

Monitoring & Evaluation for Results

Terms of Reference for M&E

Why develop a TOR?

- **Clarifies** expectations of work to be performed
- Sets out **roles and responsibilities** of stakeholders (e.g., hiring group, donors, consultants)
- Presents **overall plan** and timetable
- Solidifies **contractual** arrangements

Who should evaluate?

Depends on scope of project

- Firm
- Individual

Where to find evaluators?

- Competitive searches – Requests for Proposal (RFP)
- Recommendations from colleagues
- Evaluation associations – listservs
- Academia
- Consulting agencies specializing in M&E
- Look for authors of similar types of evaluations

Main Categories in TOR

World Bank Consulting Manual

- Background
- Objectives
- Scope of Services
- *Transfer of Knowledge -Training (when appropriate)*
- Reports and Time Schedule
- Data, Local Services, Personnel, and Facilities to be provided by hiring group (or other stakeholders)

Your agency may have other categories and guidelines!

Background

- Information about project being evaluated
 - Project location, rationale, history
 - List of relevant studies and basic data related to project
- Information about evaluation assignment
 - Purpose/reason for evaluation and issues to be resolved
 - Who initiated evaluation? What is the hiring group?
 - Activities to be carried out by evaluators (general)
 - Financing source(s)
 - Supervision arrangements

Objectives

- These are your research questions!
- May look at, among other things...
 - **Relevance** of project's objectives
 - Was this the right project to meet the developmental priorities and needs?
 - **Efficiency** of the use of resources
 - How economically have resources been converted into results
 - **Effectiveness** of the project in meeting objectives
 - How well are clients being served?
 - Outcomes and impacts?

Objectives

- Who develops objectives?
 - Hiring group
 - Panel
 - Note: Panel members cannot bid on evaluation project, nor can the organizations that employ them.
 - Evaluators bidding on contract may elaborate on research questions (depending on type of procurement)

Scope of Services

Scope should stipulate, at a minimum:

- a. Focus of evaluation
- b. Evaluation methods / approach
- c. Level of effort

See Consulting Services Manual for more information!

Scope of Services

a. Focus of evaluation

- More details on research questions and sub-questions
- Is this an empirical study or is something else expected?

Continued...

Scope of Services

b. Evaluation methods / approach

- Recommendation on mix of qualitative and quantitative data
- Expectations on where data could be collected
 - **Archival data** – What resources might be available to evaluators?
 - ✓ Language of data?
 - ✓ Access to data and quality of data?
 - ✓ Disclosure issues
 - **Original Research** – What is expected of evaluators (surveys, interviews, focus groups, etc.)?
 - ✓ Sampling OK?
 - ✓ Expected response rates?
 - ✓ Subcontracting OK?
 - ✓ Site visits – Where, when, how many?
 - ✓ Who are likely respondents?

Continued...

Possible Approach for Evaluators

Inform evaluators of possible respondents and methods

Target Respondent	Location	Number of respondents	Could provide information on	Possible Methods
Ministry staff (central and subnational)	Capital city Oblast cities	X X	Country priorities; project relevance; effectiveness; efficiency; implementation	Interviews, questionnaires (internet surveys possible with approximately 100% of targets)
Municipal social assistance program employees	X cities and towns	X X X	Implementation; local conditions and needs; service quality; other interventions	Document and data system reviews; questionnaires; focus groups; observations
Recipients -pensioners -single mothers -disabled	X cities and towns	X X X	Satisfaction and experience with social assistance office; efficiency and accuracy of benefits received	Interviews; focus groups; document reviews
Nonrecipients (those denied services)	X cities and towns	X X X	Reasons for denial; verifying information provided	Interviews; focus groups; document reviews

Scope of Services

c. Level of effort

- Expected staffing (skills, weeks, etc.)
- Caution! Depends on procurement method that you employ.
 - “We are providing an example below of the type of staffing that might be required for this project. Firms, however, are encouraged to provide staffing proposals that they believe most appropriate for the project and meet the budget of \$X (if budget is specified).” *This is only an example; ask your procurement advisor to advise on language for your TOR.*

Staffing: Sample staff and skills

- Research director
 - design, client communications, report writing, presentations
- Data collection instrument developers
 - developing questions, response items, interview protocols, surveys, instructions, report writing support
- Data system managers
 - programming, developing code books, ensuring data quality, websites
- Data analysts
 - quantitative and qualitative analysis, report writing support
- Data entry staff
- Administrative staff
 - travel arrangements, scheduling, preparing mail

Staffing: Sample staff and skills

- Staff expertise needs to match the tasks described in the TOR
- The number of staff should match the magnitude of the evaluation (e.g. cost, scope, scale)

Deliverables (Reports) and Timetable

Deliverables:

- **Inception Report**
 - Evaluator provides information about specific work-plan, deficiencies, etc. (approximately 6 weeks after contract commencement).
- **Progress Reports**
 - To keep hiring agency informed of status
 - Determine appropriate level of detail and number of reports
- **Interim Reports**
 - Important for phased assignments

Deliverables (Reports) and Timetable

Deliverables:

- **Final Report (some options)**
 - Comprehensive report of findings. The primary audience is...due on (date)...
 - Executive summary of report findings. The primary audience is...due on...
 - Report on "success stories" and "best practices." The primary audience is... due on ...
 - Schedule reviews of draft(s) before due date for completion of final report.
 - Give reviewers sufficient time to review.
 - Consider engaging external reviewers.
 - Be sure to define what constitutes an acceptable report and the format in which the report should be presented (by providing structure and style guidelines, etc.) .

Deliverables (Reports) and Timetable

Deliverables:

- **Oral Presentations**

- Schedule at different stages of evaluation and with different audiences.

Data, Local Services, Personnel & Facilities Provided

- **Data**

- What databases, reports, etc. will be provided to evaluator? Electronic? Hard copy?

- **Local Services**

- What assistance will be provided?
 - letters of introduction, etc.

- **Personnel**

- With whom will evaluators interact on requests for information? Should requests be made in writing?

- **Facilities**

- Will office space be made available for meetings, interviews? Use of videoconference facilities? Computers?

The well-developed TOR

- Saves time for everyone at all stages - from bidding on the assignment to reporting on the results.
- Reduces questions and misunderstandings of what is expected on all sides.
- Serves as the guide for all parties.