

GUIDELINES FOR HIRING AN EXTERNAL EVALUATOR:

Steps to Follow for Better Evaluation

Table of Contents

[Purpose of this Guidance 5](#_Toc502759532)

[Background Information and Rationale 5](#_Toc502759533)

[When and How to Hire an Evaluator 5](#_Toc502759534)

[8 Step Process for Hiring an Evaluator 5](#_Toc502759535)

[Annex 9](#_Toc502759536)

[10 Deliverables To Make Any Evaluation Useful 9](#_Toc502759537)

[Guidance on External Evaluator Data Disclosure 10](#_Toc502759538)

[Developing Evaluation Questions 13](#_Toc502759539)

[Procurement Processes 14](#_Toc502759540)

[TOR Examples 15](#_Toc502759541)

[References 16](#_Toc502759542)



# Purpose of this Guidance

This guidance was created to assist CARE colleagues (program and MEL staff) when hiring a consultant or team for evaluation. The document outlines steps for hiring an external evaluator, a checklist to create terms of reference for the consultant, and additional resources for increasing the utility of an evaluation.

# Background Information and Rationale

Hiring a consultant or team for evaluation, in certain contexts, may be appropriate. That is, the scope and complexity of the evaluation might require:

* expertise;
* impartiality;
* adherence to funder requirements regarding mandatory external evaluation; or
* personnel and time resources when existing staff and budget are inadequate.

# When and How to Hire an Evaluator

Hiring an external evaluator early in your grant’s lifecycle is imperative. Engaging the evaluator early will allow you and your staff to fully benefit from his/her expertise. On average, it takes three to six months of evaluation planning and preparation before data collection can begin.

Involving an evaluator during the proposal writing phase, or hiring one soon after your grant is awarded, will allow the external evaluator to gain a thorough understanding of the project or program, select an appropriate evaluation design and metrics, develop data collection instruments, obtain Ethical Review Board (ERB) approval (if needed), develop relationships with staff, and identify ways the evaluation can be used.

# 8 Step Process for Hiring an Evaluator

Consider criteria for the evaluation, evaluation questions, and determine the overall evaluation purpose, objective, and rationale.The issue to be studied in the evaluation and the questions to be answered should be clearly detailed in the TOR (e.g., what is it you want to find out through this evaluation?). You cannot evaluate everything so you will need to make strategic choices about what warrants in-depth study.

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| --- | --- |
| * What type of evaluation will this be? | * When results are needed? |
| * What is the purpose of the evaluation? | * What will be done with the evaluation results? |
| * What will be evaluated? * Who wants to know what? | * What are the available resources for the evaluation (time, people, money)? |

Identify what expertise is needed. Consider evaluator qualifications including:

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| * Language requirements | * Evaluation experience and expertise |
| * Specific methodology/analysis expertise | * Quantitative and/or qualitative research skills |
| * Technical competence | * Knowledge of the context (global, country, region, local) |
| * Strong communication and project management skills | * Cultural and contextual competency (gender, cultural balance, sensitivity, and language skills) |
| * Excellent analytic and evaluative thinking skills | * Sensitivity to the project’s principles (empowerment, participatory-action, capacity building, etc.) |
| * Flexibility |  |

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Determine the amount of resources that can be allocated to evaluation.Before soliciting for an evaluator, it is important to understand and clearly define your project needs and how much you can afford. Consider how much of the grant’s resources should and can be devoted to the evaluation. If resources are limited, you can use an evaluator as a consultant, using his/her time only for key activities, such as: providing guidance on design, helping with data analysis, and writing the final report. Cost will vary depending on the experience and education of the consultant, the type of evaluation required, and the geographic location of your program. However, a good rule of thumb is for projects to budget about 10 to 15 percent of available funds for evaluation.

****The TOR defines and details how an external evaluator will conduct an evaluation. It makes explicit the evaluation’s purpose, objectives, and rationale, clearly defining roles and responsibilities of the evaluator, and provides information about resources available to conducting the evaluation. It is used to engage and hire consultants through a competitive bidding process, led by Procurement, and later serves as a basis for developing a contract between the organization and evaluator. [A well written TOR](#_TOR_Examples) should include the following:

***Purpose, objectives, and rationale:*** Provide a clear concise rationale for why this evaluation is taking place. What are the goals of the evaluation and why is this evaluation important?

