

Template: Outline Terms of Reference for Evaluation Steering Committees

All evaluations under the National Evaluation Plan (NEP) are undertaken in partnership with at least a custodian department and DPME, and potentially other departments. A coordination mechanism is needed to oversee the evaluation, which is a Steering Committee, which takes the responsibility for ensuring the quality of the evaluation and approval of the evaluation project deliverables including the report. This outline provides the general guideline for the terms of reference for Steering Committees, which should be adapted for specific evaluations.

Steering Committees may cover more than one evaluation, and for some evaluations, a technical working group may also need to be established to liaise with the service provider on an on-going basis and deal with technical detail, such as considering research methodology if the evaluation is outsourced. In the event that the evaluation is implemented internally, the technical working group will work closely with the implementing unit/branch to ensure that technical aspect of the evaluation are attended.

1 Objective

To oversee, take decisions on the overall evaluation process and approve evaluation project deliverables.

2 Specific tasks

- 2.1. Review the inception report, consider comments from peer reviewers, recommend changes if needed, and approve the inception report.
- 2.2. Approve data collection instruments and tools where applicable.
- 2.3. Provide technical inputs, support and advice to the service provider on an on-going basis.
- 2.4. Provide feedback on draft reports, including comments from peer reviewers to the service provider, and a workshop if appropriate.
- 2.5. Approval of the final report as a satisfactory evaluation report that fulfils the agreed inception report.
- 2.6. Departments then produce a management response which will indicate any concerns they have around content, and will then work with DPME on developing an Improvement Plan and on communicating the results of the evaluation.

3 Members

In general, the Steering Committee should not exceed 10 members. This may be exceeded if several departments are involved.

Members	Includes
Custodian department	Programme staff (+- 3 members including the programme manager, or component managers). Evaluation specialist and official with gender mainstreaming or equity skills.
DPME	Senior Sector Expert or Outcome Facilitator and/or Sector / Outcome Manager. Evaluation Specialist.
Provincial Departments	In some cases, with concurrent functions implementation staff could be invited who can advise on practical implementation issues.
Treasury	Where possible the budget analyst dealing with the relevant topic should be part of the evaluation.
Donors of evaluations of interventions	If relevant.

Development Agencies	Some evaluations may have partners such as UN organisations.
Academic/ sector expert	In some cases, it may be useful to have a relevant academic covering the sector, or methodology, to supplement the peer reviewers.
Other key stakeholders	Civil Organisations, Institutes, etc. Society/Non-Governmental business organisations,

4 Roles

In general, the custodian department should chair the Steering Committee, represented by a senior programme person, either the programme manager or in some cases a more senior Chief Director or DDG. In some cases where there are several departments, they may wish DPME to chair, in which case the Sector Expert or Outcome Facilitator should chair or any official as delegated.

Role	Tasks
Chair	<ul style="list-style-type: none"> • Chair steering groups meetings. • Ensure a formal letter and other communication goes to relevant provincial departments or other stakeholders to ask for support and access for the service provider. • Brief principals and ensure that the emerging findings and implications are shared in appropriate management forums. • Read and comment on time on all products of the evaluation. • Possibly convening a workshop of stakeholders to consider the findings.
Secretariat (Commissioning department)	<ul style="list-style-type: none"> • Provide secretariat for the Steering Committee. This entails: <ul style="list-style-type: none"> ➢ Consulting with the chair to draft meeting agenda ➢ Producing minutes of meetings (which should be issued within 5 days) and ensuring these are signed. ➢ Production and monitoring of the Project Plan ➢ Circulate agendas and key reports at least 3 days before meetings • Where commissioning, contract and make payments to the service provider based on recommendations from the Steering Committee as well as satisfaction of deliverable. • Ensure that the evaluation follows the evaluation policy framework and guidelines. • Read and comment on time on all products of the evaluators. • Process payment for peer reviews, validation workshops, and travel costs for content experts brought in to assist.
Commissioning organisation (may be custodian department, DPME or another organisation)	<ul style="list-style-type: none"> • Contract and make payments to the service provider, based on recommendations from the Steering Committee and approval of deliverables by the Steering Committee. • DPME will be commissioning evaluations included in the National Evaluation Plan (NEP), unless stated otherwise by the custodian department.
Other members	<ul style="list-style-type: none"> • Attend Steering Committee meetings. • Brief principals and ensure that the emerging findings and implications are shared in appropriate management forums. • Read and comment on time on all products/deliverables of the evaluation. • Participate in the development of the Improvement Plan process.

Academic/sector experts and all stakeholders in the Steering Committee	<ul style="list-style-type: none"> • Attend Steering Committee meetings. • Read and comment on time on all products of the evaluators, providing in depth feedback on content/methodology.
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5. Meetings

The Steering Committee will meet as needed for the assignment. Key meetings based on milestones in the Project Plan are likely to include:

1. Review and approve inception report;
2. Approve all project deliverables as per Project Plan/Service Level Agreement;
3. To provide comments on the draft report; and
4. To approve the final report inclusive of recommendations.

5. Quorum

The quorum for the meeting should be representatives of at least 50% of the members plus one (Chairperson). Amongst these should be the DPME and the custodian department.

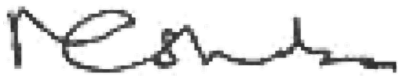
6. Communication

All communications will happen through the commissioning department.

Approval by Chairperson upon adoption of the TOR by the Steering Committee:

Signature:..... Date:.....

7. Approval of the updated template



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