 **Title of Project/Program/Initiative**

**Terms of Reference for Contract to Conduct Type of Evaluation**

*This document serves as a ToR template for CARE MEL staff, including guidance for developing the ToR (see italicized text next to the word TIP for guidance). All TIP and orange call-out boxes can be deleted from the final ToR. Text highlighted in yellow is intended to be filled in and completed by the ToR creator. Example language is also provided for some sections or are linked in the appendix. Feel free to use these sections as a guide when modifying your ToR.* *This is a guide and it may make more sense to combine or add certain sections based on your project, program, or initiative.*

*Combined with the* [*Evaluation Template*](http://careglobalmel.careinternationalwikis.org/mealtools#evaluation_report_template)*, this document ensures that CARE investments in evaluation are being conducted to the standards CARE expects and can influence CARE’s broader evidence and learning.*

# Background

CARE is a humanitarian non-governmental organization committed to working with poor women, men, boys, girls, communities, and institutions to have a significant impact on the underlying causes of poverty. CARE seeks to contribute to economic and social transformation, unleashing the power of the most vulnerable women and girls.

The title of project/program/initiative in country is a X-year donor name-funded project running from date, year through date, year. This project/program/initiative supports name key participants to list program objectives. The project will list program’s main activities and components, and will target type and number of households in number and name of regions with the aim of program goal. The title of project/program/initiative is implemented by list implementing stakeholders and led by CARE, which plays an overall leadership role and implements field activities. Detail roles and responsibilities of all listed implementing agencies and organizations.

# Scope

The purpose of title of project/program/initiative is to program goal. The project/program/initiative has X sub-purposes and X expected outcomes outlined below:

**Definitions**

**Direct/indirect participants** are used for reporting on the REACH of CARE’s work, and this helps us determining the people directly and indirectly involved in CARE activities, receiving or not services/goods/resources, from CARE or through a partner.

* **Direct participants** include individuals that are directly engaged in actions towards change in policies or social norms.
* **Indirect participants** include those participants determined by the multiplier effectof an initiative’s actions. That means, individuals that would potentially benefit from policy or social norm changes the initiative promotes.

1. list purpose, sub-purpose, or expected outcome

2. list purpose, sub-purpose, or expected outcome

3. list purpose, sub-purpose, or expected outcome

4. list purpose, sub-purpose, or expected outcome

To achieve the goal, the Title of project/program/initiative’s implements the following key activities, aligned with the project/program/initiative’s overall purposes and outcomes:

* list activities that are to be evaluated
* list activities that are to be evaluated
* list activities that are to be evaluated
* list activities that are to be evaluated

Table 1. Geographic Area and Population Coverage

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Region** | **District** | **Community** | **Total Households** | **Total Household Members** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

Table 2. Key Participants, Target, and Impact Groups

|  |  |  |  |
| --- | --- | --- | --- |
| **Key Participants** | **Impact or Target Group** | **No. Direct Participants** | **No. Indirect Participants** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

# Purpose, Objectives, and Rationale

The type of evaluation will be conducted to explain here why the evaluation is taking place. The evaluation intends to explain here what the evaluation intends to achieve. This is important because X. The type of evaluation is planned to take place in name of country from X date – X date. The evaluation is looking not only for intended outcomes, but also evidence of unintended outcomes (both positive and negative)

**Example Types of Evaluation**

* **Baseline:** provides a reference point for assessing changes and impact by establishing a basis for comparison before an intervention or set of interventions takes place.
* **Mid-term:** a type of process evaluation conducted for an ongoing program/project/initiative.
* **Endline:** used to assess change and impact by comparing data from before and after program/project/initiative.
* **Impact:** assesses the impact that can be attributed to a specific intervention or set of interventions, including both intended and unintended impact.
* **Formative:** usually conducted when a new program or activity is being developed or modified to ensure that a program/project/initiative is feasible and/or appropriate before implementation.

The ***objectives*** of the evaluation are as follows:

* list objectives of evaluation
* list objectives of evaluation
* list objectives of evaluation
* list objectives of evaluation

Intended Users and Use

The evaluation findings and processes will be used and shared by relevant stakeholders, including lists users here to list intended uses here. The following table outlines the expected communications to be produced from the evaluation findings and processes (i.e. reports, presentations, etc.), the purpose of the communications, as well as the intended users.

