



Agence canadienne de  
développement international

Canadian International  
Development Agency

# How to Perform Evaluations - □



## Model TOR

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**Canada** 

# HOW TO PERFORM EVALUATIONS

## MODEL TOR

### PERFORMANCE REVIEW BRANCH

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#### About this Series...

Performance Review Branch (PRB) prepares information tools to improve performance measurement and reporting.

The How to Perform Evaluations series sets out working standards and guidelines in an easy reference format.

#### Bringing a Focus to...

- 1 Getting Started
- 2 Model TOR
- 3 Participatory Evaluations
- 4 Cross-cutting Themes
- 5 Evaluation Workplan
- 6 Information Collection and Analysis
- 7 Evaluation Report
- 8 Model Executive Summary
- 9 Model Abstract
- 10 Sharing Results

#### USING THIS GUIDE

CIDA evaluation managers are required to prepare terms of reference (TORs) once management makes the decision to proceed with an evaluation.

TORs offer the first substantive overview of the evaluation, articulating management's initial requirements and expectations for the evaluation. They guide the process until the evaluation workplan takes over as the primary control document.

MODEL TOR offers a quick and easy way to prepare your TORs. Sample text is set out by essential reporting element, allowing practitioners to work from a standard that meets the Agency's essential requirements. All you have to do is make the edits as necessary to describe your evaluation.

MODEL TOR is also downloadable from PRB's Website or can be obtained in electronic format by contacting PRB.

Getting Started serves as a complementary information tool to MODEL TOR – offering guidelines for preparing TORs and selecting an evaluator.

Further elaboration can be found in the CIDA Evaluation Guide.

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## HOW TO PREPARE TORs

Just follow the prompts and revise the sample text to prepare your TOR

TORs are to focus on the achievement of results, applying the menu of factors set out in the Agency's Framework of Results and Key Success Factors throughout the evaluation (e.g. planning and design, implementation, reporting).

TORs are expected to address a number of essential elements. Sample text for each of these elements is provided below:

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### 1 Evaluation Title

#### Checklist

- ✓ Is the title for the evaluation short, descriptive and easily remembered?
- ✓ Has the project number been identified?
- ✓ Does it connect well with the program/project that is being evaluated?
- ✓ Can the evaluation be referred to by easily pronounceable acronym?

Example:

Stöndzi Gender Equity Fund Evaluation  
Project Number 898–15468

Acronym: SGEFE

## 2 Investment Profile

Checklist	
✓	Is the program/project clearly described, with the strategic objectives and rationale adequately explained?
✓	Are the linkages to poverty reduction, sustainable development, CIDA's programming priorities and the meeting of local needs identified?
✓	How are the expected results to be realized?
✓	Is progress to date identified?

### Sample Text:

"The Stöndzi Gender Equity Fund Project is directed towards enabling the women of Stöndzi to participate fully and equitably in the sustainable development of their societies. Individual projects are approved for funding capacity building, local development initiatives and training. The project focuses on enhancing the capacities of key civil society and governmental stakeholders to promote WID and GE all aspects of day-to-day life: economic, social and political. Through their empowerment and the accompanying ripple effect, results will accrue to other developmental priorities, principally the meeting of basic human needs and the pursuit of democracy and good governance.

Women's organizations are the main participants and beneficiaries of this project, however other organizations promoting gender equity can also benefit. Needs, specific objectives and expected results are identified in conjunction with local stakeholders from the government and civil society.

Project funds provide a quick and flexible response to local requests and priorities. The strategy for allocations is largely iterative, to achieve maximum results and accommodate changing dynamics. Disbursements encourage complementary and cumulative actions to advance women's interests and rights across diverse sectors and complex issues.

CIDA is the sole funding agent for this project. Total funding amounts to \$2.2 million over a four year period extending from 1996 to 1999. Allocations are \$0.4 million in 1996; and \$0.6 million in each of the years 1997, 1998 and 1999. The average contribution is expected to be approximately \$30,000 per project.

The funds are managed through standardized systems, outlined in an operations manual, which is updated periodically. Three local coordinators act as fund administrators under contract. Allocations for project funding are approved by CIDA's resident Head of Aid.

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As of December 31, 1998, \$1.5 million has funded 52 projects. Considerable effort has been expended in establishing operations and identifying needs, objectives and expected results. Initial expectations were reconfigured during a stakeholder workshop in May 1998 to identify realistic results that are achievable within the time frame and resource constraints.

Recognizing that gender equity will be long term process, all indications support continuation of this project for a second three or five year phase.”

### 3 Reasons for Evaluation

Checklist	
✓	Why is this evaluation being done and what is to be achieved?
✓	What factors influenced the decision to proceed?
✓	How is value added to be achieved?

