

Contract Section 3
Terms of Reference for PO 7871: Amplify Evaluation

Terms of Reference – Amplify Evaluation

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i. Introduction

1. The Department for International Development's (DFID) mission is to lead the UK's work to end extreme poverty.
2. There is demand for more innovative approaches to tackle some of the most longstanding and complex development challenges, help drive UK aid value for money and maximise impact. DFID recognises the need for development partners to build on experience to date for a more productive approach to supporting innovation for development in the future, being open to new design and implementation ideas, partners and funding models.
3. [Amplify](#) is a 6-year (2013-19), £10.1 million, Accountable Grant partnership with the human-centred design firm [IDEO.org](#). Amplify runs eight open innovation challenges and supports 4-5 grantees from each challenge with seed funding and technical assistance.
4. Amplify's core goal is to test new ways of distributing funding that makes small initial investments, provides design support to organisations to test and iterate on new ideas, and identifies replicable, effective solutions that respond directly to human needs. The programme uses a more open and flexible funding mechanism to surface a cohort of smaller, more agile actors with the rationale of encouraging experimentation in the way we create, design and fund development projects.
5. The programme follows the human-centred design (HCD) approach of starting small, prototyping, piloting and iterating in order to design products, services and business models that are most suited to the intended users' needs. It provides technical support and HCD training to grantees, through which it aims to encourage iteration, flexibility, and a strong focus on understanding, surfacing and responding to user needs. Its open design platform and support to enable grantees to stay in contact and share challenges is designed to improve information sharing and collaboration between individual organisations.
6. It intentionally seeks smaller, often community-based, organisations which are normally off DFID's radar to work with. Given its funding mechanisms, it is currently often challenging for DFID to partner with smaller organisations, resulting in DFID's limited ability to leverage new forms of innovative expertise including technology experts, smaller community-based organisations or organisations from the creative industries. Many smaller

organisations are not only a source of new ideas and input into DFID programmes, but also tend to work closest to communities and grassroots, allowing them to have a stronger connection with and understanding of the beneficiaries and their needs. Amplify aims to provide seed funding and technical support to these organisations to support them in the development of new approaches to persistent development challenges.

7. The programme is based upon the assumption that the use of human-centred design, the engagement of a more diverse set of smaller actors and a more flexible, cohort-based model of support fuels innovation and more relevant and effective solutions which will help DFID to achieve better results, maximise impact and achieve higher value for money, once these design principles have been taken to scale in DFID broader programming. Please refer to the theory of change in Annex C for further information.
8. The programme is experimental, and a goal is therefore for DFID and other stakeholders to learn (1) about the utility and feasibility of using Human-Centred Design techniques to create development interventions, and (2) about the benefits of using a more open, flexible funding mechanism to surface a cohort of smaller, more agile actors and early stage ideas on a given priority topic. This cohort of smaller grantees learning in action is increasingly intended to complement other research and programming work that DFID or external partners are doing in a given area; for example, Amplify's Youth Empowerment challenge in East Africa was launched with a view to informing DFID Kenya's future youth programming.
9. To summarise, the core elements of Amplify are:
 - a. The challenges are not set in advance - the programme provides a rapid, flexible mechanism for surfacing ideas on an emerging, often cross-cutting development issue;
 - b. The application process is open, collaborative, and interactive - all applicants can see others' ideas and applicants are given structured opportunities to refine ideas in response to questions and reviews from outside experts;
 - c. The programme seeks smaller, often community-based organisations to work with, with a few outliers to balance the portfolio;
 - d. The programme provides Human-Centred Design support and an adaptive approach to funding, to help organisations be flexible and iterative in developing new solutions, and to uncover and clarify the user needs to which they are responding;

- e. The programme supports organisations to develop a clear proof of concept, and then facilitates pathways for solutions to scale and/or spread;
 - f. The programme provides support to organisations, especially local actors, who want to experiment or prototype, but would not otherwise receive the funding and technical support to do this. This may be an entirely new way to look at a problem, or it may be about making small adjustments to an existing approach;
 - g. The programme is flexible, experimental, and focused on learning as well as impact.
10. Stage of implementation: As of beginning of 2017, the Amplify programme is in its 4th year of implementation, currently running its 8th challenge. . While some of the challenges will have been completed by the time the evaluation starts, others will still be in the process of receiving design support by ideo.org. For Challenge 8, the evaluators will have the opportunity to understand the challenge throughout the whole lifetime of the challenge.
11. These Terms of Reference (ToRs) set out DFID’s requirements for a supplier (“evaluation partner”) to implement an independent evaluation of the Amplify programme. The ToRs should be read in conjunction with Amplify’s Business Case¹ (Annex A), the logframe (Annex B) and the revised theory of change (Annex C).

ii. Objectives and purpose of the evaluation

12. Owing to the (i) weak evidence base around the use of Human-Centred Design to create development interventions which have the potential for long-term sustainable impact, and the (ii) experimental nature of the Amplify programme, it is critical to learn from both success and failure and to develop evidence on the approaches used and distinct elements of the Amplify programme. This body of evidence will enable DFID and its development partners to better understand the value of more flexible and agile, design-centred approaches to developing programmes and whether these are more effective at meeting beneficiary needs.

¹ While the Business Case continues to be a core document, there have been substantial amendments to the strategic directions of the programme, including the theory of change. The information given in this ToR and the updated theory of change reflect these changes.

