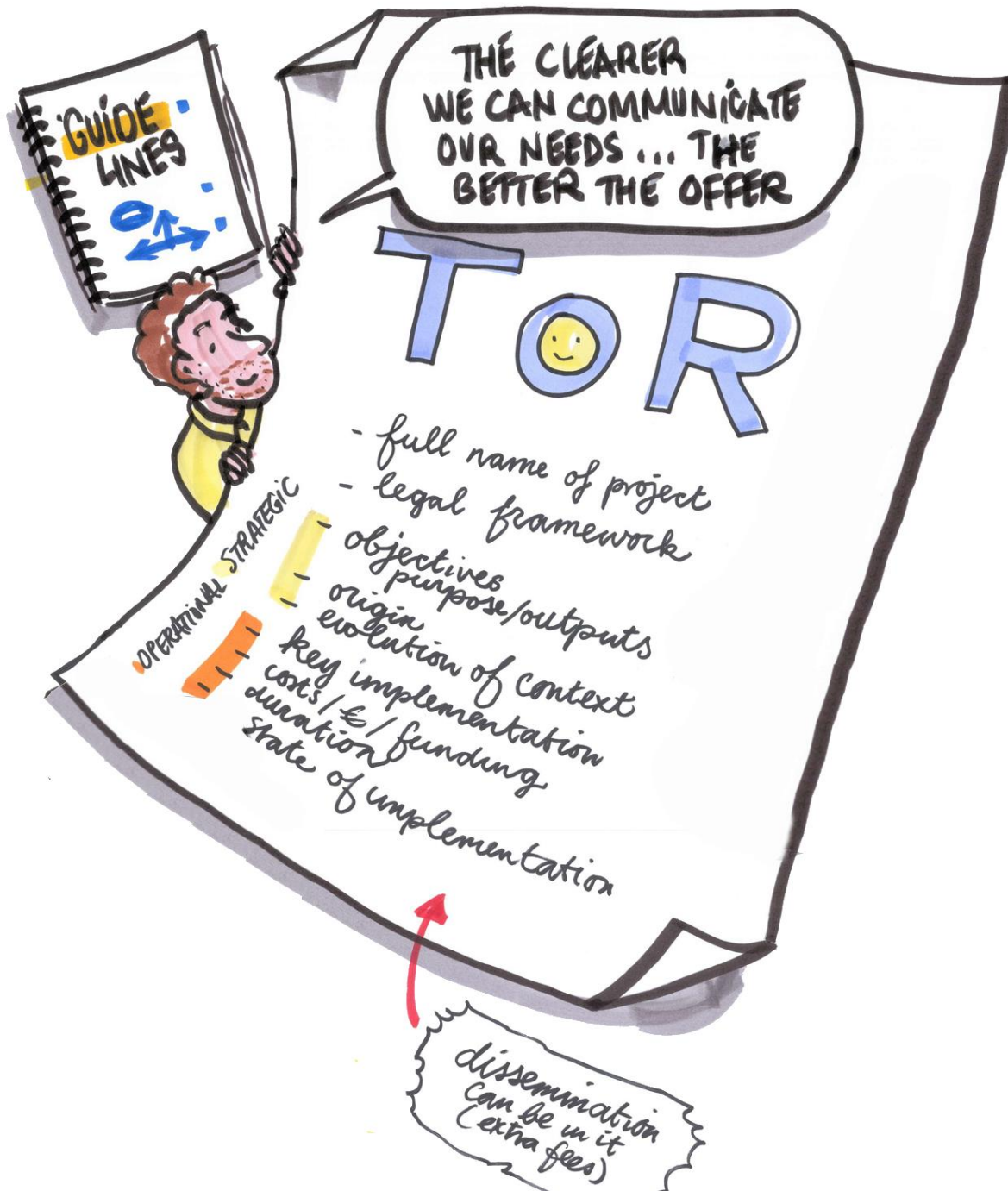




SESSION 11

Terms of Reference for an Evaluation:

Lessons learned on typical mistakes

Terms of Reference for an Evaluation: Session Outline

- *Lessons learned from ToR drafting:
Typical mistakes*
- *Individual exercise on ToR quality*



