



## CALLDOWN CONTRACT

# Framework Agreement with: IPE Global Private Limited, IPE Global House, B – 84, Defence Colony, New Delhi – 110 024, India

#### Framework Agreement for: Global Evaluation Framework Agreement GEFA

## Framework Agreement Purchase Order Number: 5859

#### Call-down Contract For: Impact Assessment of DFID funded -TERI Programme for Clean Energy Access and Improved Policies for Sustainable Development.

#### Contract Purchase Order Number: 7020

I refer to the following:

- 1. The above mentioned Framework Agreement dated 28<sup>th</sup> August 2012;
- 2. Your proposal of January 2015

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 March 9<sup>th</sup> 2015 ("the Start Date") and the Services shall be completed by September 30<sup>th</sup>, 2015 ("the End Date") unless the Call-down Contract is terminated earlier in accordance with the Terms and Conditions of the Framework Agreement.

#### 2. Recipient

2.1 DFID requires the Supplier to provide the Services to the Department for International Development, British High Commission, Shantipath, Chanakyapuri, New Delhi 110021, India ("the Recipient");

#### 3. Financial Limit

3.1 Payments under this Call-down Contract shall not exceed £ 165,600 GBP One hundred sixty five thousand six hundred only ("the Financial Limit") and is exclusive of any government tax, if applicable as detailed in Annex B.

#### 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 and payments will be made on satisfactory performance of the services, at the payment points defined as per schedule of payments. At

each payment point set criteria will be defined as part of the payments. Payment will be made if the criteria are met to the satisfaction of DFID.

When the relevant milestone is achieved in its final form by the Supplier or following completion of the Services, as the case may be, indicating both the amount or amounts due at the time and cumulatively. Payments pursuant to clause 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.

#### 4. DFID Officials

4.1 The Project Officer is:

Telephone; Email:

4.2 The Contract Officer is:

Telephone:; Email:

5. Key Personnel

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

#### 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 Calldown Contract will come under the duty of care of the Supplier:

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

V. Where DFID is providing any specific security arrangements for Suppliers in relation to the Call-down Contract, these will be detailed in the Terms of Reference.

#### 8. Call-down Contract Signature

8.1 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.

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

Signature:

Position: Procurement & Commercial Specialist

Date: 3<sup>rd</sup> March 2015

For and on behalf of IPE Global Private Limited

Name:

Position:

Signature:

Date:

## Annex A

## Terms of Reference Impact Assessment of DFID funded -TERI Programme for Clean Energy Access and Improved Policies for Sustainable Development

## 1. Background

Lack of access to modern energy among the poor has been a major constraint to achievement of the MDGs, and one of the most important development challenges facing India. More than 300 million Indians have no access to electricity, affecting educational attainment, income generation and access to information. Traditional biomass (mainly fuel-wood) remains the main energy source for cooking in rural areas, accounting for 75% of total rural energy demand and affecting over 700 million people. For lighting, one third of households rely on kerosene, which provides poor quality light and is damaging to health. The World Health Organisation (WHO) ranks indoor air pollution from biomass stoves as the third highest risk to health in India after malnutrition and unsafe water, with women and children most affected. The burden of drudgery related to collection of fuel-wood is also borne exclusively by women and girls.

Scaling up access to clean cooking solutions is an increasing priority of the Indian government and the international development community alike. An added challenge for the Government of India is how to meet the energy deficit and promote economic growth whilst simultaneously meeting its voluntary target of reducing the greenhouse gas "emissions intensity" of the economy.

At the international level the importance of clean cook stoves as a development issue was highlighted at the 2010 MDG summit, at which the new Global Alliance for Clean Cook stoves was announced, led by the UN Foundation. Prior to that, the Government of India had launched a National Biomass Cook stove initiative in late 2009. The DFID- support to the The Energy and Resources Institute (TERI), began in mid-2011. It was designed to complement and help to inform these efforts in especially in India, but also in a more limited way in Africa<sup>1</sup> which has the lowest percentage levels of energy access in the world.

