

Terms of Reference

Terminal Evaluation of Project 95022 Development Support Services to the K to 12 Basic Education Program of the Philippine Department of Education

1. Background and context

Project Information		
Project title	Development Support Services to the K to 12 Basic Education Program of the Philippine Department of Education	
Atlas ID	Project ID 00095022; Output ID 0009082	
Corporate outcome and output	UNDP Strategic Plan Output 3.2: Functions, financing and capacity of sub-national level institutions enabled to deliver improved basic services and respond to priorities voiced by the public	
Country	Philippines	
Region	Asia Pacific	
Date project document signed	23 March 2016	
Project dates	Start	Planned end
	23 March 2016	31 December 2019
Project budget	US\$ 60,750,267.58	
Project expenditure at the time of the evaluation	US\$ 59,406,116	
Funding source	Government of the Philippines	
Implementing party	United Nations Development Programme	

To support the K-12 Basic Education Program, the Department of Education (DepEd) and the United Nations Development Programme (UNDP) entered an agreement in 2016 for the implementation of the DepEd Computerization Program (DCP). Under this partnership, the UNDP procures, delivers, and installs ICT packages in public schools using the allocations for DepEd under the General Appropriations Act of 2016. The partnership is meant to support DepEd in accelerating the implementation of its programs while providing it with assistance in implementing reforms.

Under a government financing arrangement, DepEd allocated USD\$60,750,267.58 for the UNDP to procure and deliver ICT packages to more than 4,976 schools as well as to other DepEd offices. The ICT packages for procurement and delivery by UNDP for the DepEd consists of four (4) lots. In 2017, Lot 1 (184 Senior High School Packages (SHS)), Lot 2 (889 Specialized SHS Packages) and Lot 3 (209 DepEd offices) have been fully delivered. The delivery and installation of Lot 4, which consists of 3,694 ICT packages and solar power systems for un-energized schools is on-going and is expected to finish in March 2019.

Moreover, under the agreement, UNDP will utilize 2 percent for technical assistance package to DepEd to support the latter's efforts to (1) implement public financial management (PFM) reforms, (2) scaling up of citizen monitoring teams to ensure timely and quality service delivery up to the beneficiary level; and (3) conduct trainings related to

project management, monitoring and evaluation

The initiatives are in line with the Philippine Development Plan 2017-2022, which provides an overall framework and roadmap to achieve quality accessible, relevant, and liberating basic education for all through the provision of assistance to the full implementation of the K to 12 program.

Moreover, the project contributes to the achievement of Sustainable Development Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all, specifically, 4.4.1 Proportion of youth and adults with information and communications technology (ICT) skills, by type of skill and 4.6 By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy

Key partners involved in the intervention

The Office of the Secretary, through the Office of the Undersecretary for Administration, act as the lead office for the DepEd-UNDP Partnership. For sites in the Autonomous Region of Muslim Mindanao (ARMM), the project is officially coordinating with the Office of the Assistant Secretary for Special Programs & Projects.

The project engaged civil society organizations through the Micro-Capital Grant Agreement (MCGA). These CSOs, known as the Citizen Participating in Governance (CPaG) act as conduit to changing the governance landscape of the local communities by encouraging and empowering citizens and community-based organizations such as parent-teachers' associations (PTAs), and people's organizations to participate in the budget accountability phase of the financial management system. This is done by through contract implementation monitoring of the DepED ICT package managed and procured by UNDP for the DepED.

2. Evaluation purpose, scope and objectives

a. Purpose

Evaluations are critical for UNDP to progress towards advancing human development. Through the generation of evidence and objective information, evaluations enable UNDP to make informed decisions and plan strategically.