13. The overall purpose of this evaluation is to understand which components of the Amplify programme have the potential to achieve better and more relevant solutions that deliver greater depth and breadth of impact for people living in poverty. The evaluation's focus will be on assessing the effectiveness and impact of the Human-Centred Design approach to achieve improved outcomes for the end-users and higher value for money for DFID in the long-run once this approach has been taken to scale. It will help DFID understand if the Amplify approach, especially the HCD methodology, meets a policy need of DFID's that is not currently covered by other methods which have a longer track record.
14. Given the absence of baseline and control group data, an impact evaluation that employs experimental or quasi-experimental methods will not be possible. Instead, it is likely that a 'performance evaluation' that looks at the contribution of the programme and its design to more relevant and effective solutions to tackle longstanding development challenges.
15. The evaluation partner will be responsible for refining the proposed evaluation questions and proposing and implementing the most suitable approach and methodologies to respond to them, in addition to what has already been provided in their technical proposal. More details, including a summary of the expected evaluation components are outlined below.

iii. Evaluation questions

1. **Solution stage (cf. output 2 in theory of change)**
 - DAC criteria: Relevance; effectiveness; impact
 - Objective: To assess if Amplify has led to more relevant and effective solutions which tackle long-standing development challenges in a more effective way.
 - Evaluation question:
 - Have the solutions Amplify has funded been successful in tackling development problems in a more relevant and effective way?
 - Methods: Given the limited availability of baseline data and the absence of a control group, this stage will have to rely heavily on the qualitative and logical assessment of the evaluators, informed by interviews with core programme partners and beneficiaries and an independent analysis of *ideo.org*'s monitoring data. The evaluation partner is urged to think creatively to come up with a sound methodological response to this question.

- Evaluators' expected expertise: Qualitative and quantitative evaluation expertise.
- 2. **Grantee stage (output 1 and 3)**
 - DAC criteria: Effectiveness; sustainability
 - Objective 1: To assess the delivery and usefulness of different components of the Amplify programme, in particular to assess the effectiveness and impact of using a Human-Centred Design approach to support grantees in reaching more relevant and effective development solutions. To learn lessons and understand if/ how Amplify's Human-Centred Design approach supports grantees to achieve their objectives and implement better solutions. It will assess *what is happening differently and why* within the grantees' operations and performance as a result of Amplify's support. The aim is to assess how grantees have adapted as a result of the HCD support; how this has helped or hindered them in reaching beneficiaries; and if Amplify has helped them to create more viable and effective models and ways of working overall, enabling to secure further funding and growth, and deliver services and products which benefit their end-users.
 - Evaluation questions:
 - o How did HCD+² support the development of effective and relevant solutions (if it did)?
 - To what extent and how do grantees absorb and apply HCD training to develop models which meet end-users' needs?
 - Which components of HCD+ support were most effective?
 - What have been the effects of grantees' application of HCD methods to design development solutions?
 - Objective 2: To understand the sustainability of the HCD approach on grantees capacity to realise their ideas
 - Evaluation questions:
 - o Do grantees continue to follow a HCD approach to their work beyond the end of the programme?
 - o Were grantees more successful in leveraging additional outside funding as a consequence of the support they received through the Amplify programme?

² HCD+ refers to the three processes in the theory of change in Annex x. (1) supporting organisations to experiment, change ideas in the course of the grant, prototype rapidly and build on user feedback; (2) providing flexible funding, accelerator support, expressly giving grantees space to learn and experiment, light touch mentorship, building a collaborative cohort around challenges and being flexible about timelines; (3) surfacing early-stage ideas and working with smaller organisations/ local chapters of larger organisations off DFID's radar

- o Do grantees report raised profile and greater capacities to realise their ideas?
- Methods: While some of the answers to the evaluation questions above have been collected by ideo.org as part of the programme monitoring work, the evaluation partners are expected to externally verify these findings through assessment of the monitoring data and additional interviews with grantees and other relevant programme partners. The evaluation partner should be able to tease out information about any changes in the working of grantees post Amplify support through insightful questions. Also, the partner should be able to purposively sample grantees such that evaluation questions under Objective 2 are holistically answered. The evaluation partner is urged to think creatively to come up with a sound methodological response to this question.
- Required expertise: Qualitative and evaluation expertise; understanding of HCD for development programming; capability to track grantees' (post-Amplify) trajectories through research techniques

3. Counterfactual

- DAC criteria: Impact
- Objective: To discuss the outcomes of the programmes if HCD support had not been given.
- Evaluation questions:
 - o Would the Amplify programme have led to equally positive results on grantees and beneficiaries in the absence of HCD support?
- Methods: Given the limited availability of baseline data and the absence of a control group, the assessment of this question will have to rely on qualitative interviews with key stakeholders and logical assessment of the evaluator. The evaluation partner is urged to think creatively to come up with a sound methodological response to this question.
- Required expertise: Qualitative and evaluation expertise; understanding of human centred design for development programming; knowledge of specific DFID programmes and ways of working; knowledge of wider international development approaches to issues tackled by Amplify.

4. Uptake and scaling potential

- DAC criteria: Sustainability; Efficiency
- Objective: It is recognised that the costs of setting up and running this programme may mean that in its initial phase, Amplify may be less cost effective in reaching the same amount of beneficiaries than other DFID programmes. Yet, the value of this programme is to experiment and enhance DFID's understanding of the potential of new methods - human-centred

design and more flexible, agile funding mechanisms - for broader DFID programming.

