Section 4, Annex A

Call-down Contract

Terms of Reference

SPRING

A BUSINESS INCUBATOR DRIVING PRODUCT INNOVATIONS TO IMPROVE THE LIVES OF GIRLS IN POVERTY

Annexes Enclosed Separately

- Annex A: Duty of Care risk assessments
- Annex B: Proposed Indicators
- Annex C: Business Case and Intervention Summary (SPRING programme)
- Annex D: Terms of Reference for SPRING programme
  Annex E: Donor Governance Terms of Reference

Introduction

1. The Department for International Development (DFID) leads the UK's work to end extreme poverty, the Nike Foundation works to 'unleash the unique potential of adolescent girls to end poverty for themselves and for the world', and USAID's goals are "ending extreme poverty and promoting the development of resilient, democratic societies that are able to realize their potential."

2. DFID, the Nike Foundation and USAID are working in partnership to address constraints to the economic empowerment of adolescent girls in developing countries. Economic empowerment is a high priority for both organisations – it is one of the pillars of DFID's Strategic Vision for Girls and Women[1], a key commitment in DFID's Business Plan[2], and 'expanding girls' direct access to economic assets' is a key pillar of Nike Foundation's Strategy[3]. USAID prioritizes gender equality, female empowerment and broad-based economic growth, for sustainable long-term development.

3. This Terms of Reference sets out the DFID, Nike Foundation and USAID requirement for a Supplier (an individual organisation or consortium) to implement the independent monitoring and evaluation (M&E) of the new SPRING Initiative.

4. The consortium implementing the programme will be referred to as the 'implementing partner' and the independent M&E partner will be referred to as the 'M&E partner'.

5. These Terms of Reference should be read in conjunction with the full Terms of Reference for the implementation contract and the Business Case for the Spring Programme (see Annexes)

Evaluation Objectives

6. DFID and the Nike Foundation are seeking a Supplier (an individual organisation or consortium) to implement the independent M&E for the SPRING Initiative - the 'M&E partner'.

Role of M&E

7. Owing to (i) the weak evidence base around interventions that work at scale and sustainably to increase girls' access to assets, and (ii) the experimental nature of this initiative, it is critical to learn from both success *and* failure and to develop a body of evidence on interventions that advance girls' asset ownership. This body of evidence will inform grantees on how/when to pivot their ventures, whilst helping stakeholders, such as policy-makers, practitioners, donors, businesses, investors, incubator/accelerator designers and civil society organizations to understand the value of and most effective approaches to developing assets for girls[4].

[1] The four pillars are: Delay first pregnancy and support safe childbirth; Get economic assets directly to girls and women; Get girls through secondary school; Prevent violence against girls and women.
[2] http://www.dfid.gov.uk/Documents/DFID-business-plan.pdf
[3] http://nikeinc.com/pages/our-work
[4] Key challenges around M&E in this programme are likely to include: learning from failure, removing the reporting burden from grantees, intellectual property ownership particularly around commercially sensitive data, and using emerging lessons and evidence to influence a range of players.

8. This improvement in the evidence base should attract new donor and government investment and importantly, stimulate private sector investment to improve girls' access to and retention of economic assets.

9. The M&E will assess the (i) **business performance** and (ii) **impact** of individual grantee ventures, alongside the (iii) effectiveness of the overall **programme**. Through the effective packaging, **communication and dissemination** of the evidence and lessons generated, both 'successes' and 'failures', in ways that are compelling and – most importantly – actionable for our varying audiences, this evidence base will aim to deliver significant development impact.

SPRING Programme Design - Background & Context

10. The SPRING initiative has been designed to test out how to overcome girls' inability to own and retain economic assets. Whilst data on girls' asset ownership is scarce, women are estimated to own less than 10% of the world's property[5], and there are an estimated 250 million adolescent girls living in poverty globally[6]. However, there is a lack of programmes that aim to provide economic assets directly to adolescent girls at scale. As a result, there is little evidence to demonstrate what is (and is not) working to improve girls' access to and retention of economic assets, thereby limiting support from scale investors who require compelling performance results.[7]

11. SPRING is an incubator that identifies and supports early-stage ventures (referred to as "grantees" in this document) producing products that contribute to girls' economic empowerment – and reach them directly. Economic empowerment is defined as a process that increases girls' access to and control over economic resources and opportunities. Selected ventures must have sustainable business models and demonstrate the potential for scale. In so doing, the incubator will:

    a. Develop a pipeline of successful, scalable ventures producing impactful products for adolescent girls
    b. Generate a robust and persuasive body of evidence that informs current and future initiatives, and stimulates significant investment to grow the market for girls.

    The focus will be on ventures innovating in one of the following ways: creating and implementing new or improved/adapted processes, products, services, methods of delivery or other aspects of the business model (e.g. price-point, marketing etc.), in order to reach and impact girls.

For full programme background, please see Annex D.

<u>'Economic Assets'</u>

12. For the purposes of this initiative, we have worked with technical girl experts and defined an 'economic asset' as a product that addresses either one or both of the following problem statements:

[5]Commission for Legal Empowerment of the Poor (2008) '*Making the Law work for Everyone'*
[6]http://www.girleffect.org/learn/faq
[7] See DFID Business Case for detail on the current lack of evidence base in this area

a. *Girls' inability to learn and/or earn, without risk.*

For Example:

- *Income-generating products:* solar powered mobile charging power blocks, solar powered cooler bags for beverage sales & distribution, micro-franchising products[8]
- *Time and labour-saving products, giving girls time to earn/stay in school/return to school for future employment:* low-cost solar lamps, foot-powered washing machines, low-cost bicycles, sanitary products

b. *Girls' inability to save, invest and protect their earnings/assets, without risk.*

For Example:

- *Financial products:* innovative savings/remittance products (mobile money), micro-leasing, micro-insurance

Why Early-Stage Ventures?

13. Each incubator cohort will be made up of 70-80% early-stage (validation) venture grantees and 20-30% late-stage (scale) venture grantees.[9] The decision to focus primarily on validation stage grantees is due both to the current lack of later-stage initiatives reaching adolescent girls and to the lack of incubators adequately supporting ventures at this stage.[10] It was therefore necessary to focus on ventures at an early stage of business maturity (having existing prototypes, rather than solely high-risk 'blueprint' business models), in order to access a large enough pool of high calibre candidates. A proportion of the grantees will be scale-stage ventures (20-30%) to ensure a robust body of data is collected and the target of reaching 200,000 girls is achieved, given the relatively high-risk nature of early-stage businesses.