This project terminal evaluation is intended to demonstrate the level of change in the project outputs indicators and the project's contribution to outcome level changes, which are normally demonstrated as changes in the performance of institutions or behavior changes. It must also consider whether resources have been properly and judiciously harnessed towards implementation and delivery of stated outputs and the extent to which these outputs contributed to observed results achieved. The evaluation must also identify any operational issues that may be improved to facilitate better program implementation and delivery for similar programs in the future

The evaluation will be used by all main parties (UNDP and partner government agency) to assess their approaches to development assistance and to design future interventions. It is expected to ensure accountability and to generate knowledge for wider use.

b. Scope

Under the overall guidance of the Evaluation Reference Group, and reporting to the UNDP evaluation manager, the evaluator, shall assess the relevance, effectiveness, efficiency, and sustainability of the *Development Support Services to the K to 12 Basic Education Program of the Philippine Department of Education Project* by reviewing progress towards project results based on the project document and annual work plans. The evaluation will review the project's theory of change vis-à-vis the project's achievements and risks, and assess the project's potential effects on the target groups. It will likewise highlight strengths, weaknesses/gaps, good practices, and provide forward looking recommendations for the design and implementation of future government financing projects.

The evaluation will also provide an analysis of the data generated from the client satisfaction surveys that were collected by partner CSOs.

c. Objective

The evaluation will identify the level of achievement in project outputs and the contribution to results at the outcome level, including unintended positive and negative results. The evaluation will also aim to identify the key lessons learned and best practices.

The evaluation will assess:

- The relevance of the project
- The effectiveness of the achievement of results at the output levels and the level of efficiency in the use of project resources
- The usefulness and sustainability of the results for the project beneficiaries
- UNDP's performance as a development partner
- UNDP's added value to the expected results

3. Evaluation criteria and key guiding questions

a. Relevance

- a. Did the project design and choice of activities and deliverables properly reflect and respond to specifically identified needs of the government and of the beneficiaries? How were the needs determined and assessed?
- b. How valid is the Theory of Change? Were the planned and actual activities and outputs of the project consistent with the intended outcomes?

b. Efficiency

- a. To what extent was the project managed and delivered in a cost-effective way?
- b. How was the project managed in terms of timeliness?
- c. How did project risks influence the efficiency of project implementation? Were all major risks adequately identified before and during project implementation?

c. Effectiveness

- a. To what extent is the project successful in achieving results, both expected and unexpected?

- b. How effective was the project in building the capacities of partners and beneficiaries?
 - c. To what extent has the use of UNDP systems accelerated the implementation of the project in the following areas: budgeting, procurement, HR augmentation, partnerships and CSO engagement, finance, and monitoring?
 - d. Is the project reaching the intended beneficiaries, rights holders and duty bearers?
 - e. To what extent has the project been effective in policy/systems influencing at the national and local level?
 - f. What value has UNDP added? Both expected and unexpected?
 - g. Did the project build effective synergies with other existing initiatives?
 - h. To what extent does the project integrate gender equality, women's empowerment, and human rights?
- d. Sustainability
- a. To what extent can project results be continued without the project's further involvement?
 - b. To what extent has DepEd been capacitated to improve financial management and service delivery through the project
 - c. To what extent has the project built in resilience to future risks? (e.g. wastage, over-budgeted specs)
 - d. What are the learnings and best practices?

4. Methodology

Methodological approaches may include some or all of the following:

- Evaluation should employ a combination of both qualitative and quantitative evaluation methods and instruments.
- **Document review of all relevant documentation.** This would include a review of inter alia:
 - Project document (contribution agreement)
 - Theory of change and results framework
 - Programme and project quality assurance reports
 - Annual work plans
 - Activity designs
 - Consolidated quarterly and annual reports
 - Results-oriented monitoring report
 - Highlights of project board meetings
 - Technical/financial monitoring reports
- **Semi-structured interviews** with key stakeholders including key government counterparts, donor community members, representatives of key civil society organizations, UNCT members and implementing partners:
 - **Development of evaluation questions around** relevance, effectiveness, efficiency and sustainability and designed for different stakeholders to be interviewed.
 - Key informant and focus group discussions with men and women, beneficiaries and stakeholders.
 - All interviews should be undertaken in full confidence and anonymity. The final

evaluation report should not assign specific comments to individuals.