Hence, in assessing the impact and value for money of this programme approach, it will be crucial to consider the potential long-term benefit of Amplify to inform and make other DFID programming at scale more efficient in the future. Here, the evaluator is requested to provide suggestion of cost-effective application of HCD in DFID programme design.

While it is recognised that the rigid evaluation of this question will be beyond the scope of this evaluation, the evaluation partners are expected to work with the DFID programme manager to offer some comment and input to inform DFID of the potential to take forward Amplify's techniques and approaches in broader DFID programming.

- Questions:
 - o Which elements of Amplify could DFID could take forward into other DFID programming?
 - o What is the potential for the HCD+ approach to be cost-effective at scale? How can DFID achieve high impact and VfM by bringing the HCD approach to scale?
 - o Methods: Analysis of Amplify approach, DFID programmes and interviews with DFID staff
 - Required expertise: Knowledge of DFID's programmes and way of working; understanding of HCD for development programming
16. Unintended negative consequences: The evaluation partner is expected to also consider and analyse potential negative consequences of the programme which were not intended.
17. The evaluation partner is NOT expected to provide evaluations of individual challenges.

iv. The recipient

18. The recipient of the evaluation is DFID. While the primary audience for this evaluation will be DFID, evaluation documents and findings will be published and shared more widely in order to be made available to a broader public audience. We also expect the evaluation team to closely engage ideo.org throughout the evaluation.
19. DFID will have unlimited access to the material produced by the supplier as expressed in DFID's general conditions of contract.

v. Methodology

20. The Amplify programme focuses on the use of Human-Centred Design in international development. It also, more broadly, experiments with flexible, iterative and adaptive approaches to making grants and supporting grantees within the programme, and in the implementation of the programme itself. In giving grantees at least a three-month period to focus on learning and prototyping entirely, and the flexibility to pivot their intervention substantially over the course of the grant based on user feedback, the programme draws on Human-Centred Design methodology, but also fits in loosely with the Problem-Driven Iterative Adaptation school of thought. DFID is interested in how HCD and adaptive approaches can be integrated into broader programming, when they are appropriate, and what evidence can be said to exist for their utility and impact. As such, this evaluation should be informed by some reference to this broader thinking about adaptive approaches in international development. Some references are below, and a paper specifically on evaluating innovation which may be of use when considering how to approach this evaluation is included.
21. Finding the right methodology for measuring innovative approaches is challenging as innovation often follows a long and circuitous path. Approaches might only develop its full impact and value over the years once they are brought to scale. The evaluation of the Amplify programme should be informed by a developmental evaluation approach, including more flexible and adaptable methodologies, which are more open and agile instead of more traditional approaches which are focused on academic rigor. An explanation of Michael Quinn Patton's idea of developmental evaluation can be found in Annex D.
22. As referenced in this document, we expect evaluators to be creative with methodology, to consider contribution analysis alongside a range of other methods.

23. References

- Alice Obrecht and Alexandra T. Warner (2016) : Summary - More than just luck: Innovation in humanitarian action, ALNAP Study, London: ALNAP/ODI
- Burt Perrin (2002): How to – and How Not to – Evaluate Innovation, Sage Publication, London
- Christian Seelos and Johanna Mair: When Innovation Goes Wrong; Stanford Social Innovation Review.
- Duncan Green on Adaptive Management (grey literature)
<http://oxfamblogs.org/fp2p/how-are-dfid-ngos-and-others-shifting-to-adaptive-development/>
- Lant Pritchett et al (2016): Doing Iterative and Adaptive Work
<http://bsc.cid.harvard.edu/publications/doing-iterative-and-adaptive-work>
- Lant Pritchett et al (2012): Escaping Capability Traps through PDIA
<http://www.cgdev.org/publication/escaping-capability-traps-through-problem-driven-iterative-adaptation-pdia-working-paper>
- [Written by IDEO.org] Tim Brown and Jocelyn Wyatt [2010]: Design Thinking for Social Innovation
https://ssir.org/articles/entry/design_thinking_for_social_innovation
- Stanford Social Innovation Review: The Re-Emerging Art of Funding Innovation
https://ssir.org/articles/entry/the_re_emerging_art_of_funding_innovation

vi. Data collection and analysis

24. The evaluation partners will receive access to all available monitoring data which ideo.org has collected during the course of the programme (please see below for further details). Ideo.org's monitoring process includes data from:
- (1) The selection process
 - OpenIDEO submission - On the online platform, contributors submitted initial pitches, user experience maps, and other materials to thoroughly describe their idea and process.
 - OpenIDEO surveys - Each contributor was asked to participate in an entrance and exit survey as part of the OpenIDEO process, where information was gathered about their idea, organization, knowledge of HCD, engagement with the challenge platform, and any feedback for future challenges.
 - Due diligence collection - Amplify gathered information from the top eight contributors, which included organizational details, audited financial documents, articles of incorporation, written

recommendations from former collaborating partners, as well as a Skype call with the Amplify team.