Exercise

Learn from ESS experience of reviewing hundreds of ToR from INTPA and EUD

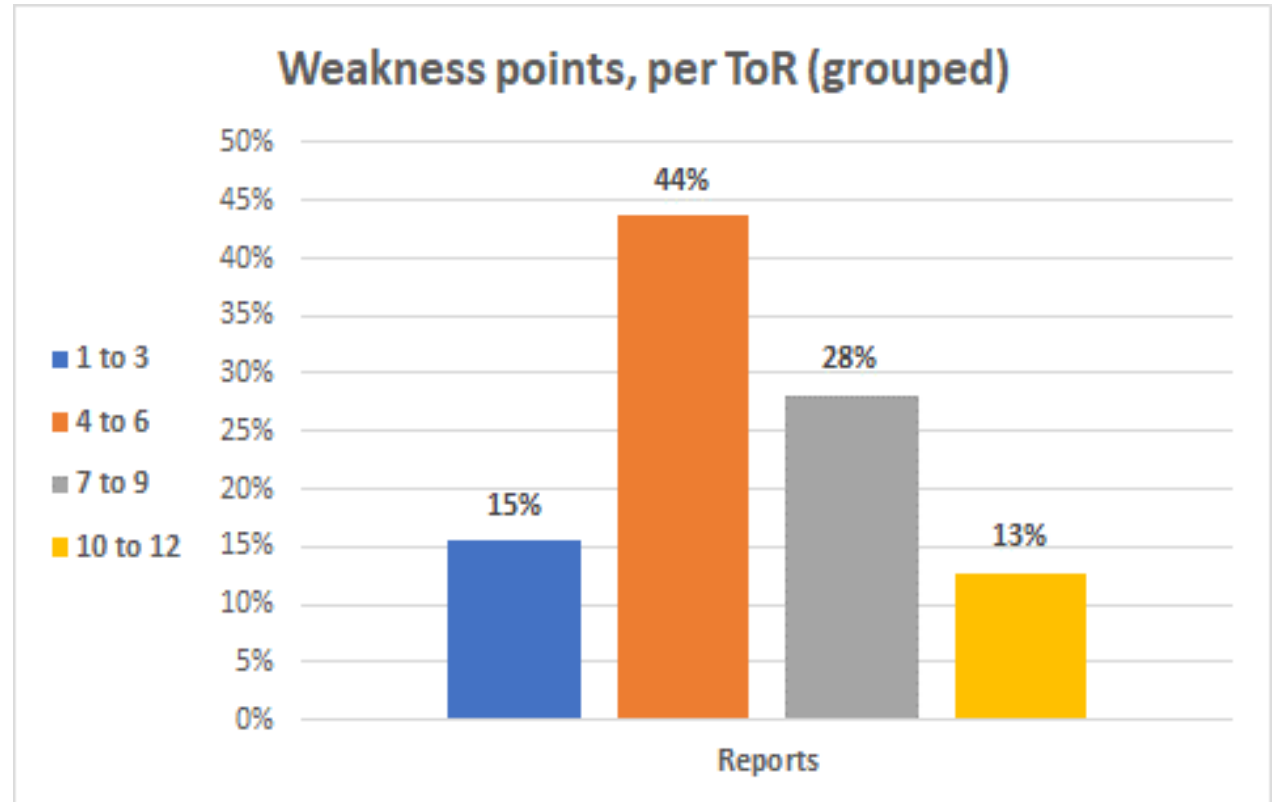
- **(webinar part 1: 22' to t=55')** – context of the evaluation , description of the evaluation
<https://www.youtube.com/watch?v=l0dlaGb9Pa8&list=PLp9Zi5-UNdneDVLvxaALWPxBmxcWWuMUr&index=2>
- **(webinar part 2: from t=10'30'' to t=49')** – formulation of evaluation questions, evaluation team, global price
https://www.youtube.com/watch?v=Rm27_g1H50Q&list=PLp9Zi5-UNdneDVLvxaALWPxBmxcWWuMUr&index=3