The Incubator Design

14. There will be a total of 3 incubator intakes, each lasting 9-12 months, with an additional 6 months of 'transitional support' for grantees. Given the need of technical support for ventures at this early stage (specifically in business development, partnerships, legal support, monitoring and evaluation, marketing etc.) the incubator will focus heavily on giving grantees international and local technical assistance. During the 9-12 months, grantees will receive the following:

- Up to £50,000 GBP
- Access to a **2 week residential 'Kick-Off Bootcamp'** in Nairobi to include master-classes in key areas such as Business Model Development, KPI setting and M&E, Girl Safety and Technical Expertise, Partnerships, Human Centred Product and Business Model Design etc.
- **Access to Research & Human-Centred Design Hubs**, during which grantees can prototype and workshop their business models and products with girls and experts in-the-field with HCD specialists, Fuse Project

[8] For example, see http://www.fairbourne.co/
[9] Please reference Acumen's 'Blue-print to scale' report, identifying the 4 key stages of a social enterprise product development, from blueprint to validation, preparation and finally to scale.
[10] These findings came from a report commissioned to review the existing incubator and accelerator landscape in order to identify what does and does not work in this space, along with areas in which support for social ventures is not currently being received, entitled "Direct Assets to Girls, Product Innovation Platform" by Swarm, May 2013.

- **Mentors** – both an international and local mentor for regular support and advice
- **Ongoing technical assistance** as and when required in a variety of areas (business development, KPI reporting, partnerships, legal support, girl expertise and safety, marketing and branding etc.)
- **'Match-Making' with NGOs, private and public-sector partners,** to leverage existing local distribution and manufacturing channels and enabling environment programmes (e.g. safe-space programmes, youth clubs etc.)
- Access to a **1 week residential 'Pitch Camp' in Nairobi** at the end of the 9-12 months, during which grantees receive master classes in presentation and pitching
- Access to the **Spring Pitch Event** at the end of each cohort, during which grantees will pitch to investors and other incubators/accelerators, whilst sharing learnings for programme designers and policy makers.
- **Business Performance Evaluations** – receive feedback throughout the programme, enabling grantees to respond and pivot their ventures accordingly.
- **M&E 'Impact Evaluation' for 3 years** – to be received by a small selection of grantees at the end of each cohort

Please refer to the Spring 'Grantee Journey' diagram in Annex D.

Country Focus, Number of Grantees and Programme Duration

15. Grantees may come from anywhere in the world, however their ventures must have a presence in one of 8 selected countries. The country selection covers East Africa and South Asia in order to produce a robust body of evidence, whilst not spreading the Implementing Partner too thin, given the rigorous, local technical assistance grantees will require throughout the course of the programme:

	Grantee Cohorts		
	1	**2**	**3**
Kenya	X	X	X
Uganda	X	X	X
Rwanda	X	X	X
Tanzania		X	X
Ethiopia		X	X
Bangladesh		X	X
Pakistan			X
Nepal			X
Total target countries	**3**	**Up to 6**	**Up to 8**
Total target grantees	**18**	**30+**	**40+**

16. The prioritisation of countries is based on previous scoping work carried out by Hystra, which mapped the locations of potential grantees throughout DFID's 26 countries (excluding India and South Africa due to investment restrictions from DFID). This mapping of potential grantees was then cross-referenced against the location of existing innovation hubs and the presence of vulnerable girls, thereby identifying areas with a wealth of potential grantees, an existing pool of innovation hubs and communities to tap into, and a significant number of adolescent girls in need of support. Uganda and Kenya were identified as countries with the greatest number of potential applicants, whilst Rwanda is the location for an existing Girl Hub office, with established NGO, public and private sector networks. These 3 countries were therefore chosen for Cohort 1, to ensure ease of initial launch and set-up, plus their proximity to one another allows for ease of travel amongst

Implementing Partner Country Managers whilst the programme is in ‘start-up’ phase. During the grantee selection process, a portfolio of grantee ventures with an even spread of product distribution in both rural *and* urban communities in each focus country will be chosen, to ensure a full body of evidence.

17. SPRING has allowed for 6 grantees per focus country, although the number and weighting of grantees per country will be dependent on the calibre of applications. The expansion of the programme into additional countries will be subject to a review of the feasibility of geographic expansion after each cohort, taking account of how the programme is developing and shifts in country contexts.

18. Whilst the entire SPRING programme will include a total of 3 ‘cohorts’ of grantees, there will be 3-4 months between each cohort to review learnings and iterate accordingly. The entire programme will therefore last around 4 ½ years. (Please note – programme duration is dependent on whether the incubator work with grantees is 9 or 12 months – to be determined after scoping fieldwork by implementing partner.)

Who Are the ‘Grantees’?

19. The majority of grantee applicants will be social entrepreneurs with ventures producing products with a social impact for girls. There may also be a small proportion of NGOs producing and distributing products with sustainable business models.

The Implementing Partner

20. GRM International is the lead Implementing Partner for Spring, with a supporting consortium of experts in Human Centred Design and Incubation development (Fuse Project), Partnership and Network Development (Context Partners), and specialist advisors on social impact investment and working with girls. The core implementing group (Team Leader, Admin Support, Comms Manager, Knowledge Manager and Kenya Country Manager) will be based in Nairobi, with Country Managers located in each of the focus countries.

21. Implementation of SPRING began in July 2014, with the aim of opening the incubator for applications in January 2015, selecting grantees in March 2015 and starting programme activities with the first cohort in May 2015.

Targets

22. The aim is to support approximately 100 grantees over the programme lifetime and reach up to 200,000 girls with products that contribute to their economic and potentially wider empowerment outcomes. The programme will take place over 5 years, starting in 2014, with ongoing M&E taking place over 8 years, ending in 2022 (including 3 years of impact evaluation for a sample of ventures after the programme implementation has ended). The programme’s total implementation budget is £19 million, exclusive of any applicable UK VAT.

