Research Director and Intellectual Leadership Team.
- 9.3 The initial contract for the Research Director and Intellectual Leadership Team will be managed by DFID for up to 12 months, at which stage it will transfer to the Programme Directorate to manage in order to ensure the Programme Directorate maintains ultimate responsibility for the effective delivery of this programme. The Research Director and their budget, roles, responsibilities and deliverables will then be managed by the Programme Directorate for the remainder of the programme. The ability of the Research Director and the Programme Directorate to collaborate effectively will be critical to the success of the programme and ensuring that an effective working relationship (both contractually and operationally) has been established will be a key factor for DFID when considering whether to proceed to implementation period of this programme.

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- 9.4 The Delivery Board, set up by DFID but convened by the Programme Directorate, will provide a key advisory function. It will provide independent advice on the quality and policy relevance of the output products and overall portfolio. Therefore there will be academic figures on the Board that are able to provide strong technical skills to advise and challenge on the quality of research and evaluations. The Board will include the Programme Director, senior representatives from DFID, as well as experts in evaluation who will help advise on the policy relevance of research products and overall research portfolio.
- 9.5 DFID will manage the contract with the Research Director and Intellectual Leadership Team in the inception phase, and following the novation of this contract DFID will manage the contract with the Programme Directorate. All key outputs will require DFID approval and sign off and, where disputes between key parties cannot be resolved by the Delivery Board, DFID will mediate.
- 9.6 A proposed organisational structure is set out above, but will be revisited during the inception phase and finalised with the Research Director and Programme Director.
- 9.7 Please note that this contract will be with your institution. If you are sub-contracting other academics to form part of the Intellectual Leadership Team this will need to be done through your institution in the inception phase. Once implementation starts, the Programme Directorate will be responsible for sub-contracting the Intellectual Leadership Team.
- 9.8 DFID would like payments under this contract to be strongly linked to performance and delivery of outputs. Please outline as part of your bid how you think this would work best. Higher points will be awarded to a payment plan that rewards strong performance and encourages risk sharing of non-delivery where appropriate.
- 9.9 DFID reserves the right to scale back or discontinue this programme at any point (in line with our Terms and Conditions) if it is not achieving the results anticipated. Conversely, we may also scale up the research programme, or attract additional funds from other partners and donors should it prove to be having a strong impact and has the potential to yield better or more extensive results subject to further ministerial approval.

10 Timeframe

- 10.1 The initial contract will be for five years with a view to CEDIL starting to attract other funding during this period. During the third and fourth year of CEDIL, work will be undertaken to explore potential models that CEDIL could utilise going forward after the fifth year, with a view to CEDIL becoming self-sustainable later down the line if DFID decides to continue funding CEDIL after the fifth year.
- 10.2 It is expected that the successful bidder for the Research Director and Intellectual Leadership Team will start in September 2016. DFID will then transfer responsibility for the management of the Research Director contract to the Programme Directorate once they are in place through a novation between

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months 9-12. There will be two break clauses in both the contract for the Research Director and Programme Directorate, one at the end of the inception period (after 12 months) and another midway through implementation (after 3 years) where DFID will review progress and performance including the core funding arrangement after year three. DFID reserves the right to terminate the contract at these stages if satisfactory progress has not been made.

- 10.3 The inception period will cover 12 months from the start of the Research Director's contract. It is envisaged by the end of the inception period that a full Terms of Reference with agreed roles, responsibilities and delineation of work (including any agreed changes to the delineation of work) and a clear workplan will have been agreed.
- 10.4 Successful completion of the inception phase and continuation of the programme will be dependent on delivering outputs as listed above subject to agreement.

11 Reporting and Monitoring and Evaluation

- 11.1 The Research Director will initially be responsible for reporting to DFID, however after the Programme Directorate has been appointed, the Programme Directorate will be responsible for all reporting for this programme to DFID, including on the progress made by the Research Director and Intellectual Leadership Team. The Research Director would then report to the Programme Directorate.
- 11.2 An evaluability assessment will be conducted to test and refine the theory of change for CEDIL and identify potential evaluation approaches and questions against which the progress of CEDIL may be evaluated. Subject to this evaluability assessment two independent evaluations are proposed: one mid-term to assess progress, provide information to strengthen the initiative to ensure effective delivery of intended results and one ex-post to capture the outcomes and impacts of CEDIL (to date and prospective) in promoting evaluation, furthering methodologies, conceptual and practice debates, informing policy development and practice and building capacity and engagement.

12 DFID coordination, management and governance

- 12.1 The CEDIL contract will be managed in DFID by the DFID lead adviser on technical issues and Senior Responsible Officer (SRO). The successful bidder will be expected to report to the SRO for the programme and the Research Director is required to set out who will be responsible for reporting to DFID. This should be a single reporting structure to avoid duplication. DFID will also have senior support and representation on the Delivery Board.
- 12.2 DFID is ultimately accountable for ensuring the delivery of an effective and efficient programme and thus holds final decision making authority. This will be exercised in cases of strategic importance or mediation of conflict, taking into consideration advice from the Delivery Board. DFID will have oversight of CEDIL, including both the RD and PD's work and will sign off on all key products. An internal DFID governance group will be established in the inception phase, to take key decisions, ensure DFID requirements are met and sign off key products. DFID are responsible for the deliverables of both the

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Research Directorate and Programme Directorate in Inception Phase; the Programme Directorate will be responsible for the delivery of outputs by the workstreams and the Research Directorate following the novation of the contract.