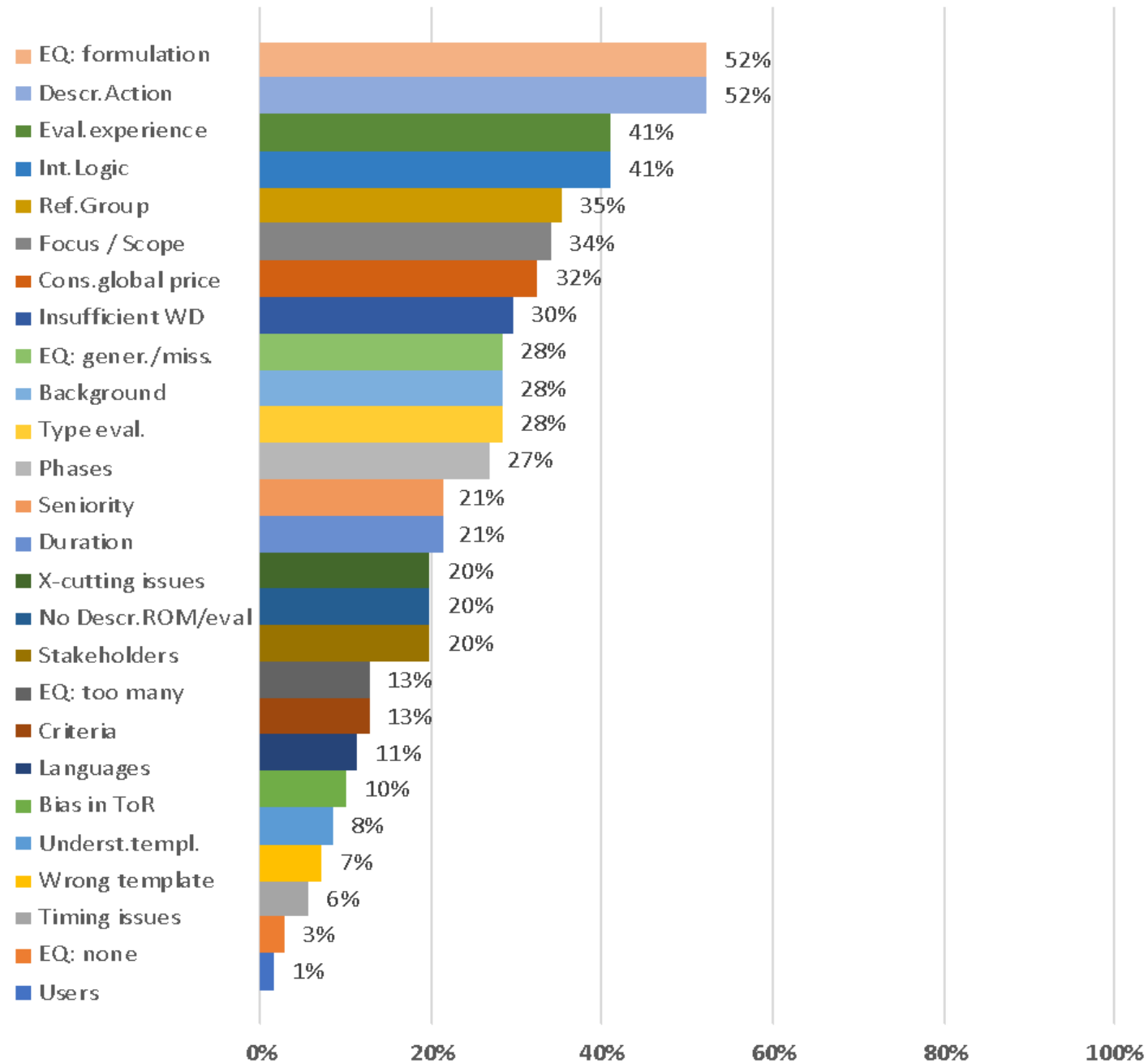
*Summary of most frequent weaknesses
in ToR identified by ESS*

Based on a May 2019 ESS study...

- 76% of complex helpdesk requests are for revision of ToR.
- The revision in 2018 of 71 ToR addressed 427 'weakness points' of different severity, an average of 6 'weakness points' per ToR.
- They do not include minor issues, such as improper use of grammar and terms, formatting, layout, etc.