The primary beneficiaries of the programme are poor people, particularly in rural areas and potentially urban slum-dwellers. Poor women and children in particular were the intended beneficiaries since they are disproportionately affected by indoor air pollution..

DFID is contributing up to £8.8 million to TERI over 4 years, from 2011 to 2015: £7.8 million from the DFID India country programme; and £1 million from the Global Development Partnership Programme for activities in Africa.

DFID is supporting the piloting of innovative or improved technologies and private sector-led business models which increase community awareness and demand, enable provision of appropriate products and services, and thereby promote use of improved cook stoves and solar home lighting on a much larger scale. Through TERI, DFID's support is helping to increase the number of poor households in India and Africa benefiting from new or sustained access to modern,

<sup>&</sup>lt;sup>1</sup> TERI is India's leading energy and environmental research institute, with a strong track record of both implementing renewable energy access programmes and influencing national and state-level policies. Established in 1974 and headquartered in New Delhi, TERI is an independent, not-for-profit organisation whose Director General is , also Chairman of the Intergovernmental Panel on Climate Change. TERI is also the largest developing country institute working on issues of sustainable development, especially with regard to energy related issues. Although the bulk of its projects are India-based, it also has a global presence. It has a growing track record and presence in Africa with active partnerships at many levels including MoUs with a range of government, multilateral and UN agencies. These cover work on rural energy access and solar lighting in addition to other aspects of environmental sustainability and climate change policy, practice and capacity building.

clean energy either for cooking or lighting<sup>2</sup>. The main programme outputs focus on:

- piloting scalable models for provision of clean cooking energy to poor households in India;
- ensuring long-term sustainability of models for scaling up of solar energy in India as a source of household lighting for poor households;
- strengthening formulation and implementation of policies for sustainable development in renewable energy;
- strengthening TERI's own capacity to plan, execute research and influence policy debates;
- piloting scalable models for provision of clean cooking energy to poor households in Africa; and,
- piloting scalable models for provision of clean lighting solutions for poor households in Africa.

By 2015 the programme aims to have improved cook stoves delivered and being used by 50,000 households, and have created Energy Entrepreneurs serving an estimated 400,000 households adopting solar lighting systems. As a result, a total of 450,000 poor women (assuming no overlap) will directly benefit from lower health risks from indoor air pollution and reduced drudgery, and over 2 million people will benefit from new or sustained access to modern, clean energy either for cooking or lighting needs. In addition, TERI will have directly contributed research and evidence to at least 13 new or revised national or state-level policies in the area of sustainable development.

These numbers correspond to the impacts directly attributable to the DFID-funded intervention. Because of the focus on piloting and innovation, both in technologies and business models, success was intended to lead to significantly larger impacts via demonstration and replication.

As part of the programme TERI committed to put in place a robust monitoring system to determine the achievement of expected results, including systems to monitor:

- the performance of cook stoves, baselines and data on uptake of new cook stoves;
- monitoring of indoor air pollution;
- reduced drudgery and other household welfare impacts;
- systems to track systematically the rate of faults in solar lighting products;
- time taken by Technology Resource Centres<sup>3</sup> to respond and customer satisfaction with service provided;
- uptake of policy recommendations from TERI research and policy outreach

As well as the Indian government's Ministry of New and Renewable Energy, a number of national and international organisations are very active on energy access and sustainable development in India, with regular sharing of information. These include the IFC (e.g., Lighting India), USAID (see especially their PACE-D programme), World Bank (work on micro-finance, energy access, women entrepreneurs, mini-grids etc.), ADB (mini-grids), GIZ (cook stoves, in close collaboration with Ministry of New and Renewable Energy), Shell Foundation (capacity building for entrepreneurs), Swiss Development Corporation with Rockefeller Foundation and Development Alternatives (distributed generation and productive uses), Shakti (energy access policy), UNIDO and the EU. There is regular sharing of high level information amongst these organisations in Delhi, although no formal coordination or harmonisation either amongst donors or led by the Government of India

In addition to the core objectives of energy access, DFID funding is delivering additional results in terms of improved knowledge on environmental policy, and evidence-based inputs to a range of national and state-level policies and programmes. Results in this area are measured in terms of the

<sup>&</sup>lt;sup>2</sup> See full Business Case at Annex 1 for details

 $<sup>^3</sup>$  N.B. The delivery model based on Technology Resource Centres was superseded by one centred around Energy Entrepreneurs at an early stage in implementation.

impacts on government policies and programmes that incorporate analysis and evidence generated under DFID funding. Policy areas are proposed by TERI and selected so as to be consistent with TERI's areas of strategic focus.