***Intended users*:** Specify the intended user(s) and use(s) of the evaluation. From beginning to end, the evaluation process is designed and carried out around the needs of the primary intended users. They have the responsibility to do things differently because of their engagement in the evaluation process or with the evaluation findings.

* Articulate the uses of both the evaluation findings and the processes.
* Using the findings of an evaluation can entail: making judgments of merit or worth; facilitating improvements, or generating knowledge.
* Process use(s) occur because of the learning that happens during the evaluation process.

***Background and Scope of the Evaluation:*** Write concise information about the project/program/issue to be investigated, the nature of the problem being pursued, historical, and environmental information as well as the organizational context in which the evaluation will occur. Situate the important stakeholders, including donors, partners, implementing agencies and organizations. Scope refers to the boundaries, scale and/or limits of the evaluation. Write concise information about: the activities, or aspects of activities, that are to be evaluated; the time covered; geographical focus; target groups. Also indicate items/issues that are outside of the scope of the evaluation (if any). Include:

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| * + A detailed outline of the program | * + Who are the key participants? |
| * + What are the program’s main components? | * + How many people are there in each participant group? |
| * + What is the time frame for program implementation? | * + Where is the program located? |

***A budget:*** Estimate what resources you can dedicate to evaluation and include a budget range. An evaluation budget should include the costs of the following (for more information, visit Better Evaluation’s [Evaluation Costing](http://www.betterevaluation.org/en/evaluation-options/calculate_evaluation_costs)):

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| * Personnel, research assistant, support staff, per day or lump sum | * Translation |
| * Travel (transportation, per diem, etc.) | * Copying and printing |
| * Supplies, equipment and Direct communication costs such as phone, fax, email, postage * Time to review and communicate with stakeholders | * Workshops (design, findings verification, utilization, etc.) * Management of the evaluation |

***Principles and approaches:*** The principles and approach that will guide the evaluation (e.g., transparency, partnership, openness, cost-effectiveness, etc.), should be articulated. Given the nature of international development, addressing gender awareness and cultural sensitivity should be incorporated into this section. Also include a statement on the need for the evaluator to follow appropriate ethical procedures.

***Evaluation questions:*** The questions should be as specific as possible, because vague questions usually yield vague answers. There are many interesting and important questions that could be asked, but they need to be prioritized based on the primary intended uses of the evaluation. See more about [developing evaluation questions here](#_Developing_Evaluation_Questions).

***Methodology:*** The evaluation methods should be consistent with answering the evaluation questions. This should be specific and as detailed as possible regarding existing information sources, data collection instruments, protocols and procedures.

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| **Retrieving existing documents & data** | **Data Collection** | **Data Analysis** | **Data presentation & dissemination** |
| Formal policy documents, implementation plans, reports, official statistics, program monitoring data, and program records | *Sampling procedures:* Specify samplingtechniquesinclude the target group for sampling, sample size, sample size calculation, and sampling method.  *Special permissions:* What provisions are required to obtain needed permissions to collect and report data? To store and maintain security of collection information?  *Alignment with CARE’s data collection requirements:* Are [CARE’s global indicators](http://careglobalmel.care2share.wikispaces.net/CARE+2020+Strategy+-+Global+Indicators+and+Markers#Global%20and%20Supplementary%20Indicators%20for%20Measuring%20Change) integrated into the data collection plan? | What are the procedures for analyzing quantitative and qualitative data? | Be clear about [dataset requirements](#_Dataset_Requirements). CARE requires that the datasets that are compiled or used in the process of external evaluation are submitted to CARE upon evaluation completion. |

***Expectations***

*Deliverables*: We want to maximize our learning and the use that not just the project, but also the entire organization can make of the evaluations and analyses we do. To accomplish this, we need to give consultants guidance on the kind of products we expect out of their TORs. An evaluation report of anywhere from 50-200 pages is not enough to help us make decisions or socialize the information. In addition to the report and data transfer, we should also ask for the [10 key deliverables](#_10_Deliverables_To).

*Roles and responsibilities*: By clearly delineating roles and responsibilities of all those involved in the evaluation process, you are more likely to avoid substantive, administration and communication problems.