Weaknesses in ToR



By grouping recurrent weaknesses we identified 5 major weakness areas

1. Definition of the context of the evaluation

2. Description of the evaluation

3. Formulation of the Evaluation Questions

4. The evaluation team

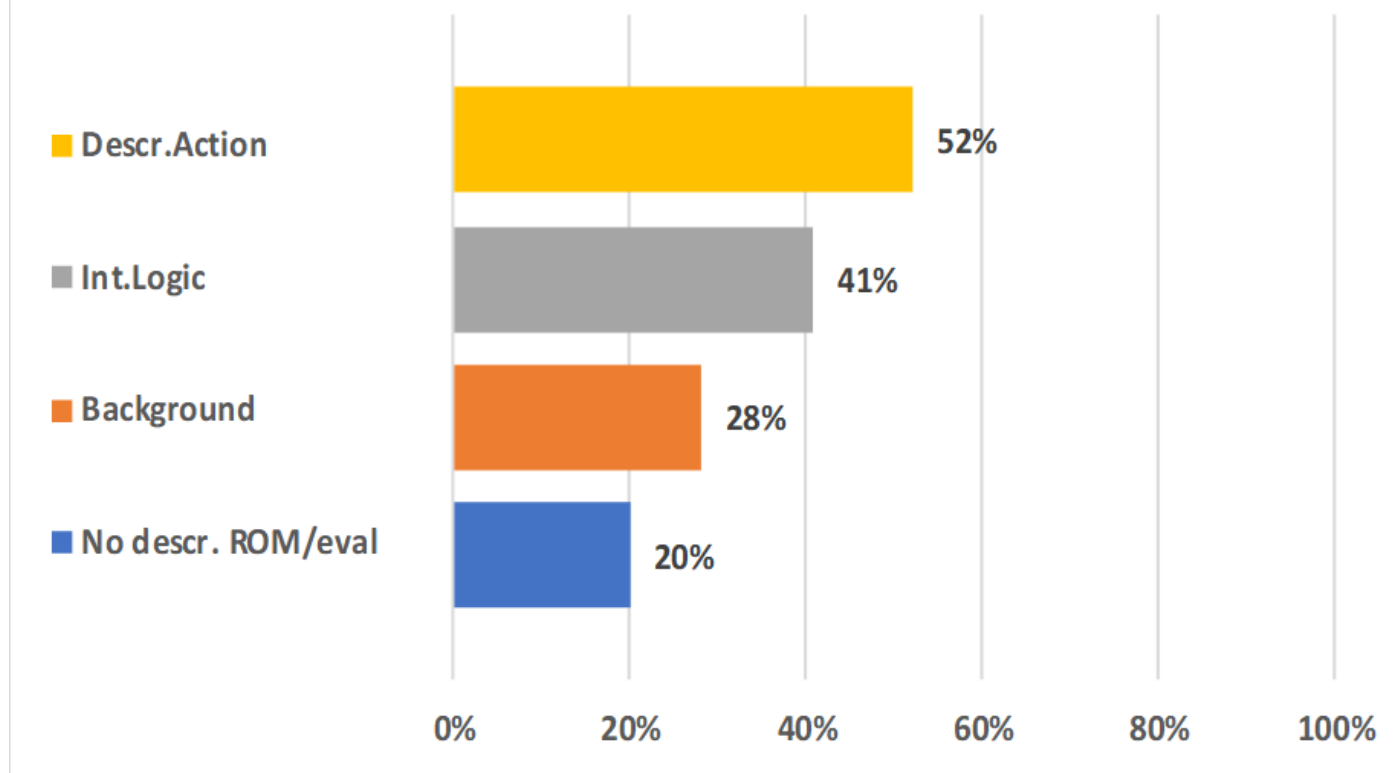
5. Consequences of the global price approach

Let's look at 1, 2 and 4 ...

1. Definition of the context of the evaluation

This is about chapter 1 of the ToR template

Errors related to the context



Hints and tips to increase ToR quality

Definition of the
context of the
evaluation

1. Background: get inspired by the AD/FA, but update the analysis
2. Include all info needed by tenderers, do not include non-essential info (KISS rule)
3. The table in ch.1.2 serves to... introduce the description of the Action(s) to be evaluated: do not forget to describe it
4. Any links to previous or ongoing Actions, even if financed by other donors or by the national budget?
5. Link the description to the Action Document / Financing Agreement and mention the national priorities
6. Describe accurately the Intervention Logic of the Action: strands of action, key activities, key outputs and how they are supposed to lead to outcome(s), expected impact
7. Did the Intervention Logic change over time? Describe why and how.

