**Terms of Reference**

**Final Evaluation SC-DRR Phase II**

**Background**

Phase II of the *Safer Communities Through Disaster Risk Reduction in Develop­ment* (SC-DRR) Project will scale up initiatives delivered by Phase I of the Project (2007-mid 2012). Its main goal is to make disaster risk reduction a normal part of the development process, one that is embedded in core functions of the central and local government and its public and private partners. Particular emphasis is placed on local communities, where the most direct actions can be taken to reduce people’s vulner­ability to the adverse impacts of disasters.

Initially, the project aims to achieve three main outputs: (1) National and local governments enabling policy and regulatory framework for disaster risk reduction (DRR) in target areas are designed and implemented; (2) Disaster management (DM) agencies in target areas are effectively functioning and utilize risk assessment for DRR initiatives in partnership with multi-stakeholder DRR fora; and (3) DRR principles and techniques to minimize disaster risk are adopted and applied by communities. Since 2015, the project document was revised to reflect the focus of the project which were output 1 and ouput 2. The output 3 was cancelled due to lack of funding.

Under SC-DRR Phase II project, there were three sub-projects with different focuses, namely; 1) Enhancing Policy and Planning for DRR (EP-DRR), 2) Integrated Climate-induced Disaster Risk Management (ICDRM), and 3) Urban Climate-risks Management (UCLIM).

The National Authority for Disaster Management (*Badan Nasional Penanggulangan Bencana* – BNPB) is the Implementing Partner of this project. Strategic partnerships will be maintained and strengthened with other relevant GOI ministries and agencies, as well as with public and private partners at international, national and local levels.

**Scope of Work**

The objective of the review exercise is to assess the progress of the project against planned outputs and targets thus far, as well as to identify lessons and offer appropriate recommendations to improve the project. The review will cover the following:

1. Effectiveness of Project implementation and progress;
2. Efficiency of resource utilization to achieve the results
3. Strategy and Implementation arrangements;

Effectiveness of Project implementation and progress:

* Examine whether the project proposal and work plan are adequate, clear and realistic to enable effective and efficient implementation; whether the project is executed according to the plan and how well the management is able to adapt to challenges during project execution to enable implementation. The consultant should also establish how well the project has identified and managed project risks so far.
* Assess the progress of the project so far with particular reference to qualitative and quantitative achievements of outputs and targets as defined in the project proposal and work-plans and with reference to the project baseline.
* Determine the likelihood that planned targets and outputs can be achieved within the remaining time frame and budget.
* Based on progress achieved thus far, identify adjustments, if any, that may need to be made and provide recommendations to improve the implementation of the project.
* Review and examine the adequacy of the project’s monitoring, evaluation and reporting mechanisms. In addition, assess the quality of the indicators identified in the Resources and Results Framework.
* Identify factors and constraints which have affected project implementation including technical, managerial, organizational, institutional and socio-economic policy issues in addition to other external factors unforeseen during the project design.

Efficiency of resource utilization to achieve the results

* Assess whether the project has utilized project funding as per the agreed work plan to achieve the projected targets. Compare budget plans with disbursements to assess timeliness and absorptive capacity of the project.
* Examine whether the project resources are sufficient to achieve the intended results

Strategy and implementation arrangements:

* Review the effectiveness of partnerships and project management arrangements. Review the working relationship and sharing of responsibilities between the executive, senior beneficiaries, senior supplier, and project management unit.
* Analyse the role of the Project Board and whether this Project Board Meeting is optimally being used for decision-making.
* Assess the effectiveness of supervision and administrative and financial support provided by UNDP.
* Determine the level of participation of various stakeholder groups in the implementation of the project.
* Assess the efficiency of COSS[[1]](#footnote-1) mechanism for project implementation and achieving projected targets.
* Assess the qualitative and quantitative aspects of management and other inputs (such as equipment, PMU structure, monitoring and review and other technical assistance) provided by the project vis-à-vis achievement of outputs and targets. Assess preliminary indications that project results are likely to be sustainable.
* Review the extent to which synergies have been created with other relevant projects.
* Determine, where appropriate, opportunities for continuing existing partnerships and enhancing complementarities with other initiatives/programmes.