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| **Evaluation management** | **Data Collection, Analysis and Use** | **Dissemination of Findings and Reporting** | **Logistics/Logistical Support** |
| Who will approve the final products?  Who will provide information and access to documents?  Who will manage the contract/evaluation process and serve as a liaison with the evaluator/evaluation team? | Who will collect and analyze data?  Will staff assist with data collection? To what degree? Will they themselves be interviewed, etc.?  Who will facilitate use? | Who will present/disseminate findings?  Who will write the report? | Who will participate in what meetings/workshops?  Who will make logistical arrangements?  Who will arrange and participate in travel? |

*Reporting Requirements*: The reporting requirements should be clearly articulated. Are you expecting a formal written report or will a series of shorter summary reports be satisfactory? Who will review the report(s)? The reporting requirements should detail the following:

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| * Format (oral, written, video, etc.) | * Method of delivery |
| * Dissemination materials (summary, briefs, presentation materials, etc.) | * Decision on whether you want the completed data sets returned |
| * Intended audience(s) * Decision on whether the evaluation report should/should not include recommendations | * Restriction/permission to publish information from or based on the evaluation * Content and length |
|  |  |

***Evaluator Qualifications*:** Articulate clearly what expertise is needed like language skills, evaluation experience, quantitative and/or qualitative research skills, knowledge of the context (e.g., global, country, region, local), and cultural and contextual competency.

***Evaluation timeline, milestones, due dates and contact information:*** Detail the evaluation timeline and milestones that will be achieved regarding the following evaluation phases:

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| --- | --- |
| * Planning | * Reporting |
| * Data collection / collation | * Facilitation of use |
| * Data analysis | * Payment schedule for fees/expenses if applicable |

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| **TOR CHECKLIST** |
| **TOR CHECK 1:** **The purpose of the evaluation is clear, concise, and realistic.** |
| * Is there explicit mention of the intended users like who requires the evaluation results and what they will do with them? |
| **TOR CHECK 2:** **The scope and subject of the evaluation are clear and consistent in relation to the purpose and the questions.** |
| * Is background information present, including the problem being pursued and a program/project description? |

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| * Is there a clear description of the external political, economic, and social context within which the program(s) and/or project(s) are situated? |
| * Is the scope of the evaluation, including time-period, implementation phases, geographical area, and evaluation participants, made explicit? |
| **TOR CHECK 3:** **The evaluation is manageable with the budget allocation.** |
| **TOR CHECK 4:** **The legal and ethical bases for conducting the evaluation are outlined.** |
| * Is the TOR accompanied by the code of conduct for carrying out the evaluations? |
| **TOR CHECK 5:** **The evaluation questions address the contribution to development, organizational, and programmatic effectiveness.** |
| * Do the questions address the relevance, efficiency, and effectiveness of the programs or projects being evaluated, as well as the sustainability of results? |
| * Do the questions require the evaluation to provide disaggregated information by gender, ethnicity, and other relevant criteria? |
| **TOR CHECK 6: The product(s) of the evaluation respond to information demands identified in the statement of purpose.** |
| * Does the TOR clearly describe the deliverables and the audience(s) of such deliverables in terms of format, structure, and length? |
| * Is there a proposed structured for the final report that meets the organization’s requirements for evaluation reports? |
| * Do they define which audience(s) requires what deliverables? |
| **TOR CHECK 7: The composition skills and experience required are commensurate to the task.** |
| * Does the TOR outline the requisite skills, experience, qualifications, and other relevant competencies for the tasks outlined? |
| * Is there a requirement for the independence of the evaluators, meaning that they have not been involved in the design, implementation, or monitoring of the programs or projects to be evaluated? |
| **TOR CHECK 8:** The evaluation is manageable within time requirements. |

Solicit for evaluators through Procurement.Procurement processes for consultancy services vary depending on [cost and location](#_Procurement_Processes).



Select candidates for screening per the candidate qualifications articulated in the TOR. Look for candidates with prior quality experience in evaluation, strong communication and interpersonal skills, as well as cultural and contextual competency.



Conduct interviews and select the most qualified evaluator. After conducting interviews, select the most qualified candidate based on the qualifications listed in the TOR. Meet with the evaluator to discuss deliverables, responsibilities, timeline, and costs.



Develop, review, modify, and approve the final contract.