(2) The support period

- Bootcamp Prototyping Plan (one-time, post-bootcamp) - This document outlines how the winners will utilize their prototyping funds over the three-month prototyping period.
- Lessons Learned (one time, upon completion of 3-month prototyping phase) - This document reflects on the previous three months of prototyping and draws out lessons that will inform the winners' workplans moving forward.
- Workplan and Budget (one time, upon completion of 3-month prototyping phase) - These documents detail the activities that winners intend to implement during their 12-month pilot phase and the corresponding budget figures.
- Grantee Survey, based on logframe (quarterly) - Grantees will complete an online survey monthly to collect data on indicators mapped to the logframe in an effort to track impact and organizational growth throughout the project period.
- Reports per grantee (quarterly) - Grantees submit written documents quarterly to provide an update on their pilot progress, successes and challenges, and support needs throughout the project period.
- Skype check-ins with each grantee to collect stories (monthly on average) - Typically, an Amplify designer and core team member will hold monthly calls with each grantee to gather stories and updates, and provide support and stewardship for the pilot process.

25. State of existing data - existing data which the evaluations partners are requested to review include annual reviews and raw data in google spreadsheets and CSV files. This data is not disaggregated.
26. The evaluation partners are expected to review all logframe and monitoring data and to collate, surface and analyse existing data which is relevant to this evaluation. While a large part of primary data, especially at the beneficiary stage, will have been collected by ideo.org, the evaluation partners are expected to conduct structured interviews with key stakeholders, including DFID, IDEO.org, in addition to further interviews with grantees and beneficiaries (see below for further details). Where possible, the evaluator is expected to disaggregate data, by gender and other relevant characteristics.

vii. Scope

27. The scope of the evaluation will cover all eight innovation challenges that are included in the scope of the Open Innovation for Development programme and all solutions which receive support from DFID as a result of that challenge process.

28. The evaluation work will be divided into the following components:

- Evaluation design/ inception phase in FY 2017/18
- Report on progress to date in FY 2017/18
- Case Study phase in FY 2017/18 and 2018/19
- Final Report in FY 2018/19.

Evaluation Design/ Inception Phase (3 months)

- During the evaluation design phase, DFID will agree further developments to the evaluation with the supplier.
- The evaluation partner's activities, in consultation with DFID and other stakeholders, during the evaluation design phase will include, amongst others:
 - An evaluation communications plan
 - Identification of programme monitoring data available and additional data required to meet evaluation needs and timings for this
 - Suggestions for ways to review the effectiveness of human-centred design and creative ways to measure this
 - Suggestions for how to quantify existing data and how to work with qualitative reports and other data from current programme
 - Discussion of the relative responsibilities for data collection primarily for monitoring purposes (by ideo.org) and primarily for evaluation purposes (by the evaluation partners) and their coherence in an overall programme M&E approach
 - Recommendations regarding the overall data collection system and how data can be used to draw conclusions about potential future phase of the programme
 - Plan for the on-going monitoring and evaluation support to be provided during the evaluation work
 - Review of the evidence base for Human-Centred Design in international development
 - Revision of the current and future programmes' theory of change and/or logframe in order to more clearly state the assumptions underlying the programme's logic, data required and sources of data, and the key contextual factors required for programme effectiveness.

- The supplier has provided an initial evaluation design which states the evaluation methods, questions, indicators, data gathering activities, data sources, outputs and outcomes that they expect to use as part of their evaluation work. The evaluation partner is responsible for the proposition of the final evaluation questions which will then be jointly determined during the evaluation design phase, but are expected to broadly follow the evaluation questions above.
 - The supplier will also specify the analytical methods and techniques that they intend to use to interpret the data gathered and how they will be applied in practice. The design must be methodologically rigorous and credible, acknowledging that the evaluation partners will be working with qualitative data and small, flexible projects and the inherent constraints in this.
 - A simple concise, clear outline of what the evaluator plans to do and when.
- If required, the evaluation partner will provide support to the DFID Programme Manager to revise the ongoing monitoring work on the programme.
- Deliver two or more workshops with IDEO.org and DFID to scope out evaluation
- Where feasible, the evaluation partner should provide costed options for including disaggregation of impact (at least by gender, disability, age and income level) in their collection of new primary data. Otherwise, the evaluation partner should explain the reasons why disaggregating by these characteristics might not be feasible.

Upon successful completion of the evaluation design phase and subject to the agreement of the DFID programme manager and the evaluation partner, the evaluation partners will be appointed to begin the evaluation.

- As part of the evaluation design phase, the evaluation partners are expected to carry out a literature review. This is not expected to be systematic, but to cover the major papers only.

Report on progress to date (5 months)

- A rapid survey of Amplify's progress, grantees to date, lessons-learned and whether it is possible/how far the programme has addressed the key evaluation questions, reflections on the evaluation design and changes (if any) proposed to the design.

Case Study phase (6 months)

- Four case studies of grantees – addressing questions highlighted in the ‘grantee stage’ evaluation section. One draft case study will be requested to give DFID the opportunity to review and provide feedback before the drafting of the remaining case studies. Case studies are expected to be generated in a range of different countries and regions, to be decided in consultation with the DFID programme manager.
- We expect the evaluation partners to conduct structured interviews, by skype if necessary, with key stakeholders, including DFID, IDEO.org, grantees and beneficiaries; to travel to at least two grantee sites; and to compile a collection and analysis of additional data required to quantify measures of grantee improvement and impact where possible.