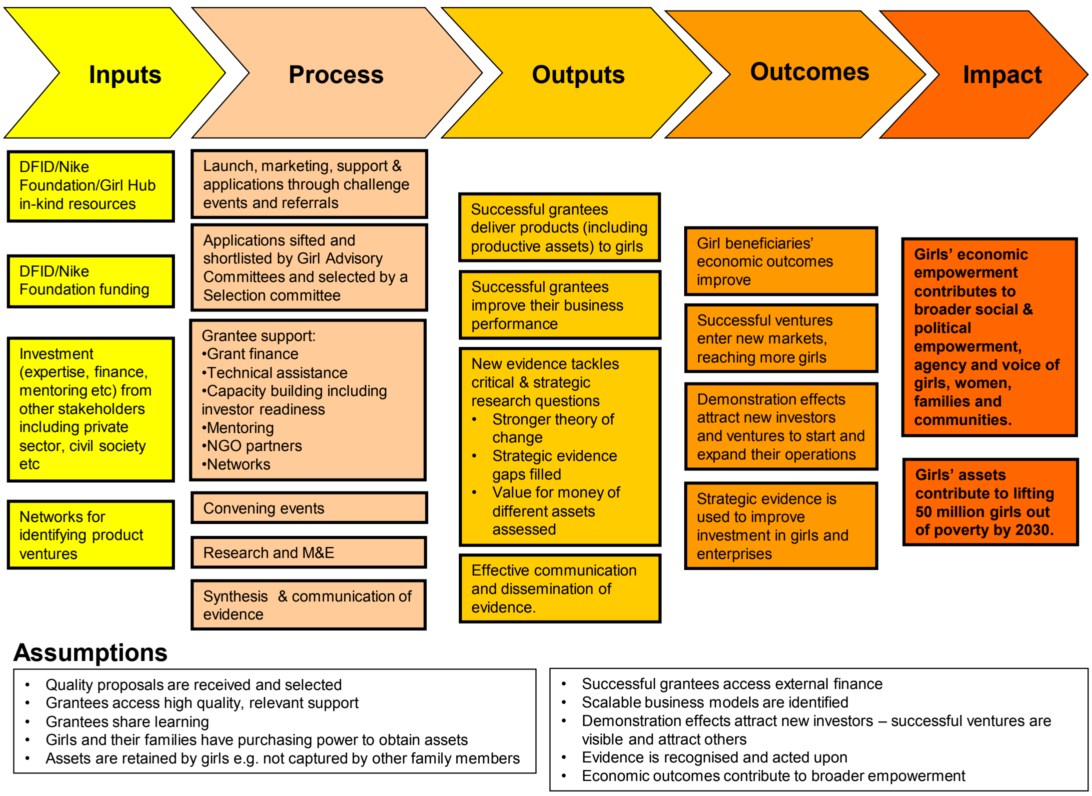
23. The design phase research indicates that incubator activities for early-stage ventures are resource intensive as they require substantial technical assistance. The geographic spread was recommended to take account of contextual variations that affect which economic assets are most beneficial for adolescent girls and how early-stage grantee ventures reach scale. The scale and scope of the programme is large for an experimental

programme because a large initial investment was considered necessary to be able to observe results and collect evidence of successful strategies for adolescent girls to acquire and retain assets.

Theory of Change

24. The following theory of change (included in the approved Business Case[11]) sets out the basic logic behind the programme intervention. It is, however, dependent on a number of under-tested assumptions that need to be stress-tested through ongoing monitoring and evaluation. It will also be important to distinguish its two underpinning theories:

- the **Action Theory** that tells us *how* an intervention has worked to bring about the desired change (or indeed other changes, positive or negative)
- the **Causal Mechanism Theory** that tells us *why* this is so.



25. Links with other programmes or interventions: As described in the accompanying Business Case, this intervention is experimental in nature, and complements a range of DFID-supported programmes including the World Bank Africa Gender Innovation Lab, the Joint Ventures for Prosperity (JVP) programme, the Global Girls Research initiative (GGRI is also Nike supported), the Girls Education Challenge Fund and Start Up!. Globally, however, there are few girls' economic empowerment initiatives, and the generation of adequate robust evidence through evaluation has not so far been achieved. This evaluation aims to contribute much needed evidence and data on the effectiveness and impacts of innovation and incubation programmes aimed at girls' economic empowerment.

[11] http://iati.dfid.gov.uk/iati_documents/4281474.docx

The Recipient

26. The principal recipients of this service will be DFID, the Nike Foundation and USAID. Grantees of the programme will also benefit most directly from the ongoing M&E which will deliver business-relevant, performance evaluations (for every grantee), and more rigorous impact evaluations (for selected grantees) which will determine the impacts on girl recipients. Potential future investors in the grantee ventures are also an important audience.

27. Evidence and lessons generated by the programme will be publicly available, in order to both contribute to the global evidence base on interventions to economically empower adolescent girls and to stimulate investment in the space, with the aim of kick-starting a market for girls.

28. In addition to the programme donors, implementers and participants (grantees, mentors and others), the principal users of the evidence will be:

    - **Policymakers and practitioners** improving the economic and wider empowerment outcomes for girls and women, or supporting private sector development, social enterprise and private sector innovation.
    - Current and potential **grantees** (early stage enterprises) and **other businesses** with an interest in girls and women and/or specific sectors, countries and business models included in the programme.
    - Current and potential **investors** with an interest in girls and women and/or specific sectors, countries and business models included in the programme.
    - Other **incubators, accelerators and challenge funds** that can learn from the programme model.

The budget

29. The expected budget of this project will be £2.5m-£3m.

The scope and requirements

30. This contract is for the independent M&E of the SPRING Initiative. Given the range of requirements, approaches and experience required, DFID, the Nike Foundation and USAID would consider a consortium approach. A consortium could ensure that world-class, recognised experts are leading key elements of the M&E, as well as the effective packaging, communication and dissemination of evidence to the varying audiences.