- 12.3 The Research Director and Intellectual Leadership Team will set the intellectual agenda for this programme. When the Research Director is sub-contracted by the Programme Directorate, the Research Director will be managed by the Programme Directorate for all contractual matters, and will also report to DFID for strategic and intellectual matters. There needs to be strong lines of communication and a very good working relationship developed between the Research Director and Programme Directorate. Serious issues that may impede the implementation of the programme and that cannot be resolved in the first instance by the Delivery Board will be taken to a senior representative in DFID for advice, mediation and resolution.

13 Duty of Care and Logistical Arrangements

- 13.1 It is essential that potential suppliers (both for the Research Director and for the Programme Directorate) are aware of DFID's Duty of Care policy⁸ and take appropriate security precautions as required. A Duty of Care Assessment is included in Annex 4.
- 13.2 Bidders will be asked to develop their tenders on the basis of being fully responsible for Duty of Care and that they have the capability to provide security and duty of care for the duration of the contract. Capacities for security and duty of care management in particular countries will be reassessed once decisions on country focus, if any, have been taken.
- 13.3 Bidders should set out in the tender how they will manage conflict of interests and ethics, and what procedures they will put in place to ensure CEDIL and the programmes undertaken will adhere to DFID's Ethics Principles, and how any issues will be managed.

Annexes

1. Conflict of Interest Principles
2. Logframe
3. DFID Ethical Principles for Research and Evaluation
4. DAC Quality Standards for Development Evaluation
5. Research Uptake Guide

⁸ <http://insight/MoneySight/Procurement/Planning-a-procurement/Other-key-issues-to-consider/Pages/Duty-of-care-to-suppliers.aspx>

Annex 1 - Conflict of Interest Principles

Presented below are key principles to mitigate any potential Conflict of Interest. A detailed and comprehensive Conflict of Interest policy, based on these key principles, will be developed in the inception phase by the Programme Directorate who will be responsible for implementing this policy and managing adherence to it.

A specific potential risk of a perceived conflict of interest relates to the possibility that current or former members of CEDIL (i.e. all those currently or previously paid to support the programme in one form or another: the Programme Directorate or Research Director, or the Intellectual Leadership Team, or the Delivery Board) may intend to lead or join bids for the work programmes. Clear feedback was provided at the early market engagement exercise that institutions would be unwilling to bid for the position of the Research Director if it meant that others in their institutions were not eligible to bid for CEDIL's programmes of work. Whilst DFID wishes to gain from the expertise of those that have been selected to advise, steer and deliver this work it must also be seen to be even-handed in its approach and not offer particular advantage in the competitive tendering process to those current or former members of the CEDIL Directorate.

To mitigate the risk of real or perceived conflict of interest, the following principles will apply:

1. Research Director

- Current Research Directors are not eligible to bid for the work programmes.

2. Intellectual Leadership Team

DFID is keen that world-class researchers like those on the Intellectual Leadership Team should be encouraged to bid and as such, current or former Intellectual Leadership Team members who have pre-registered an interest in bidding for the work programmes are eligible to bid. For Intellectual Leadership Team members interested in bidding for a work programme, the Programme Directorate will ensure:

- They are not privy to information regarding the bid selection process that may give them or their bid partners an advantage relative to other bidders.
- There is no contact between the Intellectual Leadership Team member and the Directorate during the bidding process.
- They are excluded from assisting the Review Panel in the evaluation of bids.

3. Programme Directorate

Given that the Programme Directorate is responsible for procurement and management of the work programmes, it is not possible to put sufficient firewalls in place to prevent a conflict of interest arising. They play a key decision-making role on the evaluation of bids and, ultimately, the award of contracts with sizeable value. It is therefore critical that there is no conflict or perceived conflict in their decisions. As such, current staff in the Programme Directorate are not eligible to bid for the work programmes.

4. People in the same institution as the Research Director or Intellectual Leadership Team

There are two particular risks of a perceived or actual conflict of interest in the case of people in the Research Director's or Intellectual Leadership Team's institution bidding for the work programmes. Firstly, the Research Director's organisation may have access to information about CEDIL and its work

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programmes that could put it at an advantage over other bidders. Second, a Research Director or member of the Intellectual Leadership Team in this position may find it harder to objectively quality assure the outputs and outcomes of the work programme. However, there is a limited market for this type of work and automatically proscribing the Research Director or Intellectual Leadership Team's organisations from bidding for the work programmes would reduce the number of skilled organisations who can undertake this work. As such, the following is proposed:

- The Research Director and Intellectual Leadership Team's institutions can bid for the work programmes as the commissioning, procurement and management of the work programmes is conducted by a separate organisation (the Programme Directorate).
- People in the same institution as the Research Director or Intellectual Leadership Team will be required to pre-register an interest in bidding for the work programmes.
- The Research Director or Intellectual Leadership Team member will be expected to recognise the potential for a perceived conflict of interest and set out clearly to the Programme Directorate how they will manage this risk. The Programme Directorate will assess the adequacy of this management strategy and either accept it, require an amendment to it, or reject it. As with other aspects of the conflict of interest policy, the Programme Director will maintain a record of the steps taken to manage any potential conflict of interest.