# Annex

## 10 Deliverables To Make Any Evaluation Useful

We want to maximize our learning and the use that not just the project, but also the entire organization can make of the evaluations and analyses we do. In order to accomplish this, we need to give consultants guidance on the kind of products we expect out of their TORs. An evaluation report of anywhere from 50-200 pages is not enough to help us make decisions or socialize the information. In addition to the report and data dump, we should also ask for the 10 deliverables below. Work with the consultant to make sure that we get the products we need. Review their work periodically to make to make sure everyone is on track. Make sure to build a few days at the end of their time for review and revision. Far too often we get a product that won’t help us and a consultant who is out of time to make any changes.

1. **A Headline**: A title that conveys the main impact or key finding of the report. “Evaluation of XX in Y Country from 2011-2015” doesn’t tell us anything that a decent tagging system won’t do for you. Think about how newspapers write, and use the one sentence that most people will read to say the most important think you learned. This should be the subject line of e-mails you send out, the social media post you use, and the first sentence you say in every presentation.
2. **An Executive Summary:** A good executive summary lasts no more than 2 pages, and is formatted so that you could print it as a stand-alone 2 pager about the project. It contains some of your other key deliverables:
3. **3-5 key impacts/findings:** What changed as a result of the program? What actually happened in the world, and why did it matter? This is not a laundry list of everything that people did, or every single thing that changed, but the *most significant* accomplishments, supported by solid evidence. Each impact should be written as one or two sentences. For a baseline evaluation or specific analysis designed to support project decision-making, instead of impacts, focus on 3-5 key findings. What are the most important pieces of new information we learned?
4. **3-5 key lessons learned**: These should be short, actionable, and the most important aspects of what the program/analysis found. They need to be relevant and new for people outside of the direct program. For example: “women’s empowerment has a bigger impact on nutrition than anything else” is a revolutionary finding that spans all kinds of programs; “poor management leads to program delays” only tells us what we already know.
5. **3**-**5 bullets describing *how* the project got to impact/3-5 recommendations**: It is important to have non-jargon descriptions of what a project did to get to impact. Again, this is not a laundry list of every activity, but highlights of the most effective, relevant, and scalable approaches and tools. If this is an analysis and not an evaluation, then this section should be 3-5 key recommendations for what the project should do based on your findings.
6. **A power point presentation:** Once you have your executive summary with its headline and highlights, you can use that to build your PowerPoint presentation—because someone is going to have to present this work to at least one audience if you want it to go anywhere. Rules to remember for a good power point:
   * **No more than 6 words per slide**—the 6 word summaries of lessons/impacts will be extremely helpful to put together social media and e-mail subject lines for relevant audiences
   * **Use visuals and photos**—these are also great for formatted briefs, infographics, social media, and catching the human element
   * **Focus on relevance to your audience**—people pay much more attention if you are helping them do their job than if you are telling them about yours.
   * **No Excel tables**—they’re too small to read and usually don’t tell a story.
7. **Human connections:** People—even the most expert and jaded among us—learn better if they can connect to something that feels real to them and they can see how it matters for themselves and others. That means an evaluation package should include:
8. **Photos** that show impact and tell a story. Photos of focus groups answering questions or workshops do not make the human connection
9. **Quotes and Human-Interest Stories:** Besides being great for websites and social media, these quotes help capture the reality of changes as people on the ground see them. They remind us why the numbers matter, and how we can change lives. Evaluators are in a unique position to gather these as they visit communities to collect information because they are the ones who get to talk to other humans.
10. **A FINALIZED Evaluation:** It is shocking how often I receive evaluations that are 2-3 years old that are still marked “Draft” and were never finalized. No evaluation will ever be perfect, but no one will ever take it seriously if it’s marked “Draft” forever, because they’ll never think they have the right one. The consultant TOR should include the need for a final evaluation before they get the last payment.

## Guidance on External Evaluator Data Disclosure

We at CARE collect and analyze data so that we can understand our impacts and channel learning back into our programming. When we collect data from the individuals and communities that we work with it is important that we ensure that data is as usable and useful as possible. In addition, we need to ensure that data is stored sensitively and safely. For this reason, it is important to ensure that when we commission evaluations we put in place conditions for how our data should be treated. In this document, we recommend some key questions that CARE staff can ask in the process of evaluation inception to ensure that the data that we are provided with is predictable and usable. We also recommend a set of conditions for external evaluators to help ensure that CARE has access to high quality, and secure data.