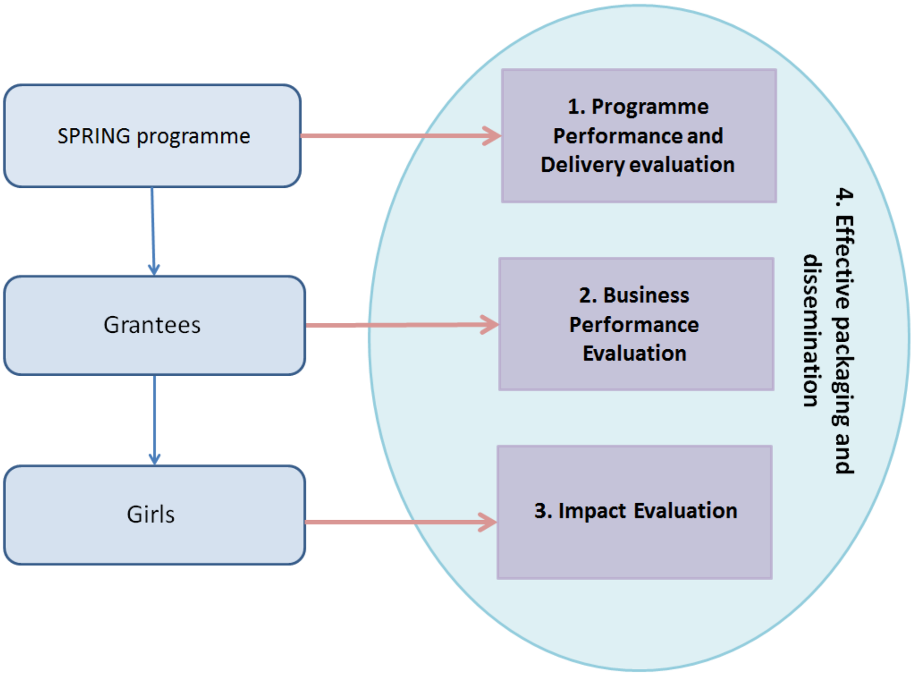
Monitoring Requirements

31. As will be detailed in the sections below (see specifically, Business Performance Evaluations and Governance Arrangements sections), the Implementing Partner is responsible for collecting most of the monitoring data. The M&E Partner will be responsible for conducting quality assurance checks on this data and ensuring that it can be used as

part of the evaluation as well, to avoid duplication. It is a joint responsibility of the Implementing Partner and M&E partner to update and review the programme logframe.

Evaluation Requirements

32. There are four main components of the evaluation activity, as illustrated in the diagram below.



33. The M&E partner will be responsible for the development and implementation of the evaluation methodologies to deliver each of these components, further details of each are given below:

i. <u>Programme Performance Evaluation</u>[12]

Programme evaluation will assess the effectiveness and delivery of the programme model compared to other incubators, accelerators, challenge funds or other interventions to improve girls' economic outcomes. This will also involve the M&E partner working closely with the Implementing Partner to provide regular recommendations for programme adaptation in order to achieve the greatest impact on grantees and ultimately, girls.

[12] This evaluation will also be used to inform our decision on the continuation of the implementation contract with the appointed supplier.

It will consider issues such as the type of support provided to grantees, including appropriate amounts of capital and quality of technical assistance, and the effectiveness of the implementation team in facilitation of private/voluntary sector partnerships, enhancing business development and creating markets for girls' products. The Programme Performance Evaluation will draw on all other components of the M&E framework, and may use meta-analysis drawing on quantitative and qualitative techniques to form summary conclusions.

This will be largely a process evaluation, with the key questions:

A. Which components or combinations of components of support to grantees (both financial and technical) had the greatest impact on their business performance?

B. How well did the programme encourage engagement/participation of girls to inform product designs or business model developments?

The Programme Performance evaluation will provide a review at the end of the first cohort of grantees and the second cohort of grantees, coinciding with the break clauses in the implementing team contract. The implementing contract break clauses are in March or September 2016 and March or September 2017 (March or September dependent on the final design of the incubator programme being either 9 or 12 months based on implementation inception phase research). To note that if a break clause is used for the implementing contract, the M&E contract will continue for 3 years after this time, to complete ongoing impact evaluation activity.

The Programme Performance Evaluation will also include the monitoring of 'in-kind' fundraising – assessing the effectiveness of the SPRING Implementing Partner in raising funding from sponsors and, in particular, monitoring the in-kind technical assistance contributions, which will need to be monetized in order to be matched-funded.

ii. **Grantee Business Performance Evaluations** of grantee ventures. These evaluations will provide a mechanism for learning lessons and understanding "what is happening and why"[13] within grantees' business operations and performance. This element will be critical to ensuring that ventures learn and iterate, in order to improve their business models and reach girls at scale. These evaluations will draw on a range of data collected by both the Implementing Partner and the M&E Partner *(see Annex B – Proposed Indicators, for suggestions on data collection)*. The key questions for the business performance evaluations are:

A. Which business models have the greatest potential for reaching girls at scale? How does this vary across geographical contexts, demographics and sectors?

B. What challenges did grantees face in picking the "right product" for adolescent girls and marketing this product? How were these challenges overcome? In what contexts did grantees have to adapt their products to achieve enhanced outcomes?

The **Implementing Partner** will support grantees to develop their own information and monitoring systems aligned to their business needs. These will track core quantitative business performance metrics (KPIs) such as sales revenue, profits, investment and repeat consumers, and potentially, if appropriate, qualitative metrics such as the results of periodic consumer product testing. The specific details of grantees' monitoring systems will be

[13] Werner, Alan (2004) *A Guide to Implementation Research.* Washington, DC: Urban Institute Press.

developed by grantees with support from the Implementing Partner during the initial Bootcamp, and will vary according to business needs. The Implementing Partner will also produce a monitoring handbook to document guidance and tools. For data quality assurance, the M&E Partner will be required to spot-check a sample of data provided by grantees in each cohort.

To remove some burden of data collection from the grantees, the **M&E Partner** will design a survey and collect additional data that are not regularly collected as part of the normal working of an enterprise. These include data on product use, effectiveness, satisfaction and retention by girls. These surveys on consumer satisfaction should provide additional information for a sample of grantees, proposed to be one-third of each cohort, with consideration for sectoral and geographic coverage so that lessons can be drawn for other grantees. Methodologies implemented by the M&E Partner for business performance evaluations will be articulated in the M&E plan (Evaluation Inception Report) and include additional evaluation questions as appropriate to adapt to grantees.
The M&E Partner will then collate all data – from their surveys and that collated by the implementing partner - and compile a Business Performance Evaluation Report given to grantees (the one-third for whom additional data is collected) at six months and one year, which will include recommendations for grantees for changes and adaptation of their business model.