Final Report (2 months)

- The scope and design of the final report will be defined in the evaluation design report. Due to the uncertainty surrounding the exact nature, location and beneficiaries of the challenge processes, the supplier will be required to respond flexibly to any changes in the way that the programme is implemented.
- Summary of programme addressing key evaluation questions, including interviews with partners (e.g. Rockefeller Foundation), structured interviews with DFID, IDEO.org and grantees, review of all logframe and monitoring data. It should also evaluate potential to take forward Amplify techniques and approaches in broader DFID programming

29. The evaluation design should recognise the challenge posed by the gradual implementation of the programme and the fact that initiatives will have reached varying stages of maturity at the final evaluation date. The Supplier should have a clear methodology to evaluate the impact of mature solutions and to identify the trajectory of change for others. Furthermore, the Supplier should have a clear methodology for any subsequent evaluation interventions after the Final Evaluation that they would recommend if they feel that these would be a valuable addition to the evaluation activities described in this ToRs.

30. In assessing the programme’s relevance and effectiveness for delivering the expected results, the evaluation partners are expected to consider that the nature of this programme approach might mean that the full benefits of the model may only accrue after the end of the grant or once the model is rolled out in a greater scale.

31. The scope of work described above poses the intrinsic challenge to plan flexibly to evaluate a programme which will define the details of each

supported intervention during its pilot phase and beyond. It is not possible to identify the exact number of remaining interventions which the programme will fund and their exact geographic location. DFID acknowledges that this could have significant cost implications in terms of the number of programme locations and their accessibility. The Supplier will take these challenges into account and plan accordingly in a flexible way.

32. DFID will reserve the right to extend the contract with the supplier in the event that the programme is extended beyond the current period.

Relationship between the evaluation partners, DFID and IDEO.org

33. Close collaboration will be required between the evaluation partner and the DFID programme manager, particularly during the evaluation design phase.
34. IDEO.org is responsible for managing the programme and monitoring progress against the agreed logframe. In order to clarify the respective responsibilities of IDEO.org and the evaluation partner, the following are noted here:
- o Monitoring data collection, analysis and reporting: IDEO.org is responsible for the collection, analysis and reporting of monitoring data that is relevant to the logframe, and relevant to reports DFID has requested over the course of the programme. Grantees of the programme are expected to respond to surveys and provide data required for programme monitoring.
 - o Primary evaluation data collection: The evaluation partner is responsible for defining and collecting additional primary data required for evaluation purposes. They are also expected to provide support to IDEO.org to collate and surface existing data for purposes of the evaluation.
35. It is recognised that the experimental nature of the programme will require close collaboration between the evaluation partner and IDEO.org to ensure that the evaluation design reflects the direction of the programme. The evaluation partner will have the opportunity to influence the design of the remaining course of the programme through its engagement with IDEO.org and DFID. If appropriate, this may allow evaluation considerations to be reflected in the design of the programme.

viii. Outputs

ix. Outputs Table

FY	2016/17 – 2017/18	2017/18	2017/18	2017/18 - 2018/19	2018/19
Month	January – September 17 (9 months)	September 17 – November 17 (3 months)	September 17 – January 18 (5 months)	March - July 18 (5 months)	August – September 18 (2 months)
Month of contract	N/A	1-3	1-5	6-11	12- 13
Activity	Procurement phase	Evaluation design/inception phase	Report on progress to-date	Case studies	Final report
Amplify Programme Updates (tentative)	Launch of Challenge 7 and 8 Bootcamp Challenge 6 (around March 17)) Bootcamp Challenge 7 (October 17	Bootcamp Challenge 8 (around March 18)	Programme end (around mid-2019)

The evaluation partners are expected to deliver the following outputs, with provisional deadlines:

Evaluation Design/ Inception Phase

- The evaluation design work is expected to begin immediately upon signature of the evaluation contract.
- Draft Inception report- due by the end of month 2 of the contract.
- The report should set out, amongst others:
 - o The finalised evaluation design and methods
 - o Elaboration and suggested amendments of the Theory of Change and discussion of implications for the evaluation design
 - o Review the evaluation questions and proposals for how they might be amended or their range expanded. Where relevant, evaluation questions should be accompanied by explanatory comments, judgement criteria, quantitative and qualitative indicators, methodological approach to data collection and analysis.

- A communication and dissemination strategy, reflecting DFID's Open Access Policy, and specifying the target audiences
- A review of the main risks and challenges for the evaluation and how these will be managed
- Proposal on collection of data, and collation of existing data to support answering evaluation questions
- Discussion of how to ensure that the design and application of methods will be ethically sound and which relevant ethical standards will be applied
- Discussion on what methods will be used to check quality of the data collected
- Assessment of the probable quality and credibility of the identified datasets and sources and implications for primary data collection
- Review and validation of the existing monitoring data to maximise the extent that it can be used for evaluation purposes
- A detailed work plan is provided that breaks down activities and outputs to ensure effective delivery on time and within budget.

DFID will provide comments on the draft. The evaluation will conduct workshops with the DFID and IDEO.org teams to refine the evaluation plan (as detailed above). The evaluation partner will submit a revised inception report by the end of month 3 of the contract.

Report on progress to date

- Draft report on progress to date by the end of month 3 of the contract
- Presentation to the DFID programme team, comprised mainly of DFID evaluation advisers and specialists, by month 4 of the contract
- DFID will provide comments on the draft. Final report on progress to date by the end of month 5 of the contract.

Case Study phase

- The draft of the first case study will be submitted for comment and finalised in month 8. Drafts of remaining 3 case studies will be submitted by the end of month 10.
- Presentation of the draft to the DFID programme team, by month 11 of the contract.
- DFID will provide comments on the draft. Final case study report by the end of month 11 of the contract.