## 2. Purpose

TERI expects to achieve most, if not all, of the quantitative log-frame targets by March 2015, although the project will not close until July 2015. DFID therefore wants to carry out an end of project impact assessment starting in January 2014 of the cook stoves, solar lighting and policy research outputs. Timely completion of this assessment should enable additional actions to be identified and possibly undertaken even before project completion which could increase the overall success of the programme, especially in terms of contributing to the broader transformation of the cook stove and lighting sectors in India as well as support lessons learning to improve programme and policy work in India and globally. Due to the innovative nature of the intervention, a high quality impact assessment will be particularly important.

# 3. Objectives and Scope of Study

DFID, under this programme provides £7.8m for India and £1m for Africa. However, with limited progress of work in  $Africa^4$  the focus of this study will be restricted to the India component. An assessment of the Africa component will be included in the final Project Completion Report.

The evaluation should cover the energy access components and the formulation of sustainable development policies, but it is expected that the bulk of the effort will be on the former.

Within India the TERI work is focussed mainly in the four states of Bihar, Orissa, Madhya Pradesh and Uttar Pradesh. The study should, therefore, be focused on these four states.

The main objective of this assignment is to design and deliver an end of project impact assessment of the TERI programme that will:

- Assess the outcomes and impacts of what has been achieved;
- Provide a realistic chain of attribution, as well as capture factors entirely independent of the programme
- Identify lessons of what has worked, what hasn't and why; and, identify best practices, and knowledge gaps. , consideration of TERI's business models for cook stoves and lighting supported by this programme should be at the heart of the assessment. This should include:
  - A comparison of TERI's business models in the programme with other leading models (public and private) in India;
  - An assessment of the sustainability of the business models beyond DFID support
- Assess the utility of project data, towards improving programme management;
- Ensure that funds have been used effectively and efficiently to deliver results, in particular by assessing the six value for money criteria set out in the Business Case<sup>5</sup>;
- Make recommendations for the programme (especially any specific legacy activities), and follow on actions;

 $<sup>^4</sup>$  The start of the Africa component was substantially delayed due to procedural concerns from the Government of India; spend to date has been £ xxx.  $^5$  See extract at Annex 2. This assessment should include providing a summary of work which

<sup>&</sup>quot; See extract at Annex 2. This assessment should include providing a summary of work which have been done on the health benefits of using clean energy cookstoves and lighting

• Formulate recommendations and highlight potential policy implications. Disseminate findings (in the case of cook stoves and lighting) to policymakers in India.

A set of indicative evaluation questions based on OECD –DAC criteria, and focusing on the cook stove and lighting components, is as follows. During the inception phase the consultant will need to assess the extent to which evidence is available to answer these questions:

# Relevance

- How relevant were the interventions to actual needs, and to the political / social / economic / environmental context in that particular state?
- Validity of design is the intervention logic (theory of change) realistic, and consistent with aims and objectives of the programme?
- What apects of the programme are policy relevant ?? What areas of policy influence has TERI achieved and how?

# Effectiveness

- How well did the theory of change work?
- What are household perceptions on the usefulness of the programme interventions?
- Does the intervention adequately address gender issues?
- To what extent is the intervention helping to overcome market barriers and scale up the production, deployment and use of clean cook stoves in India.
- Does the project represent good value for money? Could outcomes have been achieved in a more cost effective manner? Whether technical objectives of the programme have been achieved in terms of product design for cookstoves, lighting equipment etc....
- To what extent the capacity of TERI has an influence on the service delivery of the programme e,g distribution of stove or lighting bulbs

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Efficiency

- Have programme activities been delivered in a timely manner? If not, what were the constraints?
- What is the rate of occurrence of technical faults in the products developed ?