The data collection responsibilities of the M&E Partner and Implementing Partner are summarised in the Data and Methodology section, ***Data Sets Checklists***.

iii. **Impact Evaluations** of a strategic selection of grantee ventures. It is suggested that there should be a total of six grantees selected for impact evaluations, with one in the first cohort, two in the second and three in the third. However, the number and timing of impact evaluations that can be delivered should be considered at the evaluation inception phase. Each Impact Evaluation will last a total of 3 years, with an additional 6 months up-front for evaluation design work.

The selection of which grantees to conduct impact evaluation on should be done in consultation with the Implementing Partner. It is likely that the grantees chosen will be the stronger performing ones given the need to collect data and follow up on outcomes for up to three years after the incubator programme.

One possible way to select the grantees would be for the M&E and Implementing teams to select a shortlist of three grantees for the first cohort, five for the second and seven for the third that demonstrate the greatest potential for scale, impact on girls and learning[14]. Baseline data will be collected on each of these shortlisted ventures at the start of each cohort programme and at the end of each incubator programme. Some of these shortlisted grantees will then be chosen to receive impact evaluations – based on the results of their Business Performance Evaluations and pre-agreed selection criteria. The disadvantage of this approach will be collecting baseline data for more grantees than will be needed. The M&E partner should consider possible options for selecting the grantees for impact evaluation as part of the evaluation inception activities.

The Impact Evaluations will provide information on:

[14] Learning potential will also consider the balance across countries, sectors and business types.[15] Please note that these M&E Plan components are based on USAID's M&E guidance

- Girls – have economic and social outcomes for girls improved as a result of receiving products and assets delivered by the programme grantees? Outcomes include not just economic outcomes but also wider outcomes on safety, freedom from violence, early and forced marriage and female genital mutilation.
- Markets – have the grantees stimulated new players and innovation in their markets to encourage investment in products that improve outcomes for girls?
- Programme - how well does the programme deliver positive outcomes for girls through the delivery of direct assets compared to other economic empowerment programmes targeted at girls?

See Annex B for details on suggested indicators. The selection of impact evaluations should try to cover different market sectors, countries and types of economic assets to enable the impact evaluation to provide lessons for a broad range of future interventions.

iv. **Effective packaging, dissemination and communication** of the evidence and lessons learned to a wide range of stakeholders in relevant and compelling formats, to influence their activities and result in behaviour change.

The learnings must include both success *and* failures, ensuring internal and external audiences are learning what has and has not worked and importantly why, in an educative and transparent manner. Internal audiences include existing and potential grantees, implementing partner and funding partners. It will be critical for the M&E partner to reach diverse audiences with engaging and innovative techniques to ensure engagement and uptake from varying audiences (policy makers, private sector investors, grantees etc.) e.g. dashboards, data visualisation, seminars, communicating to investors, papers, events etc.

34. The M&E Partner should draw out the connections between all the evaluation components to capture the overall narrative of the types of products that have the most potential to transform the lives of adolescent girls and how these products can be effectively developed, marketed and distributed at scale.

35. *Evaluation Criteria:* draws on principles from recognised international standards. The questions and activities for each of the evaluation components can be grouped under the OECD-DAC DCED criteria

Figure 1

	Programme Performance	**Grantee Business performance**	**Impact Evaluations**
Efficiency	How well are programme resources used to support early stage business ventures compared to other challenge funds/private sector development programmes?		How well does the programme deliver positive outcomes for girls compared to other economic empowerment programmes targeted at girls?
Effectiveness	Which components of support to grantees had the greatest impact on their business performance?	Which business models have the greatest potential for reaching girls at scale? How does this vary across geographical contexts, demographics and sectors?	Does delivering assets directly to girls improve outcomes more than other economic empowerment interventions?

Impact			Have outcomes of girls improved as a result of using products from the programme grantee ventures?
Sustainability		How many ventures are operating three years after they graduate from the cohort?	Has the programme encouraged the growth of markets beyond the grantee ventures?
Equity	Are the grantees from a diverse range of social, economic backgrounds? Are women entrepreneurs represented?		Have the products of grantee ventures reached disadvantaged girls?

36. *Cross-cutting Issues:* The programme has a focussed girls' economic empowerment objective, so the evaluation will need to focus on gender impacts. The other cross-cutting issues that may be of particular relevance include:

- *Poverty:* while there is an explicit attempt to target disadvantaged girls, it is not clear how far the interventions will reach the poorest, the M&E partner should assess how far the programme addresses the needs of the poorest and make recommendations to increase this impact in the business performance and programme evaluations.
- *Climate and environment:* it is anticipated that at least some of the grantee ventures will include products such as solar lamps or other renewable energy technologies, as these are time and labour saving devices for girls. The evaluation could assess whether encouraging the development of markets in these products has broader environmental implications.
- *HIV prevalence and other health outcomes:* there is a strong body of research evidence on the economic empowerment of women and girls leading to better health outcomes.

Data and Methodology

Figure 2

Data sets checklist

DATA SETS	M&E Partner	Implementing Partner	Frequency of data collection
Grantee Bus. Performance Evaluation: Grantee KPI Baselines		X	Once per Cohort

Grantee Bus. Performance Evaluation: Grantee KPIs		X	Twice per cohort (at six month intervals)
Grantee Bus. Performance Evaluation: Grantee Operations Data		X	Twice per cohort (at six month intervals)
Grantee Bus. Performance Evaluation: Qualitative Feedback on Grantees		X	Twice per cohort (at six month intervals)
Grantee Bus. Performance Evaluation: Quantitative Product Effectiveness and Consumer Satisfaction Study	X		Twice per cohort (at six month intervals)
Impact Evaluation Baselines	X		Once per Cohort

*Please see Annex B for suggested indicators for each of the above evaluation outputs.