Final Report

- Draft final report by end of month 12 of the contract

- Presentation of draft findings conclusions and recommendations to a meeting of Steering Committee, by month 13 of the contract
- Final Report by end of month 13 of the contract
 - The draft and final report should cover the agreed evaluation questions, accompanied by explanatory comments, judgement criteria, quantitative and qualitative indicators, methodological approach to data collection and analysis.

36. All data and metadata are owned by DFID, and the Supplier should ensure in the initial design, and methods that all data is rigorously documented.

Design Principles

- Concise – all reports in this evaluation contract are to be clear, simple and short. We have a strong commitment against jargon and lengthy reports for their own sake.
- Work closely with all stakeholders – we expect the evaluator to proactively reach out to key stakeholders for interviews, to check information and to fill in any knowledge gaps about the programme in the first instance.
- Flexible - this is an experimental programme which has gone through some strategic changes over time and we expect the evaluator to be adaptable and ready to deal with this.

x. Extension

The timeframe of this contract will be from FY 2017/18 – FY 2018/19. No extension is anticipated, but there may be an option to extend for 12 months.

xi. Reporting

37. Luisa Ernst will act as the DFID Programme Manager and the overall coordinator of the work. The evaluation partners will report to the DFID Programme Manager. DFID will manage the day to day interactions with the evaluation partners.

38. The DFID programme manager will be advised by a steering committee comprised mainly of evaluation advisers and specialists.

xii. Skills and qualifications

39. It is essential that the evaluation suppliers combine expertise in:
- Strong understanding of Human-Centred Design and its use in international development
 - Strong understanding of various quantitative and qualitative evaluation methodologies
 - Experience of undertaking evaluation/ impact assessment projects in developing countries, using mixed methods approaches that meet recognised standards for credibility and rigour
 - Experience in combining qualitative and quantitative analysis to conduct case-study based evaluations.
 - Familiarity with DFID systems and aid processes
 - Familiarity with approaches to addressing issues in international development
 - Ability to integrate creative approaches to traditional qualitative and quantitative research methods to evaluate an innovative program
 - Desirable: Experience of evaluating challenge fund programmes
40. If required, we strongly encourage organisations to form consortiums to obtain the appropriate skill mix.

xiii. Logistics and procedures

41. The evaluation partners will be responsible for all logistic arrangements for themselves and members of the evaluation team. DFID will facilitate convening of meetings and site visits where necessary. All relevant expenses should be covered by the evaluation contract budget.

xiv. Duty of care

42. The Supplier is responsible for the safety and well-being of their Personnel and Third Parties affected by their activities under this contract, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property.
43. The Supplier 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 Supplier must ensure they (and their Personnel) are up to date with the latest position.

44. This procurement may require the supplier to operate in a seismically active zone and is considered at high risk of earthquakes. Minor tremors are not uncommon. Earthquakes are impossible to predict and can result in major devastation and loss of life. There are several websites focusing on earthquakes, including <http://geology.about.com/library/bl/maps/blworldindex.htm>. The Supplier should be comfortable working in such an environment and should be capable of deploying to any areas required within the region in order to deliver the Contract (subject to travel clearance being granted).
45. This procurement may require the Supplier to operate in conflict-affected areas and parts of it are highly insecure. Travel to many zones within the region will be subject to travel clearance from the UK government in advance. The security situation is volatile and subject to change at short notice. The Supplier should be comfortable working in such an environment and should be capable of deploying to any area required within the region in order to deliver the Contract (subject to travel clearance being granted).
46. The supplier is responsible for ensuring that appropriate arrangements, processes and procedures are in place for their personnel, taking into account the environment they will be working in and the level of risk involved in delivery of the Contract (such as working in seismically active, dangerous, fragile and conflict-affected environments). The Supplier should ensure their personnel receive the required level of training and, if appropriate, complete a UK government approved hostile environment training course (SAFE)[1] safety in the field training prior to deployment.
47. As the countries/areas of work involved in this intervention are currently undetermined, DFID is not in a position to be able to provide a Duty of Care assessment at this point. On this basis, DFID assumes that this programme will be rated as 'Medium/High' risk.
48. During the programme, it is DFID's expectation that any contracted supplier will provide a full Duty of Care assessment for each potential country/area of work where in-country ground work is expected to be necessary. If the

programme activities take place in medium or high risk locations, DFID will share available information with the Supplier on security status and developments in-country where appropriate.

49. The Supplier confirms that:

- a. They fully accept responsibility for Security and Duty of Care.
- b. They understand the potential risks and have the knowledge and experience to develop an effective risk plan
- c. They have the capability to manage their Duty of Care responsibilities throughout the life of the contract.

50. Duty of care risk matrix

1 Very Low Risk	2 Low Risk	3 Medium Risk	4 High Risk	5 Very High Risk
Low		Medium	High Risk	

Country	City	Overall Security	Violent Crime	Civil Disorder	Terrorism	Espionage
Afghanistan	Kabul (Capital)	5	4	4	5	-
Bangladesh	Dhaka (Capital)	3	3	3	4	-
Botswana	Gaborone (Capital)	3	3	3	2	-
Burkina Faso	Ouagadougou (Capital)	4	4	4	4	-
Burundi	Bujumbura (Capital)	4	4	4	4	-
Cambodia	Phnom Penh (Capital)	2	2	2	2	-
Cameroon	Yaoundé (Capital)	3	3	3	3	-
Central African Republic	Bangui (Capital)	4	5	5	3	-
Chad	N'Djamena (Capital)	4	4	4	4	-
Democratic Republic of the Congo	Kinshasa (Capital)	4	5	5	2	-