# Impact

- What was the project's overall impact and how did this compare with what was expected? How have stakeholders been involved in programme implementation
- What are the effects of clean cook stoves and lighting on household welfare (e.g. health benefits and costs avoided; indoor air pollution; energy access; fuel consumption and costs; time use / equivalent labour effort currently expended to collect fuel-wood; household savings; safety) in the medium and long-term?
- What socio-economic behavioural changes in households (e.g. occupations, education etc.) have taken place as a direct impact of the programme?
- What are the effects of the programme on environment and climate change (e.g. emissions, bio-mass resources, forestry)?
- What are the key factors (positive / negative) contributing to impact, e.g. to what extent is subsidy driving household choices of cooking appliances / fuel / lighting?

# Sustainability

- What are the critical factors and lessons for the widespread scaling up of improved household energy practices? How effectively has the programme addressed these?
- What other potential avenues of financing has this programme been able to leverage?

- Does the intervention design include an appropriate sustainability and exit strategy to support positive changes in household energy use after the end of the intervention?
- To what extent were stakeholders involved in the preparation of the sustainability strategy?

# Coverage

- Who were the direct and indirect/wider beneficiaries of the project?
- What are the key trade-offs / needs / constraints that influence household decisions to adopt clean cook stoves and lighting? How has the programme addressed these in India?
- What has been the impact of the programme on women and children?
- To what extent has equity been considered in involving project beneficiaries?

# Coherence and Coordination

- How is the TERI programme influencing policy/ programmes in India on access of poor households to clean energy?
- What is the extent to which the TERI programme is contributing to global knowledge / programming efforts on clean energy?
- To what extent has TERI been able to use evidence to review and influence national and state policy work?
- To what extent has the TERI programme supported greater coordination and coherence in the cook stove and household lighting sectors at field level in India (as opposed to in Delhi)?

Given that one of the objectives of the programme was to strengthen TERI's capacity (especially related to its policy work), the consultants may wish to consider the usefulness of taking a process based approach to this particular component of the overall programme at least.

# 4. Information sources

TERI did not undertake any socio-economic baseline of programme areas at the inception of the cook stove and solar lighting programme. The consultants should therefore explore the availability of relevant data from other sources, especially district level data from government sources.

The main programme specific information sources include:

- <u>TERI's MIS system</u>: TERI has had its own MIS system for Lighting a Billion Lives (LABL) since 2009. When DFID support was provided they integrated this into a more elaborate one specifically tailored to the business model for lighting. In addition TERI has its own internal Project Monitoring System which is used to capture information and data related to operations and workflows as well as monitor the status and progress of work on cook stoves.
- DFID India Business Case for TERI which includes the theory of change, and log-frame;
- TERI's original proposal to DFID
- Government of India Census data on energy access

Other relevant information sources, mainly for national level, include:

- IEA summary of global evidence on access to energy (see especially World Energy Outlook 2010), and databases on electricity access and reliance on traditional biomass;
- Sustainable Energy for All, Global Tracking Report;
- Global Alliance on Clean Cook stoves (including Dahlberg's Cook stove Market Assessment for India);
- Bardouille et al (2012) `From Gap to Opportunity: Business Models for Scaling up Energy Access' IFC;
- Peer reviewed articles on health benefits of clean cook stoves including:
- Public Health Benefits of Strategies to Reduce Greenhouse Gas Emissions, Wilkinson, Smith et al, *The Lancet*, Vol 374, 2009;

- The Indian National Initiative for Advanced Biomass Cook stoves: The Benefits of Clean Combustion, C Venkataraman et al, *Energy for Sustainable Development* 14, 2010;
- Association between biomass fuel use and maternal report of child size at birth an analysis of 2005-6 India Demographic Health Survey data, CT Sreeramareddy et al, BMC Public Health 2011
- *Fire Without Smoke: Learning from the National Programme on Improved Chulhas,* Rehman and Malhotra (Eds), 2004

The ODI paper by Start and Hovland (2004) *Tools for Policy Impact: A Handbook for Researchers,* is relevant to the policy component.