**Items for clarification between CARE and the evaluator at evaluation inception**

It is important during the inception phase, to determine what our data expectations are. Questions to resolve include:

1. **What data does CARE expect will be provided at evaluation closure? Examples may include:**

* Tables of data which collate information e.g. survey responses (Tabular data)
* Transcripts of interviews
* Case studies
* Photographs
* Audio or video
* Geo-spatial data
* Output files

1. **What data (file) formats will final datasets be provided in? Examples of questions to think about include:**

* Should transcripts be provided as ‘interview summary’, ‘notes and quotes’, or ‘full transcripts’?
* Do you have access to software that can open the file format intended?
* Do you need photographs to be provided in high resolution?

1. **How will the evaluators ensure that data is kept securely and that it is not identifiable?**

* Is there a need to use a password protected key in order to protect identities?
* Will identifiable case studies be collected?
* How will the evaluators gain and demonstrate informed consent?

1. **What recourse does CARE have if expectations are not met?**

**Conditions for external evaluators**

* [Please insert clause on data ownership. Regulation on data ownership differs from country to country. Please ensure that a clause is inserted which ensures that CARE is compliant with necessary data ownership and data user regulation as well as with any donor requirements.]
* CARE requires that the datasets that are compiled or used in the process of external evaluation are submitted to CARE when the evaluation is completed.

**Anonymization**

* Datasets must be anonymized with all identifying information removed. Each individual or household should be assigned a unique identifier. Datasets which have been anonymized will be accompanied by a password protected identifier key document to ensure that we are able to return to households or individuals for follow up. Stakeholders with access to this document will be limited and defined in collaboration with CARE during evaluation inception.
* In the case of textual variables, textual datasets or transcripts please ensure that the data is suitable for dissemination with no de-anonymizing information **UNLESS** these are case studies designed for external communication and suitable permission has been granted from the person who provided the data. In these circumstances, please submit, with the case study, a record of the permission granted, for example a release form[[1]](#footnote-1).
* Where there are multiple datasets (for example both tabular and textual datasets) identifiers must be consistent to ensure that cases can be traced across data lines and forms.

**Format of dataset deliverables**

* CARE must be provided with a final template of any surveys, interview guides, or other materials used during data collection. Questions within surveys should be assigned numbers and these should be consistent with variable labelling within final datasets.
* Formats for transcripts (for example: summary; notes and quotes; or full transcript) should be defined in collaboration between CARE and the external evaluator at the evaluation inception
* In the case of tabular datasets variable names and variable labels should be clear and indicative of the data that sits under them. Additionally, the labelling convention must be internally consistent and a full codebook/data dictionary must be provided.
* All temporary or dummy variables created for the purposes of analysis must be removed from the dataset before submission. All output files including calculations, and formulae used in analysis will be provided along with any Syntax developed for the purposes of cleaning.

**Acceptable document format types**

* We require that datasets are submitted in one of our acceptable format types (see Table 1 below). CARE must be informed of and approve the intended format to be delivered at evaluation inception phase. Should this need to be altered during the project CARE will be notified and approval will be needed for the new format.