#### Sample Text:

“CIDA’s Performance Review Policy calls for periodic independent evaluations of its policies, programs and projects and operations. The results contribute to better informed decision-making, foster an environment of learning by doing and promote greater accountability for performance.

The Stöndzi Gender Equity Fund Project has been selected for evaluation to identify performance levels, achievements and lessons learned. A second phase was discussed at the Gender Fund Team meeting in September 1998. An evaluation was recommended to ascertain results to date for use in determining optimal strategies for project continuation.

Value added from this evaluation is expected to be achieved through lessons learned and the development of more efficient and effective allocation strategies for application in other CIDA local funding projects.”

#### 4 Scope and Focus

Checklist	
✓	Are the expectations for the evaluation clearly articulated?
✓	Are the broad issues and the specific questions to be addressed identified?

##### Sample Text:

“The Consultant will:

- \* Assess progress made towards the achievement of results at the outcome and output levels
- \* Determine if the results contribute to the Agency’s overall goals of poverty reduction and sustainable development
- \* Assess the reasonability of the relationship between project costs and results
- \* Assess performance in terms of the relevance of results, sustainability, shared responsibility and accountability, appropriateness of design and resource allocation
- \* Identify lessons learned and provide recommendations for guiding CIDA’s gender equality policies and initiatives

Elaboration on the issues to be addressed are provided in CIDA’s Framework of Results and Key Success Factors.

More specifically, the evaluation will focus on – but not be limited to – reporting on progress in achieving results relating to project outputs and outcomes as follows:

- \* Has the project resulted in organizations being better positioned and equipped to champion women’s gender issues?
- \* To what extent have partnerships to promote gender issues been strengthened?
- \* How have these partnerships contributed to the advancement of women?
- \* Has there been an increase in the participation of “gender sensitive women” in influential circles?
- \* What has been achieved by locally funded initiatives?
- \* To what extent has training resulted in gains in gender equity?

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- \* Have stakeholders been actively and meaningfully involved in project design, implementation, re-design and monitoring?

**Note:**

Gender equity projects in developing countries must be viewed in context to determine realistic results. Difficulties are often accentuated by discriminatory values, a reluctance to change and weak information systems.

Initial project returns will be incremental in eradicating gender-based discrimination and ensuring equity in all facets of society. Full impact may only register in the longer term.”

## 5 Stakeholder Involvement

### Checklist

- ✓ Have the requirements for stakeholder participation been identified?
- ✓ Are stakeholders to be involved in planning and design, information collection, evaluation reporting and results sharing?
- ✓ Have key stakeholders been identified?

#### Sample Text:

“Stakeholder participation is fundamental to CIDA evaluations. The Consultant is expected to conduct a participatory evaluation providing for active and meaningful involvement by investment partners, beneficiaries and other interested parties. Stakeholder participation is to be an integral component of evaluation design and planning; information collection; the development of findings; evaluation reporting; and results dissemination.”

## 6 Accountabilities and Responsibilities

### Checklist

- ✓ Are the roles and responsibilities to be carried out by CIDA and the evaluator identified and clearly delineated?

#### Sample Text:

"CIDA's assigned evaluation manager will represent the Agency during the evaluation.

The evaluation manager is responsible for:

- \* Overall responsibility and accountability for the evaluation.
- \* Guidance throughout all phases of execution.
- \* Approval of all deliverables.
- \* Co-ordination of the Agency's internal review process.

The Consultant is responsible for: 1) conducting the evaluation; 2) the day-to-day management of operations; 3) regular progress reporting to CIDA's evaluation manager; 4) the development of results; and 5) the production of deliverables in accordance with contractual requirements. The Consultant will report to CIDA's evaluation manager."

## 7 Evaluation Process

### Checklist

- ✓ Is the reader provided with a clear explanation of how the evaluation is to be carried out?
- ✓ Is the information being provided adequate to properly inform a workplan?
- ✓ Are requirements realistic given internal scheduling requirements and cost projections?

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Sample Text::

“The evaluation will be carried out in conformity with the principles, standards and practices set out in the CIDA Evaluation Guide.

*7.1 Evaluation Workplan*

The Consultant will prepare an evaluation workplan to operationalize and direct the evaluation. The workplan will describe how the evaluation will be carried out, bringing refinements, specificity and elaboration to the terms of reference. It will be approved by CIDA’s evaluation manager and act as the agreement between parties for how the evaluation will be conducted.

The evaluation workplan will address the following reporting elements:

- \* Overview of Investment
- \* Expectations of Evaluation
- \* Roles and Responsibilities
- \* Evaluation Methodology
- \* Evaluation Framework
- \* Information Collection and Analysis
- \* Reporting
- \* Work Scheduling

*7.2 Field Mission*

The evaluation will include a site visit to Stöndzi to consult with CIDA field personnel and project stakeholders; and to collect information in accordance with the requirements stipulated in the evaluation workplan. This mission is expected to be no longer than two weeks in duration. CIDA field personnel is to be briefed on arrival and before departure from the field.