Table 3. Communication and Reporting Plan

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Communication Format** | **Purpose of Communication** | **User** | **Person Responsible** | **Timing/Dates** | **Notes** |
|  | Keep informed about evaluation progress |  |  |  |  |
|  | Present preliminary findings |  |  |  |  |
|  | Present completed/final findings |  |  |  |  |
|  | Document the evaluation and its findings |  |  |  |  |
|  | Document actions taken because of the evaluation |  |  |  |  |

# Evaluation Criteria and Questions

*TIP: The questions should be as specific as possible. Prioritize questions based on the primary intended uses of the evaluation. There should be no more than 5 key evaluation questions.*

1. list evaluation question
2. list evaluation question
3. list evaluation question

*For more about developing evaluation questions,* [click here](http://www.betterevaluation.org/en/plan/engage_frame/decide_evaluation_questions). You can use [this checklist](https://www.cdc.gov/asthma/program_eval/AssessingEvaluationQuestionChecklist.pdf) to refine your questions.

# CARE’s MEL principles and standards

**The TOR should also be aligned with CARE’s evaluation** [principles, standards](http://careglobalmel.careinternationalwikis.org/mel_approach_principles_and_standards)**, and include at least one of** [CARE’s global indicators](http://careglobalmel.careinternationalwikis.org/care_2020_strategy_-_global_indicators_and_markers#the_25_global_indicators_to_measure_change_and_their_guidance)**.** The evaluation should always respect the security and dignity of the stakeholders with whom CARE works, incorporating gender and power elements (see [CARE’s gender analysis framework](https://gendertoolkit.care.org/core-concepts/gender-analysis-framework/good-practices-framework-on-gender-analysis/)) during the evaluation. Evidence should be disaggregated by sex, age and other relevant diversities in line with the project’s Theory of Change. Lastly, the evaluation should be made accessible on CARE’s Electronic Evaluation Library and Projects/Programs Impact and Reach Information Reporting System (PIIRS), per the reporting requirements [documented here.](https://www.care-international.org/files/files/CARE-Evaluation-Policy-2008_EN.pdf)

# Approach and Methodology

The type of evaluation will take a X approach. The contractor will be responsible for defining and carrying out the overall evaluation approach, with guidance from the CARE team on required metrics based on the TOC/logframe, as well as the baseline methodology if applicable. This will include specification of the techniques for data collection and analysis, structured field visits and interactions with beneficiaries and the evaluation team. Evaluation tools, methodology and findings should be reviewed and validated with various stakeholders and approved by the evaluation manager at CARE.

*TIP: This is the section where the ToR can specify what type of evaluation design is wanted/needed/preferred. Will the evaluation design be experimental, quasi-experimental, or non-experimental? Longitudinal or cross-sectional? Mixed-methods, quantitative or qualitative?*

*The evaluation methods should be consistent with the evaluation purpose, objectives and principles and be the most appropriate to answering the evaluation questions. This should be specific and as detailed as possible regarding existing information sources, data collection instruments, protocols and procedures.*

## Primary Data

The collection of primary data will involve mostly X methods, especially list specific methods. To answer the Key Evaluation Questions, data will be collected using insert sampling method, with a sample size of insert sample size. The sample will be population or beneficiary based.

Some of the key stakeholders that must be targeted through the primary data collection include:

* list key stakeholders to be assessed through data collection
* list key stakeholders to be assessed through data collection
* list key stakeholders to be assessed through data collection
* list key stakeholders to be assessed through data collection

The data collection process will include: describe the process in more detail here (note whether the evaluation will employ mobile data collection or paper questionnaires, if will there be a qualitative component of the evaluation, and, if so, what methods will be used. Consider whether piloting of data collection instruments is necessary and, if so, describe the process.

## Secondary Data

The process, retrieving existing documents and data, will include: a desk review of existing literature including the project/program/initiative proposal, reports, formative research, implementation plans, M&E data, MIS system data, formal policy documents, official statistics, and other relevant quantitative and qualitative secondary data that will support the evaluation implementation strategies. Information will be provided to the external evaluation team as per the proposed evaluation schedule. The baseline report (provide link) and pre-determined data collection tools (provide link) will guide this data collection exercise.

## Comparability of data

If this evaluation is NOT a baseline, it needs to take its guidance on indicators, sampling, and methodology from the baseline so that data is comparable from the baseline to measurements. All survey tools, sampling frames, data sets, final reports, and other methodology from the baseline will be available to the consultant to ensure consistency of data across evaluations.