Cote d' Ivoire	Abidjan (Capital)	3	3	3	2	-
Djibouti	Djibouti City (Capital)	3	2	2	3	-
Equatorial Guinea	Malabo (Capital)	2	2	2	1	-
Eritrea	Asmara (Capital)	2	1	1	2	-
Ethiopia	Addis Ababa (Capital)	3	2	2	3	-
Gabon	Libreville (Capital)	2	2	2	1	-
Gambia	Banjul (Capital)	2	2	2	2	-
Ghana	Accra (Capital)	3	3	3	2	-
Iraq	Baghdad (Capital)	5	5	4	5	-
Jordan	Amman (Capital)	4	2	2	4	-
Kenya	Nairobi (Capital)	4	5	5	4	-
Kyrgyzstan	Bishkek (Capital)	2	2	2	2	-
Laos	Vientiane (Capital)	2	2	2	2	-
Lebanon	Beirut (Capital)	4	3	3	4	-
Lesotho	Maseru (Capital)	4	4	4	1	-
Liberia	Monrovia (Capital)	3	3	3	1	-
Libya	Tripoli (Capital)	4	3	3	4	-
Madagascar	Antananarivo (Capital)	3	3	3	2	-
Maldives	Malé (Capital)	2	2	2	1	-
Mauritius	Port Louis	2	1	1	2	-

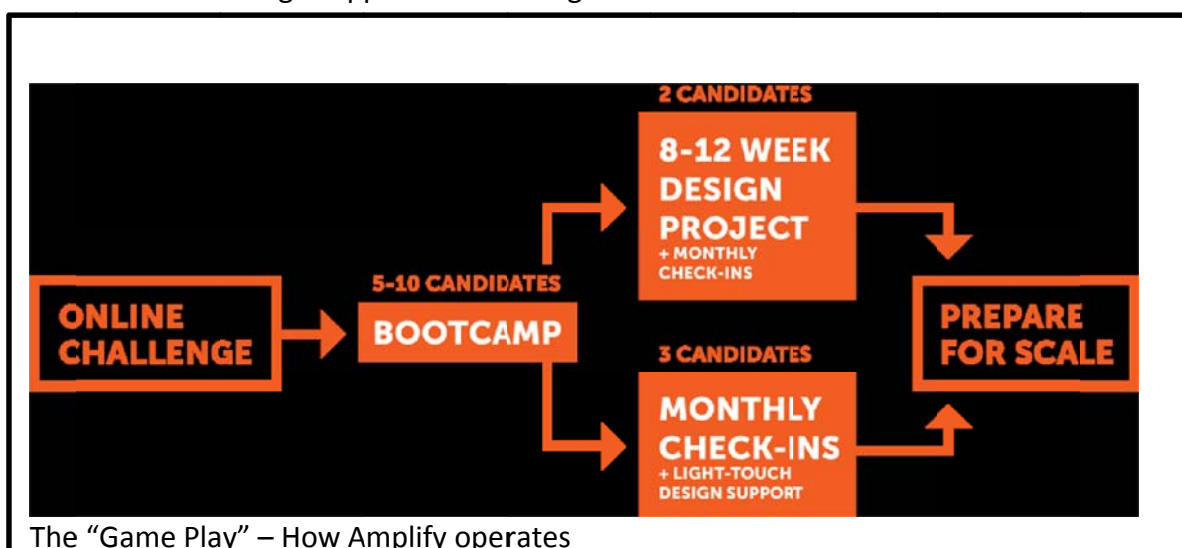
	(Capital)					
Mozambique	Maputo (Capital)	3	3	3	2	-
Namibia	Windhoek (Capital)	3	3	3	1	-
Nigeria	Abuja (Capital)	4	4	4	4	-
Pakistan	Islamabad (Capital)	5	4	3	5	Specific security concern
Rwanda	Kigali (Capital)	2	2	2	2	-
Senegal	Dakar (Capital)	3	2	2	3	-
Seychelles	Victoria (Capital)	3	3	3	2	-
Sierra Leone	Freetown (Capital)	3	3	3	2	-
South Africa	Cape Town (Capital)	4	4	4	2	-
South Sudan	Juba (Capital)	4	5	5	3	-
Sri Lanka	Colombo (Capital)	3	3	2	3	-
Sudan	Khartoum (Capital)	4	3	3	4	-
Swaziland	Lobamba (Capital)	2	2	2	1	-
Tajikistan	Dushanbe (Capital)	3	2	2	3	Specific security concern
Tanzania	Dar es Salaam (Capital)	4	4	4	3	-
Thailand	Bangkok (Capital)	3	3	3	3	-
Togo	Lomé (Capital)	4	4	4	1	-
Turkey	Ankara (Capital)	4	2	2	4	-

