



Canadian International
Development Agency

Agence canadienne de
développement international

Model

Evaluation Terms of Reference

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Canada 

About Model Evaluation TOR

Model TOR offers a quick and easy reference for preparing TORs. Sample text is set out in a mock model, allowing practitioners to work from a standard that meets the Agency's essential requirements. All you have to do is make the revisions necessary to describe your evaluation.

MODEL TEMPLATE

I Evaluation Title

Stondzi Gender Equity Fund Evaluation
Project Number 898-15468

Acronym: SGEFE

II Program/Project Description

The Stondzi Gender Equity Fund Project is directed towards enabling the women of Stondzi 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 co-ordinators act as fund administrators under contract. Allocations for project funding are approved by CIDA's resident Head of Aid.

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.

III Reasons for Evaluation

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 Stondzi 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 more efficient and effective allocation strategies and lessons learned for application in other CIDA local funding projects.

IV Scope and Focus

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, resource allocation, and informed and timely action.
- Identify lessons learned and provide recommendations for guiding CIDA's gender equality policies and initiatives

Elaboration on the issues to be addressed (and the questions to be answered) are provided in CIDA's "Framework of Results and Key Success Factors".

More specifically, the evaluation is to 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 being strengthened?
- How have these partnerships contributed to the advancement of women?
- Has there been a 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?
- Have stakeholders been actively and meaningfully involved in project design, implementation, redesign 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.

V **Stakeholder Involvement**

Stakeholder participation is fundamental to CIDA evaluations. The Consultant is expected to conduct a participatory evaluation providing for meaningful involvement by project 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.

VI **Accountabilities and Responsibilities**

CIDA's assigned evaluation manager will represent the Agency during the evaluation. She/he will direct and co-ordinate 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; and,
- 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.

VII **Evaluation Process**

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

7.1 Evaluation Work Plan

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

The evaluation work plan will address the following reporting elements:

Overview of Program/project
Expectations of Evaluation
Roles and Responsibilities
Evaluation Methodology
Evaluation Framework
Information Collection and Analysis
Reporting
Work Scheduling

7.2 Field Mission

The evaluation is to include a site visit to Stondzi 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 three weeks in duration. CIDA field personnel are 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 factors set out in the Agency's Framework for results and Key Success Factors.

VIII **Deliverables**

The Consultant will prepare: 1) an evaluation work plan; 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 Work Plan

A draft evaluation work plan is to be submitted within four (4) weeks of the signing of the contract. Five copies in hard copy format are to be submitted.

8.2 Evaluation Work Plan

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.

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 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.

IX Evaluator Qualifications

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 Stondzi.

The Canadian consultant is expected to be:

- A reliable and effective evaluation manager with extensive experience in conducting evaluations and a proven record delivering professional results
- Fluent in English and Stondzi
- 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 Stondzi and have experience with donor funded programs targeting gender equity.

X Internal Cost Projection

Important

Internal cost projections should be restricted to internal use only.

They should be removed from TORs before any external communications.

The basis for payment and payment scheduling will be determined during contract negotiations. Options for method of payment include: 1) fixed-price (possibly linked to the four main deliverables identified in IX above), or 2) cost plus on a fixed per diem basis.

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

Projected Level of Effort

Activity	No. of Days -Canadian	No. of Days -Local
Workplan Preparation	12	2
Data Collection/Field Work/Travel-Time	19	15
Debriefing, Analysis & Report(s) Preparation	18	13
Total	49	30

Projected Cost

Type	Canadian -550\$/day	Local -300\$Cdn./day	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

Note: Costs are exclusive of GST.