*7.3 Evaluation Report*

The Consultant will prepare an evaluation report that describes the evaluation and puts forward the evaluator’s findings, recommendations and lessons learned. The presentation of results is to be intrinsically linked to the evaluation issues, establishing a flow of logic development derived from the information collected.

Evaluation results are to bring a focus to the criteria set out in CIDA’s Framework of Results and Key Success Factors.”

## 8 Deliverables

Checklist	
✓	Is the requirement for deliverables adequately identified and described?
✓	Have target dates been assigned for the production of deliverables?
✓	Does the scheduling allow for timely transmittal of information to CIDA management for strategic decision-making?
✓	Is the timing adequate to cover all the tasks that are to be performed ?

### Sample Text:

“The Consultant will prepare: 1) an evaluation workplan; and 2) an evaluation report in accordance with standards identified in the [CIDA Evaluation Guide](#).

These deliverables are to be:

- \* Prepared in English only, except for the final evaluation abstract/executive summary that will be submitted in both official languages.
- \* Submitted to CIDA electronically via e-mail and/or on diskette in Lotus Word Pro Millennium.
- \* Submitted in hard copy format (specified number of copies).

All reports are to be submitted to CIDA's project manager.

### *8.1 Draft Evaluation Workplan*

A draft workplan will be submitted within four (4) weeks of the signing of the contract. Five copies in hard copy format are to be submitted.

### *8.2 Final Evaluation Workplan*

Within one (1) week of receiving CIDA's comments on the draft workplan, the Consultant will produce a final evaluation workplan. Five copies in hard copy format are to be submitted.

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### 8.3 Draft Evaluation Report

The Consultant will submit a draft evaluation report for review by CIDA within four (4) weeks of returning from mission. Ten copies in hard copy format are to be submitted.

### 8.4 Final Evaluation Report

Within two (2) weeks of receiving CIDA's comments on draft report, the Consultant will submit a final evaluation report, including an evaluation abstract/executive summary. Ten copies in hard copy format are to be submitted.”

## 9 Evaluator Qualifications

Checklist
✓ Do the requirements adequately describe the experience, skills and abilities needed to meet management's expectations?
✓ Has the ability to address cross-cutting thematic issues been addressed?
✓ Are expectations for the engagement of local professionals addressed ?

#### Sample Text:

“The evaluation will be carried out by a team of two senior consultants, a Canadian who will lead the evaluation, and a gender specialist retained locally in Stöndzi.

The Canadian consultant is expected to be:

- \* A reliable and effective project manager with extensive experience in conducting evaluations and a proven record in delivering professional results.
- \* Fluent in English and Stöndzi.
- \* Fully acquainted with CIDA's results-based management orientation and practices.
- \* A proficient practitioner of CIDA gender equity and equality policies.
- \* Experienced in the region.

The local gender equity specialist should have a good working knowledge of gender issues locally, be fluent in English and Stöndzi and have experience with donor funded programs targeting gender equity.”

## 10 Internal Cost Projection

### Checklist

- ✓ Can the evaluation be performed to meet expectations for the amount of money assigned?
- ✓ Is the level of detail adequate?
- ✓ Is the cost supported by a “level of effort” analysis?

### Important

Internal cost projections should be restricted to internal use only. They should be removed from TORs before any external communications.

#### Sample Text:

“The basis for payment and payment scheduling will be determined during contract negotiations. Options for method of payment include: 1) fixed-price, or 2) cost plus on a fixed per diem basis.

CIDA’s projection for the “level of effort” and the cost for the evaluation are set out below:

### Projected Level of Effort

Activity	Number of Days	
	Canadian	Local
Workplan preparation	12	2
Data collection/field work/travel-time	19	15
Debriefing, analysis, report preparation	18	13
Total:	49	30

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**Projected Cost**

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Type	Cost (\$)		
	Canadian	Local	Total
Professional fees	\$26,950	\$9,000	\$35,950
Travel and other out-of-pocket expenses	10,000	2,500	12,500
Total:	\$36,950	\$11,500	\$48,450

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Notes:

1. Canadian professional per diem of \$550. Local professional per diem of \$300.
  2. Costs are exclusive of GST.
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PRB's How to Perform Evaluations series sets out working standards and practices for internal application.

These brochures should in no way be viewed as defining or modifying CIDA Policy.

We welcome any suggestions to improve our work.

Please e-mail us at: [dger\\_prb@acdi-cida.gc.ca](mailto:dger_prb@acdi-cida.gc.ca)

*... thank you*