37. Secondary data sources for market impact assessments will include relevant national economic sector statistics and analysis, where available, and recognising that extensive, recent, frequent or series data may not be comprehensively collected and accessible at national levels in all markets.

38. As can be seen from the table above, there are multiple sets of data to be collected from the business ventures that will be programme grantees and data will be collected on each indicator at least once every six months. Innovations in data collection systems to decrease the burden of reporting are encouraged. The M&E partner should propose ways in which they would design this data collection process so that it is as light-touch as possible and not burdensome on the reporters.

Methodology

39. The Supplier should set out the methodology for each of the three components of the evaluation outlined in Figure 1 above: grantee business performance evaluation, programme evaluation and impact evaluation. At the bidding stage, Suppliers are encouraged to consider and present options for diverse methodologies to implement the evaluation and the different approaches that will be required for the various components. The chosen methodology should then be refined and adapted at a later stage, once the characteristics of the first set of grantees in the programme are known.

40. For the impact evaluation, the Supplier is expected to preferably use experimental designs, or quasi-experimental methods if experimental designs are not feasible, using for example, randomized control trials (RCTs), difference-in-differences estimation or propensity score matching. The impact evaluation method chosen will need to be based on the characteristics of selected grantees.

Governance Arrangements

41. The M&E team will report to the Donor Management Team, which will include representation from DFID, the Nike Foundation and USAID. The Donor Management Team will have decision-making powers on a range of issues including budgetary matters, evaluation design, selection of impact evaluations, timing of fieldwork, commenting on draft reports and communication.

42. The M&E Team's day to day point of contact with the Donor Management Team will be the Economic Advisor managing the Spring Programme in DFID.

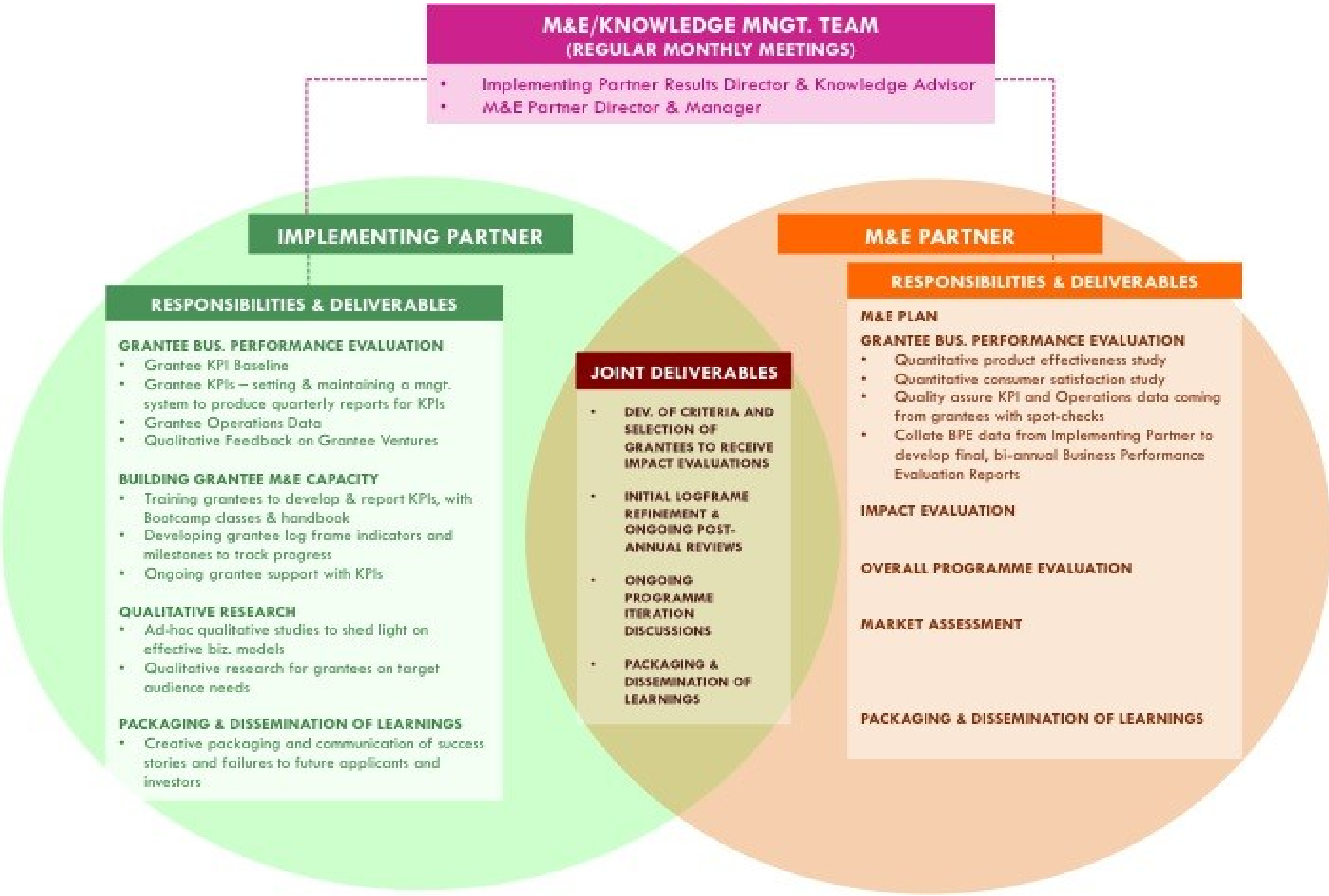
43. In addition to the Donor Management Team, the SPRING Programme has a Steering Committee (see Annex E for programme governance arrangements). The Steering Committee is convened once every six months and will include external evaluation and results experts. The bi-annual progress report from the evaluation team that includes an update on progress and future plans will be discussed at each Steering Committee to provide guidance and feedback to the M&E Partner.

Division of Labour between Implementing Partner and M&E Partner

44. Given the requirement for ongoing collaboration between the Implementing Partner and M&E Partner, we propose the creation of a core Knowledge Management/M&E Management Team, consisting of key members of both parties, to meet regularly and discuss progress on all elements of grantee tracking, market assessment and packaging/dissemination of learnings. This will ensure that both parties are aware of significant learnings in a timely manner to allow for programme adaptation and to provide grantees with appropriate technical assistance as and when required.