**Table 1.**

|  |  |
| --- | --- |
| **Type of data** | **Acceptable formats** |
| **Tabular data with extensive metadata**  variable labels, code labels, and defined missing values | * proprietary formats of statistical packages: SPSS (.sav), Stata (.dta), MS Access (.mdb/.accdb) * SPSS portable format (.por) |
| **Tabular data with minimal metadata**  column headings, variable names | * tab-delimited file (.tab) * delimited text with SQL data definition statements * comma-separated values (.csv) * delimited text (.txt) with characters not present in data used as delimiters * widely-used formats: MS Excel (.xls/.xlsx), MS Access (.mdb/.accdb), dBase (.dbf), OpenDocument Spreadsheet (.ods) |
| **Geospatial data**  vector and raster data | * ESRI Shapefile (.shp, .shx, .dbf, .prj, .sbx, .sbn optional) * geo-referenced TIFF (.tif, .tfw) * CAD data (.dwg) * tabular GIS attribute data * Geography Markup Language (.gml) * ESRI Geodatabase format (.mdb) * MapInfo Interchange Format (.mif) for vector data * Keyhole Mark-up Language (.kml) * Adobe Illustrator (.ai), CAD data (.dxf or .svg) * binary formats of GIS and CAD packages |
| **Textual data** | * Hypertext Mark-up Language (.html) * widely-used formats: MS Word (.doc/.docx) * some software-specific formats: NUD\*IST, NVivo and ATLAS.ti * Rich Text Format (.rtf) * plain text, ASCII (.txt) * eXtensible Mark-up Language (.xml) text according to an appropriate Document Type Definition (DTD) or schema |
| **Image data** | * JPEG (.jpeg, .jpg, .jp2) if original created in this format * GIF (.gif) * TIFF other versions (.tif, .tiff) * RAW image format (.raw) * Photoshop files (.psd) * BMP (.bmp) * PNG (.png) * Adobe Portable Document Format (PDF/A, PDF) (.pdf) * TIFF 6.0 uncompressed (.tif) |
| **Audio data** | * Free Lossless Audio Codec (FLAC) (.flac) * MPEG-1 Audio Layer 3 (.mp3) if original created in this format * Audio Interchange File Format (.aif) * Waveform Audio Format (.wav) |
| **Video data** | * MPEG-4 (.mp4) * OGG video (.ogv, .ogg) * motion JPEG 2000 (.mj2) * AVCHD video (.avchd) |
| **Documentation and scripts** | * plain text (.txt) * widely-used formats: MS Word (.doc/.docx), MS Excel (.xls/.xlsx) * XML marked-up text (.xml) according to an appropriate DTD or schema, e.g. XHMTL 1.0 * PDF/UA, PDF/A or PDF (.pdf) * XHTML or HTML (.xhtml, .htm) * OpenDocument Text (.odt) |

## Developing Evaluation Questions

Read more about how to develop evaluation questions here:

* <http://www.betterevaluation.org/en/plan/engage_frame/decide_evaluation_questions>
* <https://www.cdc.gov/std/Program/pupestd/Developing%20Evaluation%20Questions.pdf>

Check the quality of your evaluation questions using the checklists below:

* Checklist: Develop high-quality evaluation questions Check your questions against these high-quality criteria to ensure a more relevant and useful evaluation, available at <https://evaluationtoolkit.org/system/resources/35/original/233_tool_questions.doc?1231731583>
* Good Evaluation Questions: A Checklist to Help Focus Your Evaluation, available at <https://www.cdc.gov/asthma/program_eval/assessingevaluationquestionchecklist.pdf>

## Procurement Processes

#### Procuring Services Under $75,000 USD

The procurement process for consultant and services **under** $75,000 USD is as follows:

**i.** ***Budget review and Donor Procurement Restriction:***

* Confirm budget availability.
* Identify applicable donor procurement restrictions.

***ii. Services Consultancy or Services Required:***

* Identify consultancy or services required.

***iii. Vendor Selection:***

* To select a vendor, you must always reference the Approved Vendor List (AVL) and/or the Master Contracts List (MCL)
  + *If* the AVL/MCL contains the vendor for the consultancy or service you require, contact vendor to obtain quote.
  + *If* the AVL/MCL does not contain any available vendor(s) that match the type of consultancy/service you require or the vendor you would like to use is not on the AVL, STOP and contact Procurement for approval immediately.

***iv. Required Documentation:***

* After Procurement approval, request vendor to complete a Vendor Questionnaire Form, W-9 form (if consultant is an individual and a US citizen or green Card holder) or a W-8 form (for non-US entity, and submit to Procurement (STOP until advised you may continue).
* Review the Maximum Consultant Rate list, prepare a CARE agreement template including a completed Schedule A section based on the Scope of Work (SOW), which includes detailed deliverables and timeframe in which the work needs to be completed.
  + *If* the rate exceeds the Maximum Consultant Rate list, contact Procurement for approval.
  + *If* you are hiring an individual consultant complete a Consultant Questionnaire and submit to Legal if applicable. You must get approval from Legal to continue with this process. Keep on file.
* A CARE Agreement template must be used to ensure ownership of work to CARE and limit liability/risk to the organization. If CARE’s template is not used, contact the Legal for approval.
* Complete and review CARE’s agreement for accuracy (REMOVE header – NO PO required) and forward to the vendor/consultant who must sign the agreement first.
* When you receive the signed CARE agreement from the vendor/consultant, a CARE employee with signatory authorization signs the agreement on behalf of CARE.
* Send the vendor/consultant a copy of the fully executed CARE Agreement.
* After work has been satisfactorily completed, attach the fully executed agreement to the invoice. Code, obtain signature approval and submit to Accounts Payable for payment. Each invoice must have the contract attached.