# Expectations

## Final Report Requirements

The external evaluator is accountable to maintain the requirements for the content, format, or length of the final report, overall quality and approved timelines. They will produce a comprehensive report that assesses the achievements, relevance, coherence, coverage, effectiveness, efficiency, outputs and early outcomes of title of project/program/initiative so far and provide prioritized recommendations to maximize results. To simplify this process, CARE has developed an evaluation report template that can be modified to meet the needs of all project, programs, and initiatives.

The contract will be a deliverables-based contract, and final payment will be contingent on receiving the agreed deliverables in their final versions at acceptable quality standards.



The report must include:

* **A Title:** A title that conveys the name of the project, location, implementation period, as well as the main impact or key finding of the report.
* An **executive summary that focuses** **both on process as well as impact** (except for baseline evaluations where we would not expect to see impact data) that is no more than 2 pages in length and is formatted so that it can be printed as a stand-alone 2-pager about the project.
* **A display of impact early in the report, including 3-5 key impacts/findings:** What changed because of the program? What happened in the world, and why did it matter? This are the most significant accomplishments, supported by solid evidence. Each impact should be written as one or two sentences. **Talk about impact early on the report** so that the audience does not have to read the entire report before seeing evidence of change.
* **A clear methodology section:** the methodology should explain the evaluation questions, and how the methodology chose appropriately answers those questions. It should also contain key ethical considerations and a description of how the evaluators protected participants and personally identifiable information.
* **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. They should also include highlights of what to improve in the future
* **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. These are 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/program/initiative should do based on your findings.
* **Shareable Evidence:** Evidence collected by the external evaluation from the conclusions and recommendations must be submitted along with the final report. All datasets, qualitative interviews, and underlying data are owned by CARE and are included in final deliverables. Sources of all evidence must be identified and conclusions must be based only on evidence presented in the report, and recommendations must directly correspond to the conclusions.

## Data Disclosure

The external evaluator should deliver, at minimum, all files including: quantitative data sets (raw and refined products), transcripts of qualitative data and others in an easy to read format, and maintain naming conventions and labelling for the use of the project/program/initiative and key stakeholders.

**Minimum data requirements:**

* All datasets and tools are submitted with the final evaluation.
* Data are disaggregated by gender and anonymized
* All necessary permissions, approvals, etc. are required prior to data collection

**All documents should be compliant with the following conditions** **(see** [data format requirements](#_Acceptable_formats_for_1)**):**

* [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.
* **Data** **must be** **disaggregated by gender**, age and other relevant diversity, in line with the project’s Theory of Change.
* 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-2).
* 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.
* 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.
* We require that datasets are submitted in one of our acceptable format types.
* 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.
* The external evaluator will be responsible for obtaining all necessary permissions, approvals, insurance, and other required permits needed for data collection. These include required permits related to data collection from human subjects, including necessary ethical review board approvals (ERB) and health and accident insurance for evaluation team members.

# Roles, Responsibilities, and the Evaluation Timeline

*TIP: Some questions to consider when detailing roles and responsibilities are as follows:*

* *Who will approve the final products? Who will provide information and access to documents?*
* *Who will manage the contract/evaluation/quality assurance process and serve as a liaison with the evaluator/evaluation team?*
* *Who will design the evaluation?*
* *Who will collect and analyze data? Who will manage the gender analysis?*
* *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 and the other agreed-upon deliverables?*
* *Who will participate in what meetings/workshops?*
* *Who will make logistical arrangements?*

During data collection and analysis, the primary roles of CARE program staff and any implementing partner with direct stake in the project, are as informants and reviewers. They may review and provide comments on data collection tools, instruments, and all other deliverables before they are finalized. They must not collect primary data, or participate in translation, analysis, or interpretation of the data.

The following tables delineates the key roles and responsibilities of CARE Staff and the consultant during the evaluation process:

Table 5. Roles and responsibilities on evaluation team(s)

|  |  |
| --- | --- |
| **Person/Unit/Organization** | **Activity** |
| Insert Staff Name | List roles and responsibilities during the evaluation |
| Insert Staff Name | List roles and responsibilities during the evaluation |
| Insert Staff Name | List roles and responsibilities during the evaluation |
| Insert Staff Name | List roles and responsibilities during the evaluation |

The following tables delineates the evaluation timelines and milestones during the evaluation process.