45. The Implementing Partner, including their country managers, will provide logistical support (excluding financial costs) to the M&E partner team as needed during the programme.

46. The following diagram illustrates the division of labour, along with shared responsibilities and deliverables of the Implementing Partner and M&E Partner, plus a proposed working structure:


M&E/KNOWLEDGE MNGT. TEAM
(REGULAR MONTHLY MEETINGS)
• Implementing Partner Results Director & Knowledge Advisor
• M&E Partner Director & Manager
IMPLEMENTING PARTNER
RESPONSIBILITIES & DELIVERABLES
GRANTEE BUS. PERFORMANCE EVALUATION
• Grantee KPI Baseline
• Grantee KPIs – setting & maintaining a mngt. system to produce quarterly reports for KPIs
• Grantee Operations Data
• Qualitative Feedback on Grantee Ventures
BUILDING GRANTEE M&E CAPACITY
• Training grantees to develop & report KPIs, with Bootcamp classes & handbook
• Developing grantee log frame indicators and milestones to track progress
• Ongoing grantee support with KPIs
QUALITATIVE RESEARCH
• Ad-hoc qualitative studies to shed light on effective biz. models
• Qualitative research for grantees on target audience needs
PACKAGING & DISSEMINATION OF LEARNINGS
• Creative packaging and communication of success stories and failures to future applicants and investors
JOINT DELIVERABLES
• DEV. OF CRITERIA AND SELECTION OF GRANTEES TO RECEIVE IMPACT EVALUATIONS
• INITIAL LOGFRAME REFINEMENT & ONGOING POST-ANNUAL REVIEWS
• ONGOING PROGRAMME ITERATION DISCUSSIONS
• PACKAGING & DISSEMINATION OF LEARNINGS
M&E PARTNER
RESPONSIBILITIES & DELIVERABLES
M&E PLAN
GRANTEE BUS. PERFORMANCE EVALUATION
• Quantitative product effectiveness study
• Quantitative consumer satisfaction study
• Quality assure KPI and Operations data coming from grantees with spot-checks
• Collate BPE data from Implementing Partner to develop final, bi-annual Business Performance Evaluation Reports
IMPACT EVALUATION
OVERALL PROGRAMME EVALUATION
MARKET ASSESSMENT
PACKAGING & DISSEMINATION OF LEARNINGS

Reporting

47. The following reporting schedule applies to the work set out above:

(a) Quarterly Reports:

- Review of monitoring data collection by the Implementing Partner
- Regular quarterly progress reports submitted to DFID, Nike Foundation and USAID

(b) Bi-annual Reports (once every six months):

- Bi-annual reports on evaluation progress and forward plans. These reports should provide results and recommendations for programme improvements and adaptations (could be combined with every other quarterly progress report and should be timed to coincide with programme Steering Committee meetings).
- Action Research/Performance Evaluations of the sample grantee ventures for which additional consumer data is collected. The M&E partner should provide feedback and recommendations to grantees and the implementing partner at the mid-point of each cohort based on the business performance and consumer satisfaction data.

(c) Annual Reports

- Annual audited accounts of M&E contract spending
- Support and information for DFID Annual Reviews
- Report annual progress on the impact evaluations of a selection of grantee ventures (should be timed to provide input into DFID Annual reviews)
- Report annual progress on the overall programme evaluation (should be timed to provide input into DFID Annual Reviews)

48. Other standard reporting will involve submission of the following to DFID and the Nike Foundation with courtesy copies to USAID:

- Accurate financial forecasts for M&E contract spending due one month prior to milestone due dates
- Inception report no later than six months after the contract start date

49. At the inception stage of the evaluation, a reporting schedule and dissemination plan for the following main evaluation outputs:

- Programme review at end of Cohort 1
- Mid-term evaluation at end of Cohort 2
- Impact evaluation reports
- Final Programme Evaluation synthesising results from programme, business performance and impact evaluations

Communication and dissemination of findings

50. As outlined in the Requirements section above, packaging, dissemination and communication of the evidence and lessons learned to a wide range of stakeholders in relevant and compelling formats will be a key role for the evaluation.

51. The learnings must include both success *and* failures, ensuring internal and external audiences are learning what has and has not worked and importantly why, in an educative and transparent manner. Internal audiences include existing and potential grantees, implementing partner and funding partners. It will be critical for the M&E partner to reach diverse audiences with engaging and innovative techniques to ensure engagement and uptake from varying audiences (policy makers, private sector investors, grantees etc.) e.g. dashboards, data visualisation, seminars, communicating to investors, papers, events etc.

Evaluation Inception Requirements

52. The Evaluation Inception Report or M&E plan should be provided no later than six months from the start of the M&E partner's contract.

M&E Plan[15]

53. The supplier should start by creating a monitoring and evaluation plan for the programme that will contain the following components:

- A refined theory of change (subject to a more detailed implementation plan);
- An illustrative results framework connecting project goals, objectives, outputs and outcomes that spell out the project's theory of change;
- Illustrative indicators at the project goal and objective (and Sub-Objectives if any), levels that link closely with the Project's Theory of Change;
- Sources of indicator data, methods and timeframe for data collection and reporting;
- Plan to collect baseline data;
- The data quality assessment procedures that will be used to verify reported performance measures;
- Known monitoring limitations, the impact such limitations may have on program implementation, and plans for addressing these limitations;
- Approaches and methods for conducting the business performance evaluations, market impact assessments, impact evaluations and the programme evaluations with the main (refined) evaluation questions, and tentative schedule;
- Selection criteria for grantee ventures to be subject to impact evaluations.
- Staffing and information management systems for gathering, verifying, and storing data and communicating M&E findings
- Plan to use data including data as triggers for making decisions and taking next steps
- Plans for dissemination and communication of findings to engage various audiences

54. The key audiences for the M&E plan are funding and implementing partners.

[15] Please note that these M&E Plan components are based on USAID's M&E guidance

55. The M&E partner will hold an inception meeting with all relevant stakeholders, prior to baseline data collection, to agree the M&E plan and framework.

56. DFID, Nike Foundation and USAID will have ownership and copyright of any M&E outputs. Data and documents will be stored on the programme's digital platform, including within a limited access area for any sensitive data.