Hints and tips to increase ToR quality

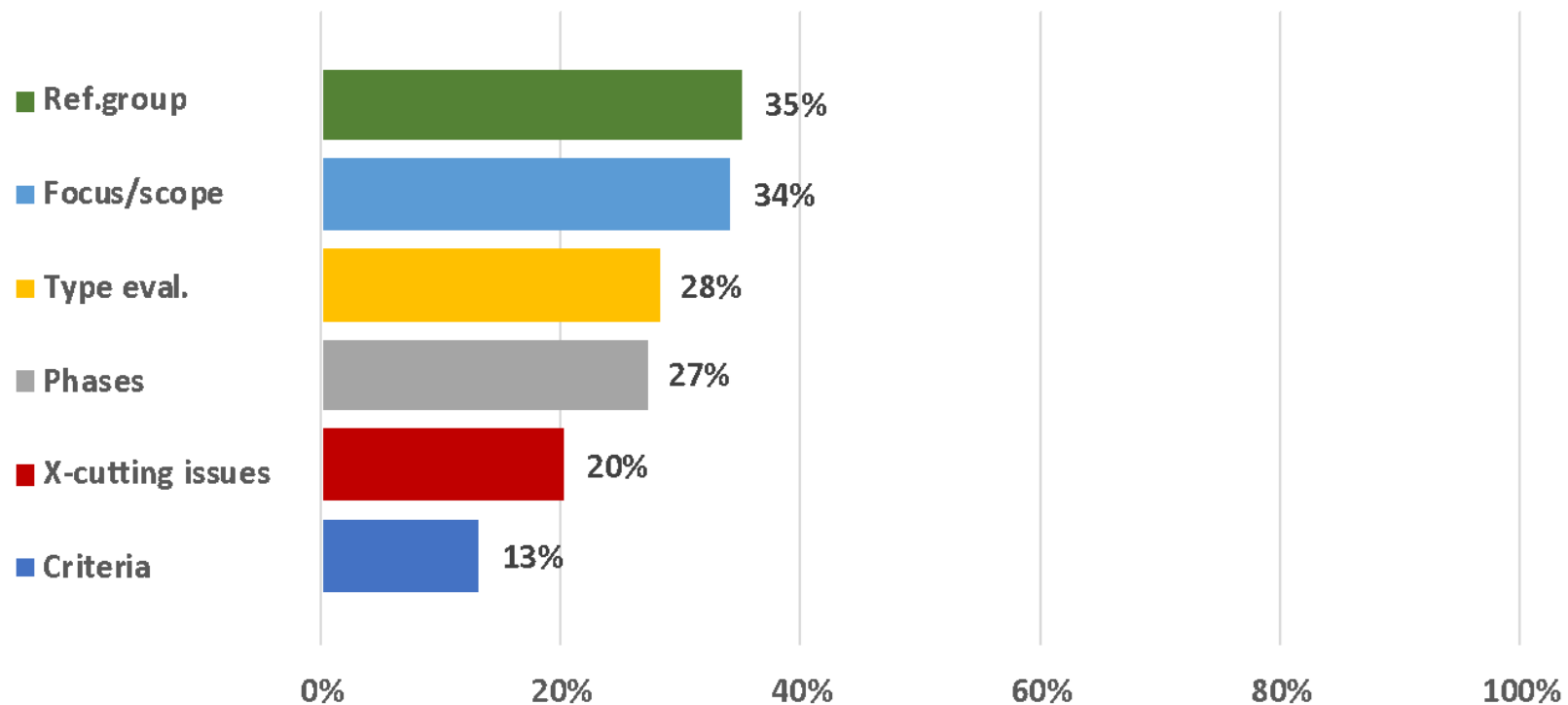
8. Previous ROM / evaluations? Describe their key conclusions / recommendations
9. Respect the architecture of the template: the description of the Action to be evaluated goes in 1.2, not in 1.1; the description of the evaluation goes in 2, not in 1
10. Attach (Annex VI) the LogFrame, even if it contains errors or it is outdated
11. Does it contain errors, is it outdated? Explain why
12. Does a Theory of Change (ToC) exist? Attach it as well

**Definition of the
context of the
evaluation**

2. Description of the evaluation

This is about chapter 2 of the ToR template

Errors related to the description of the evaluation



Hints and tips to increase ToR quality

1. Select the appropriate type of evaluation (mid-term, final, ex-post)
2. Prioritise the focus of the evaluation: why do you need this evaluation – in one sentence? What do you want to learn the most?
3. Think carefully about the phases of your evaluation. Do you really need a desk phase separate from the inception phase?
4. Dissemination: you have the opportunity to include specific requests in the evaluation contract
5. Evaluation criteria: consider them in relation to the type of evaluation and its focus. If 7 criteria are too many for your specific evaluation, consider eliminating those that are not essential – but justify your choice
6. Reference Group: choose the appropriate members among your colleagues and stakeholders, set a maximum size of 6-7 participants (an opportunity not a burden!)

**Description of
the evaluation**

Hints and tips to increase ToR quality

7. Users: avoid generic statements such as “The main users are the competent services of the Commission” – be specific
8. Cross-cutting issues: address those that are relevant by integrating them into the EQs
9. Gender: get inspired by the DEVCO/NEAR/FPI guidance on how to address gender as a x-cutting dimension when formulating your Evaluation Questions / Issues to be Studied. Why don't you attach it to the ToR?

**Description of
the evaluation**



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