# 5. Methodology

The methodology should be proposed by the bidding agency. We expect that a mixed methodology will be adopted with both quantitative and qualitative modes of assessments. We recognise that given the time and resources it may not be feasible to adopt experimental statistical modelling approaches. We envisage that the evaluation will include desk reviews with key informant interviews and field visits to each of the key states will be necessary. It is also expected that small scale household surveys will contribute to achieving the objectives of these terms of reference. The bidder will detail out what sampling design and approach they will be adopting for this assessment in their bids. The bidders should include in their bid the methodological challenges and propose suitable measures to mitigate some of these constraints.

The project log-frame and theory of change will act as the main reference point. Where relevant, the evaluation should also document other direct, indirect or unintended consequences of the programme. The selected bidder will be expected to work in close collaboration with DFID, TERI and leading Indian policy makers.

The work will be carried out in two Phases. During the initial one and half month Inception Phase the consultants will prepare an Inception Report detailing the methodology and work plan. The Inception phase will include scope to discuss and prioritise with DFID, aspects of the TOR in the in the light of a better understanding of the available data. The report will also detail what sources of data they intend to use, especially in the absence of baseline data. The approach will draw on existing evidence to test the results chain and the causality as set out in the log-frame and theory of change, develop the detailed assessment methodology (including techniques of data collection, and protocols), and refine our performance metrics, indicators and processes to assess programme level impact and value for money.

In particular the methodology should be able to:

- Assess outcomes / impacts and to define the counterfactual for what would have happened without DFID support;
- Compare and contrast TERI's business models for cook stoves and lighting (especially that around Energy Entrepreneurs in the case of the latter) with other similar initiatives; and test the value addition, impacts and effectiveness of this approach;
- Compare and contrast TERI's approach to subsidising cook stoves and lighting with that of Government of India, leading private companies (such as Greenway Grameen) and any other relevant models in the market;
- Include stakeholder interviews with project beneficiaries and policy makers. The focus of the enquiry among stakeholders will be to assess the impacts of the programme, and better understand the extent and reasons associated with the uptake of approaches, and the likelihood of sustainability;
- Gather quantifiable evidence and stakeholder perceptions of the use and co-benefits of improved stoves on households (energy and income poverty, health, environmental, economic,

and social), as a result of the dissemination of improved cook stoves through this programme in India;

- Gather quantifiable evidence and stakeholder perceptions of use and co-benefits effects of clean lighting on households (poverty, health, environmental, economic, and social) from solar lighting through this programme in India;
- Estimate the Value for Money for different results that are attributable to DFID's engagement. These should be quantified as far as possible either in financial terms or in terms of other values;
- Assess the influence of the political economy in terms of how the political, policy and programme environments affect the performance of the programme;
- Assess the extent of TERI influence on key policy areas, and how is this being achieved.

During the Inception Phase the consultants will agree with DFID how to include stakeholders, including beneficiaries, in the assessment process; how to address any confidentiality issue and how dissenting views will be handled. The report produced will be the property of DFID India.

On the successful completion of the Inception Phase and the production of an agreed Inception Report the second and final phase will commence.

# 6. Target Audience

The target audience for this study will be DFID, TERI, the Government of India (especially the Ministry of Renewable Energy, Ministry of Power, Ministry of Environment, Forests and Climate Change), policy makers and think tanks in India, energy access entrepreneurs and Non-Government Organisations.

# 7. Communications and Dissemination Plan

The Consultants should present a plan for communication and dissemination of the study results to the stakeholders.