#### Procuring Services Over $75,000 USD

The procurement process for consultant and services **over** $75,000 USD is as follows:

**i.** ***Budget review and Donor Procurement Restriction:***

* Confirm budget availability.
* Identify applicable donor procurement restrictions.

***ii. Services Consultancy or Services Required:***

* Identify consultancy or services required.

***iii. Contact Procurement:***

* Send email to your Procurement Officer with all pertinent details of your request.

***iv. Vendor Selection:***

* *If* the Master Contract (MC) does contain the vendor(s) for the type of goods you require, and the Scope of Work (SOW) matches the service you require, you may hire.
* Place the MASTER contract # on the invoice, submit to Accounts Payable for payment.
  + *If* the MC does not contain the vendor(s) for the type of goods or services you require, enter the requisition in PeopleSoft financial database.
* Follow RFP Toolkit. Procurement leads the solicitation process.
  + *If* hiring an individual consultant complete a Consultant Questionnaire and submit to Legal if applicable. You must get approval from Legal to continue with this PR.

***iv. Required Documentation:***

* After you have received approval from Legal, request vendor to complete a Vendor Questionnaire Form, W-9 form (*if* consultant is an individual and a US citizen or green Card holder) or a W-8 form (for non-US entity), if not in vendor database.
  + *If* hiring for service/consultant, review the Consultant Maximum Rate list, prepare the appropriate CARE Agreement template including a completed Schedule A section based on the Scope of Work (SOW), which includes detailed deliverables, and timeframe in which work needs to be completed.
  + A CARE Agreement template must be used to ensure ownership of work to CARE and limit liability/risk to the organization. *If* CARE’s template is not used, contact the Legal for approval.
  + *If* the rate exceeds the Consultant Maximum Rate list, contact Procurement for approval.
* Submit the signed PR and the completed CARE Agreement template to your Procurement Officer to process.
* After all documents are complete and accurate, Procurement will issue a purchase order number and send the CARE Agreement to the consultant for signature.
* The CARE agreement should be reviewed and signed by the consultant first and then returned to the requisitioner. Have the agreement signed by a CARE authorized approver.
* Provide your Procurement Officer with the fully executed CARE Agreement and forward a copy to the vendor.
* After work has been satisfactorily completed, ensure PO# is on the invoice, place coding, obtain approval and submit to Accounts Payable for payment.

#### Local Procurement

*If* procuring services locally, follow country specific procedures. Local procurement processes typically begin with the development of a TOR to engage and hire consultants through a competitive bidding process, led by Procurement. Top candidates are then interviewed and the most qualified candidate selected for hire.

## TOR Examples

Reference some well written TORs by clicking embedded documents below.

1. The document below is a TOR for a multi-year contract to conduct outcome assessments of the USAID funded program, Livelihoods for Resilience Activity.



2. The following documents are a mid-term evaluation TOR and gender analysis TOR for CARE Bangladesh’s SHOUHARDO III program funded by USAID.



# References

Checklist and guidance adapted from:

1) How to Hire an Evaluator, The Office of Minority Health, U.S. Department of Health and Human Services, Rockville, MD, March 2011, available at https://minorityhealth.hhs.gov/Assets/pdf/Checked/1/HowtoHireanEvaluator.pdf

2) BetterEvaluation ToR Generator, available at www.betterevaluation.org/en/tor\_generator

3) The World Bank. 2011. WRITING TERMS OF REFERENCE FOR AN EVALUATION: A HOW-TO GUIDE, available at: http://siteresources.worldbank.org/EXTEVACAPDEV/Resources/ecd\_writing\_TORs.pdf

4) Evaluation Tool Kit. Why Hire An Evaluator, available at: https://evaluationtoolkit.org/resources/11/original/125\_sam\_whyhire.pdf?1231730905

1. All release forms should be agreed in advance with CARE. [↑](#footnote-ref-1)