These areas will be assessed against effectiveness and efficiency, as the following standard evaluation criteria:

*Effectiveness*: Review the extent to which the implementation of the EP-DRR has been effective thus far and whether intended results can be achieved within the expected timeframe. This will include the modality used to implement the project, its advantages and disadvantages with regards to the achievement of results.

*Efficiency*: Review how economically resources or inputs (such as funds, expertise and time) have been converted to results. An initiative is efficient when it uses resources appropriately and economically to produces the desired activity results. Efficiency is important in ensuring that resources have been used appropriately and in highlighting more effective uses of resources.

The review should also take into account SC-DRR Phase II, as the umbrella project, and other sub-projects to provide a holistic perspective. The beneficiaries of the project will be consulted to obtain their inputs, especially key line ministries, and other stakeholders whenever necessary. Considering this is a review, the criteria will be limited to the aforementioned specific areas.

**Responsibilities and Tasks**

The following responsibilities and tasks but not limited to will be undertaken by the consultant:

1. Lead the process with National Project Manager, UNDP, donors and other relevant staff and project board members as necessary to discuss the approach and methodology of the review
2. Desk review of all relevant project documents
3. Develop data collection methodology and lead the data collection process
4. Draft interim findings and recommendations
5. Prepare a final report on the review of the project with conclusions and recommendations (see annex 2 for the structure of final report)

**Timeframe**

The review will take place within two months period. The following is a suggested plan, which the appointed consultant can modify in an inception report detailing the review methodology.

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| **Activity** | **Timeframe** |
| Preparation  | Maximum of 5 working days |
| Review exercise | Maximum of 15 working days |
| Draft preliminary findings | Maximum of 10 working days |
| Finalization of report | Maximum of 10 working days |

**Implementation Arrangements**

The consultant will work closely with the National Project Manager of SC-DRR Phase II, DRM-CCA Programme Manager, donors, key government stakeholders such as KemenATR, and KLHK as well as the Project Board of SC-DRR namely; BNPB, Bappenas, and MoHA.

**Methodology**

The consultant will design and use methodology in line with the review purposes and criteria. This final evaluation will be conducted using a participatory approach, whereby the BNPB, Bappenas, MoHA, UNDP, AIFDR, and other relevant agencies and stakeholders are consulted throughout the review.

The overall approach and methodology should ensure the likely yield the most reliable and valid answer to the review questions and criteria given the limitation of resources. The review methodology should at minimum cover the following:

1. Desk review
2. Interviews

**Data Collection Methods**

Primary data: The review team and facilitator may use questionnaires to collect primary data from beneficiaries, stakeholders, key informants, and experts. The data can also be collected through direct observation, interviews and a workshop.

Secondary data: The project will provide data generated through monitoring conducted during the project’s implementation. The information includes project proposal (this include: Result Resources Framework with detail indicators, baseline and targets), Quarterly Monitoring Reports, minutes of board meetings, donor reports, and M&E plan. Secondary data can be collected from other sources that have direct relevance for the review purposes. This includes, but is not limited to, government policies and regulations.

Data analysis: The review team will develop the procedures used to analyse the data collected to answer the review questions and criteria. It should detail the various steps and stages of analysis that will be carried out, including the steps to confirm the accuracy of data and results.

Findings: Should be presented as statement of facts that are based on analysis of the data. They should be structured around the review questions and criteria.

Conclusions: Should be comprehensive and balanced, and highlighting both strengths and weakness of the SC-DRR Phase II project.

Recommendations: The report should provide practical, feasible recommendations to improve project implementation in order to achieve the intended outputs.

1. Country Office Support Service [↑](#footnote-ref-1)