Constraints and dependencies

57. The M&E must start with the collection of baseline data for the first cohort of grantees, which are estimated to join the programme in May 2015. All of the M&E activities must be complete by mid-2022 (see timeline below). The supplier will be required to work closely with the implementing partner on all aspects of the M&E, including for example, drawing on self-reported grantee monitoring data collated by the implementing partner, and using the digital platform and events managed by the implementing partner for the dissemination and communication of lessons and evidence.

58. A contract will be issued for the full 8 year duration of the monitoring and evaluation activities, however, there will be two formal break points in the contract at the independent mid-term evaluation of the programme (March or September 2017) and at the end of the implementation phase (April 2018 or January 2019). Progression to subsequent phases will be subject to the outcomes of reviews, satisfactory performance of the Supplier and agreement to any revised work plans or budgets.

59. DFID and the Nike Foundation reserve 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 or extend the life of the programme should it prove to be having a strong impact and has the potential to yield better results.

Time frame

60. The M&E for the (5 year) programme will take place over 8 years, involving 3 phases of impact evaluations which will track the 3 cohorts of grantees, including beyond their one year 'grantee programme'. The programme will support approximately 100 grantees over the 3 cohorts. The following diagram sets out a timeline for the M&E (to note it is expected that the timeline will be revised or at least reviewed at the Evaluation Inception phase):

Year 1: 2015	*Year 2: 2016*	*Year 3: 2017*	*Year 4: 2018*	*Year 5: 2019*	*Year 6: 2020*	*Year 7: 2021*	*Year 8: 2022*
Two overall programme evaluations and periodic market impact assessments							

	2 months	*1 year*	*6 months*	*3 years*
Cohort 1	**Business Perf. Eval. Baselines**	**Business Performance evaluations**		
Cohort 1	**Impact Eval. Baselines**		**Impact evaluation planning**	**Impact evaluations**
Cohort 2	**Business Perf. Eval. Baselines**	**Business Performance evaluations**		
Cohort 2	**Impact Evaluation Baselines**		**Impact evaluation planning**	**Impact evaluation**
Cohort 3	**Business Perf. Eval Baselines**	**Business Perf. evals**		
Cohort 3	**Impact Evaluation Baselines**		**Impact eval planning**	**Impact evaluations**

Packaging and dissemination/communication

Risks and challenges

61. The main challenge to implementing the Monitoring and Evaluation(s) component is the complexity of managing multiple and overlapping processes with varied methodologies: varied depending on the purpose of the evaluation component and varied depending on each grantee's initiative. Given the experimental nature of the program, the M&E partner will need to be responsive as the program adapts and is implemented, for example, the spread of grantees across different countries will not be pre-defined at the outset of the program and development of the M&E plan.

62. Moreover, the M&E Partner will need to work in a highly collaborative fashion with the Implementing Partner throughout the 5 year programme, ensuring the data collation process is working smoothly for grantees and that programme learnings are shared in a timely fashion, enabling the Implementing team to pivot accordingly.

63. Some other risks and challenges that the M&E partner may face are that the grantee ventures might not survive the length of the programme as these are early stage businesses, some which may fail, so tracking effects over time will be difficult. This risk is mitigated by trying to ensure that the most promising grantee ventures are selected for impact evaluation.

Data Security

64. A key priority for this programme will be to manage the security of grantees' intellectual property, made available for the purposes of M&E. The proposal should set out how the M&E partner will work with the Implementing Partner to build relationships of trust with grantees in order to be able to collect data and protect commercially sensitive information and intellectual property of the business ventures.

Duty of Care

65. The Supplier is responsible for the safety and well-being of their Personnel (as defined in Section 2 of the Framework Agreement) and Third Parties affected by their activities under this Call-down contract, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property.

66. DFID will share available information with the Supplier on security status and developments in-country where appropriate.

67. 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 Foreign and Commonwealth Office (FCO) website and the Supplier must ensure they (and their Personnel) are up to date with the latest position.

68. Suppliers must develop their Tender on the basis of being fully responsible for Duty of Care in line with the details provided above and the initial risk assessment matrix developed by DFID (see Annex A). They must confirm in their Tender that:

- They fully accept responsibility for Security and Duty of Care.
- They understand the potential risks and have the knowledge and experience to develop an effective risk plan.
- They understand that risks are changeable over time and have the capability to adapt their risk plans in response to changing contexts
- They have the capability to manage their Duty of Care responsibilities throughout the life of the contract and across all programme countries, which have varying levels of risk.

66. Suppliers should note that the programme is proposing to operate in eight countries over the duration of the contract. While evidence of capability is not required for each country separately, Suppliers should demonstrate capability relevant to the risk level for the countries confirmed for the first year (Kenya, Rwanda and Uganda) and for the country where risk level is currently highest (Pakistan). The responsibilities of the Supplier on duty of care apply to all programme countries.

67. The responsibilities of the Supplier on duty of care apply to all programme countries, including those where the security situation is volatile and subject to change at short notice. 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.

68. Acceptance of responsibility must be supported with evidence of capability (no more than 2 A4 pages) and DFID reserves the right to clarify any aspect of this evidence. In providing evidence Tenderers should consider the following questions:
a) Have you completed an initial assessment of potential risks that demonstrates your knowledge and understanding, and are you satisfied that you understand the risk management implications (not solely relying on information provided by DFID)?
b) Have you prepared an outline plan that you consider appropriate to manage these risks at this stage (or will you do so if you are awarded the contract) and are you confident/comfortable that you can implement this effectively?

c) Have you ensured or will you ensure that your staff are appropriately trained (including specialist training where required) before they are deployed and will you ensure that on-going training is provided where necessary?
d) Have you an appropriate mechanism in place to monitor risk on a live / on-going basis (or will you put one in place if you are awarded the contract)?
e) Have you ensured or will you ensure that your staff are provided with and have access to suitable equipment and will you ensure that this is reviewed and provided on an on-going basis?
f) Have you appropriate systems in place to manage an emergency / incident if one arises?

Further information on Duty of Care is provided in the Supplier Instructions (Volume 1 of the Mini-Competition Invitation to Tender Pack).