Table 6. Evaluation timeline and milestones.

| **Evaluation Activities** | ***Month Year*** | ***Month Year*** | ***Month Year*** | ***Month Year*** | ***Month Year*** | ***Month Year*** | ***Month Year*** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Insert Activity |  |  |  |  |  |  |  |
| Insert Activity |  |  |  |  |  |  |  |
| Insert Activity |  |  |  |  |  |  |  |
| Insert Activity |  |  |  |  |  |  |  |
| Insert Activity |  |  |  |  |  |  |  |
| Insert Activity |  |  |  |  |  |  |  |
| Insert Activity |  |  |  |  |  |  |  |

Budget

*TIP: Estimate what resources you can dedicate to evaluation and include a budget range. An evaluation budget should include the costs of personnel, travel, supplies, time, translation, etc. The external evaluator will provide a more detailed budget based on the budget range you provide Procurement.*

*For more information, visit Better Evaluation’s* [*Evaluation Costing*](http://www.betterevaluation.org/en/evaluation-options/calculate_evaluation_costs)*. Alternatively, you can use this template as reference:*

**

Required External Response to Terms of Reference

A technical and cost proposal based on this Terms of Reference (ToR) is requested from the consultant or consulting firm. The proposal should contain:

1. Detailed plan of action for field work indicating staff-days required
2. Specific roles and responsibilities of the team leader, supervisory chain and other core members of the evaluation team.
3. Schedule of key activities preferably in a format such as a Gantt chart.
4. Detailed budget with justification. The external evaluation proposal should include a reasonable detailed budget to cover all costs associated with the evaluation. This should be submitted by major activities and line items for CARE’s review and decision. This includes a break-down of the cost to contract external evaluation team members, international and local travel, and in-country lodging and per diem. Other related costs that might be in the budget include expenditures for hiring local personnel (drivers, translators, enumerators and other local technical experts), translating reports, and renting meeting rooms for presentations/workshops.
5. Updated CV of Team Leader and other core members of the Evaluation Team
6. A profile of the consulting firm (including a sample report if possible)

# Annex

## Acceptable formats for data

Review the data formats below and select the data types and acceptable formats.

|  |  |
| --- | --- |
| **Type of data** | **Acceptable formats** |
| **Tabular data with extensive metadata** | * 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) * Geography Markup Language (.gml) * ESRI Geodatabase format (.mdb) * MapInfo Interchange Format (.mif) for vector data * binary formats of GIS and CAD packages |
| **Textual data** | * Hypertext Mark-up Language (.html) * widely-used formats: MS Word (.doc/.docx) * 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) |

|  |
| --- |
| **TOR CHECKLIST** |
| **TOR CHECK 1:** **The purpose of the evaluation is clear, concise, and realistic.** |
| * Is there explicit mention of the intended users? 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? |

|  |
| --- |
| * 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 legal and ethical bases for conducting the evaluation are outlined.** |
| * Is the TOR accompanied by the code of conduct for carrying out the evaluations? * Does the evaluation specifically refer to ethical guidelines and considerations? |
| **TOR CHECK 4:** **The evaluation questions address the contribution to development, organizational, and programmatic effectiveness.** |
| * Are the questions aligned with the purpose, objectives, and criteria of the evaluation? * Do the questions address the relevance, efficiency, and effectiveness of the programs or projects being evaluated, as well as the sustainability of results? * Is there a clear description of what will be measured (intended results, unintended) and the metrics/indicators to be used? * Is there good balance on the use of quantitative and qualitative methods/tools for answering the evaluation questions? |
| * Do the questions require the evaluation to provide disaggregated information by gender, ethnicity, and other relevant criteria? * Do the questions address gender equality? |
| **TOR CHECK 5: 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? |
| * Does the TOR define which audience(s) requires what deliverables? |
| **TOR CHECK 6: 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 7: Data ownership is clearly spelled out in the TOR** |
| * Does the TOR specifically state that all data, datasets, and information collected are CARE’s property and must be submitted to CARE in acceptable file formats before final payment is made? * Does the TOR specifies the conditions of data security, minimization, anonymization that will be required during the course of the evaluation? |
| **TOR CHECK 8: Deliverables are clearly articulated** |
| * Does the TOR clearly list all deliverables for the evaluation, and when they are due? * Does the TOR outline that final payment is tied to the finalization of deliverables? |
| **TOR CHECK 9:** **The evaluation is manageable within time requirements.** |
| * Can the evaluation activities listed in the TOR be performed within the timeframe outlined in the proposed work plan? |
| **TOR CHECK 10: The evaluation is manageable with the budget allocation.** |
| * Can the evaluation activities listed in the TOR be performed with the proposed budget? |

# 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.



3. The following documents is a baseline evaluation TOR for Patsy Collins Trust Fund Initiative Cohort 3.



1. All release forms should be agreed in advance with CARE. [↑](#footnote-ref-2)