#### 8. Deliverables

The expected outputs of the consultancy will include the following which will be presented to DFID / TERI Management Committee<sup>6</sup>:

- During the Inception Phase the following will be produced including a summary of the basis for estimating household welfare and environmental effects
- An elaborated programme logic model/theory of change that will provide the basis for testing programme effects and causality during fieldwork;
- An assessment of the TERI MIS data and available secondary data.
- Outline of the proposed methodology for impact assessment;
- Outline of the proposed methodology for establishing value for money;
- Methodology for assessing potential policy and outreach impacts (India and global), and TERI's institutional capacity for policy influence;
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- Communication and dissemination plan for different stakeholders.

#### Implementation Phase:

<sup>&</sup>lt;sup>o</sup> The membership of the Management Committee includes DFID Programme Management staff, a Senior Climate Adviser, a Director level member of staff from TERI and several other working staff.

- Final Report of the findings. The report will have clear summaries and a list of key results and lessons which will be used by DFID to draft the project completion report.
- Document at least one case study from each of the four states to learn lessons from innovative approaches to adoption of lighting and cook stoves;

## 9. Skills Required

The skill sets to be covered by the Supplier are: strong expertise and experience of qualitative and quantitative evaluation methodologies, value for money / cost benefit analysis, environmental and energy economics, social development, gender analysis.

Within these fields the supplier will be required to supply key expertise on access to energy, demand side-management, and knowledge of markets / supply chains in renewables / household energy.

The supplier will be required to access knowledge in these and related areas both at international level and regional level. Development knowledge and previous experience of working in India is strongly desirable. The team will include at least one professional evaluator from India and one from Africa to provide contrasting experience.

## 10. Budget

The proposed budget for the assignment is £150-200,000. Bidding agencies are expected to provide a detailed costing to meet the objectives of this assignment. Bid evaluation will be based on both technical and financial considerations. The final selection will be made having determined which proposal offers the best and most cost-effective way to meet the objectives of the study, based on the quality of evaluation and the competitiveness of the financial bid.

#### 11. Evaluation criteria

Suppliers are invited to submit full tenders of no more than 30 pages (CVs of no more than 2 pages for each individual). Tenders will be evaluated by at least two DFID staff, one of which will be the Chair, and may include one TERI staff. The evaluations will be scored and weighted as detailed below:

- Understanding of the requirement of TORs and development of an appropriate methodology to meet the objectives (15%)
- Appropriateness of the proposed methodology for data analysis to answer the key questions and the extent to which challenges are identified and addressed (30%)
- Suitable delivery plan with appropriate contingencies in place (15%)
- Competency of proposed team including the quality of the team leader (10%)
- Cost / commercial factors (30%)

# 12. Reporting

The Supplier will submit reports in English (electronic copy) following the timetable set out above. Both the Inception and Final Report will be submitted in draft to the DFID Programme Manager for review before finalisation. The final report shall be no more than 50 pages (main report) and will have an executive summary and a list of annexures having at least the ToR, study tools, methodological details including the sampling design and sample size calculations and list of key people contacted for qualitative information gathering. The Supplier will have to grant DFID a worldwide, nonexclusive, irrevocable, royalty licence to use all the material.

The Supplier will work closely with and report to the Programme Manager, Energy, Climate and

Growth Unit (ECGU). The Programme Manager will also be the contact point for all contractual issues.

The Supplier will be responsible for all logistical arrangements. The formal contractual arrangements will be set out in a separate document. The consultancy team will be responsible for the timely delivery of the defined outputs. The Supplier will also be responsible for notifying DFID of any problems affecting delivery and for recommending ways of addressing them.

The Supplier will be required to present at key stages of the assignment to the joint DFID / TERI Management Committee which will provide overarching guidance to the work. The Management Committee - which will perform the role of a steering board for the evaluation - does not intend to compromise on the independence of the evaluation work, but will instead provide guidance in terms of the quality and direction of the evaluation activity.

## 13. Time Frame

The contract is intended to commence from March 2015 and is likely to be completed by end of September 2015 while adhering to the following time-scale:

6 weeks (maximum)
2 weeks
16 weeks (maximum)
4 weeks (maximum)
2 weeks
2 weeks

The decision to proceed with Phase 2 will rest with the DFID, and will depend on the satisfactory completion of Phase 1.