United Arab Emirates	Dubai (Capital)	3	1	1	3	-
Uganda	Kampala (Capital)	3	3	3	3	-
United States of America	Washington DC (Capital)	2	2	2	2	-
West Bank and Gaza	Jerusalem	4	3	3	4	Specific security concern
	Gaza City (Capital)	4	3	4	4	-
Yemen	Sana'a (Capital)	5	3	3	5	-
Zambia	Lusaka (Capital)	3	3	3	1	-
Zimbabwe	Harare (Capital)	3	3	3	1	-

xv. Background

51. DFID's Open Innovation for Development programme provides an accountable grant of £10.1m between 2013 – 2019 to IDEO.org to run the Amplify programme.
52. It will tackle eight to ten development challenges, using an open, online collaborative proposal and design process, and will fund 3-5 grants per challenge of roughly \$100k each, providing intensive design support to two organisations, and remotely coaching the other three through implementation.
53. The goals of the programme are:
 - To be more open – to broaden the range of people from whom we can get ideas, perspectives and implementing partnerships for tackling poverty;
 - To use Human-Centred Design - to be more flexible and agile in the way we test and prototype ideas and to implement solutions with input from the perspective of people who are most affected by them.
54. The challenge process is a twist on the traditional challenge fund model. Rather than a closed, competitive bidding process, which tends to be accessible to only a small group of partners, the Amplify process is open to anyone. Participants sign up on the online platform openideo.com, where they can propose their own ideas, and also see, give feedback and collaborate on all the solutions proposed. The online design process has four stages – an open call for ideas, a beneficiary feedback stage, an expert feedback stage, and lastly evaluation and final shortlisting.
55. This online process is matched by outreach to community-based organisations, social enterprises, and other target proposers. The Amplify team also contacts academics and experts who can contribute context throughout the challenge, review ideas and help create a challenge brief that outlines areas of focus for participants.
56. The topics for each challenge are decided in consultation with DFID staff or with partners who work with us on a given challenge. The topic selection process is intended to provide a ready-made mechanism for addressing emergent or cross cutting issues.

57. The strongest ideas to emerge from the design process receive a proportion of a total available \$500,000 funding from DFID, and selected ideas receive 14 weeks of focused design support from IDEO.org. Proposers whose ideas are shortlisted are initially awarded a smaller amount of the total funding available in order to work on prototyping their concept in collaboration with the Amplify team, so that ideas can be tested out before they reach the higher stages of funding. Since Challenge 3, all shortlisted ideas have been brought together in a bootcamp to work out their initial prototyping plan. Amplify then works with each grantee to use prototyping and user feedback at every stage of the project, and to take forward the strongest ideas with further design support and funding.

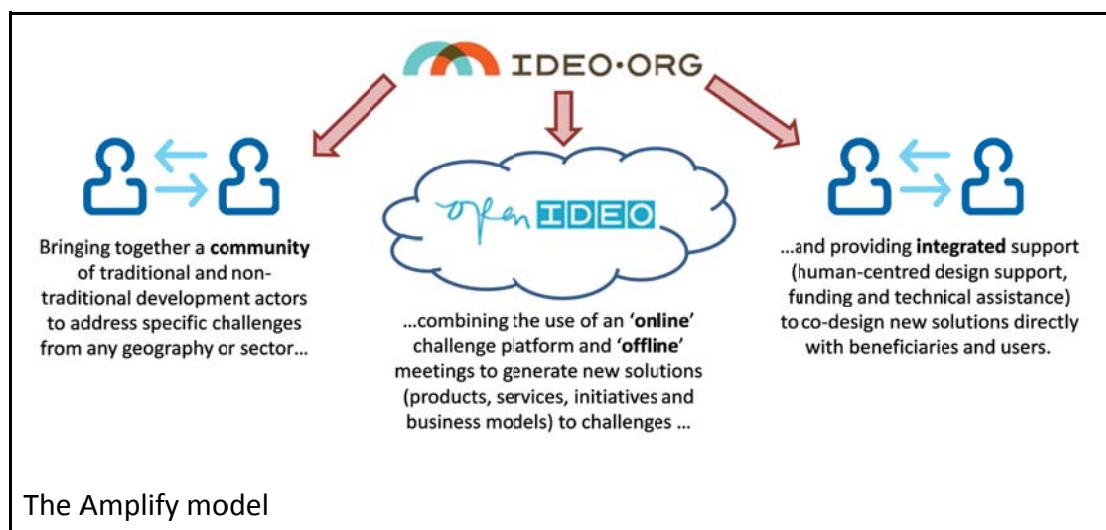


58. The process is designed to focus on testing, experimentation and use of Human-Centred Design and flexible grantee support, but also on helping grantees to begin growth and scaling – from the choice of development Challenges, funding ideas that have a scaling pathway, human-centred design prototyping of funded ideas and being able to offer winning ideas from the platform to funders in the international development and social good space.

59. The programme is managed by IDEO.org who contracts the use of the existing OpenIDEO platform for the online sections of the challenge.

60. The Amplify programme will be in the process of implementing its penultimate challenge by the time this evaluation work is expected to start. Yet, DFID is in the process of exploring if there will be a 2nd phase to the programme, starting in 2019. Hence, the evaluation findings – in addition to

informing broader DFID programming – are expected to inform the shape and strategic direction of the 2nd phase of this programme.



61. Challenges to date

1. ['How might we make low-income urban areas safer and more empowering for women and girls?'](#)
2. ['How might parents in low income communities ensure children thrive in the first five years?'](#)
3. ['How might we improve education and expand learning opportunities for refugees around the world?'](#)
4. ['How might urban slum communities become more resilient to the effects of climate change?'](#)
5. [How might we improve the livelihoods of small-scale farmers by reducing food waste and spoilage?'](#)
6. [How might we expand economic opportunities for youth in East Africa?'](#)
7. [How might we reduce stigma and increase opportunities for people with disabilities? How might we provide comprehensive sexual and reproductive health services to girls and women affected by conflict or disaster?'](#)