- **Surveys and questionnaires** including participants in development programmes, UNCT members and/or surveys and questionnaires involving other stakeholders at strategic and programmatic levels.
- **Field visits** and on-site validation of key tangible outputs and interventions.
- The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and direct beneficiaries.
- **Other methods** such as outcome mapping, observational visits, group discussions, etc.
- **Data review and analysis** of monitoring and other data sources and methods.
 - Ensure maximum validity, reliability of data (quality) and promote use; the evaluation team will ensure triangulation of the various data sources.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders and the evaluators.

5. Evaluation products

- **Evaluation inception report (10-15 pages).** The inception report should be carried out following and based on preliminary discussions with UNDP after the desk review, and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits) and prior to the country visit in the case of international evaluators.
- **Presentation of preliminary findings.** Immediately following an evaluation, the evaluator will present preliminary debriefing and findings.
- **Draft evaluation report.** The programme unit and key stakeholders in the evaluation will review the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period of time, addressing the content required (as agreed in the TOR and inception report) and quality criteria.
- **Evaluation report audit trail.** Comments and changes by the evaluator in response to the draft report should be submitted by the evaluator to show how they have addressed comments.
- **Final evaluation report.**
- **Presentations to stakeholders and/or the evaluation reference group** or participation in knowledge-sharing events

6. Required competencies

a) Qualifications

The evaluator shall each have the following minimum qualifications:

- At least a Master's Degree in economics, political science, social science, public administration, business management, or other relevant fields. A higher degree as well as specialized training in M&E, project management, etc. are advantageous;
- At least five (5) years of work or consultancy experience in the monitoring and evaluation of development programs and projects, with preference to those with demonstrated specialization/ experience in evaluations, and those with work experience in the government or international organizations.
- A portfolio of at least two (2) published and unpublished research work in relevant policy/program areas and/or research output from consultancy projects in the last two (2) years. Research works may include applied research studies, e.g. evaluation, action research, policy papers, etc. At least one (1) of these should be an evaluation;
- Through the portfolio or work experience, demonstrated experience in the application of various quantitative and qualitative research methodologies, with demonstrated specialization in either quantitative or qualitative research, or both;
- Fluency in English at the minimum, and in Filipino preferred.

b) Competencies

Core values

- Demonstrates integrity and fairness by modelling UN values and ethical standards;
- Demonstrates professional competence to meet responsibilities and post requirements and is conscientious and efficient in meeting commitments, observing deadlines and achieving results;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;

Core competencies;

- Results-Oriented: Plans and produces quality results to meet established goals, generates innovative, practical solutions to challenging situations;
- Communication: Excellent communication skills, including the ability to convey complex concepts and recommendations, both orally and in writing, in a clear and persuasive style tailored to match different audiences;
- Team work: Ability to interact, establish and maintain effective working relations with a culturally diverse team;
- Client orientation: Ability to establish and maintain productive partnerships with national partners and stakeholders and pro-activeness in identifying of beneficiaries and partners' needs, and matching them to appropriate solutions.

7. Evaluation ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is

expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

8. Implementation arrangements

The Evaluator will be hired for an indicative period of 3 months, in accordance with the timetable set forth in Section E above and Annex 2. Prospective evaluators may propose an alternative contract duration and timeline of deliverables.

The target start of work date is 3 August 2019 and the indicative end date of the contract is 25 November 2019.

The Evaluator should be able to travel to locations within the country for fieldwork, consultations, and other on-site activities required for the evaluation. The Evaluator may be asked to report physically to UNDP as agreed during the inception report, and when physical participation, such as consultations with stakeholders and Evaluation Reference Group (ERG) meetings, will be necessary.

The principal responsibility for managing this evaluation resides with the PMU through the Project Manager (PM) and the UNDP Monitoring and Evaluation Analyst. Both will be responsible for liaising with the Evaluation Team pertaining to required technical and financial documents, coordinating with stakeholders, setting up interviews, arranging field visits, and looking after the evaluation budget and schedule. They shall likewise assist in distribution of draft reports to stakeholders for their review, consolidation of comments, and in organizing key stakeholders' meetings for presentation of the salient points of the draft/final reports. Both will provide support in the procurement process for the selection of a service provider (i.e., publication of the TOR and assessment of proposals).

The UNDP M&E Analyst will brief the Evaluation Team on UNDP evaluation norms and standards, reviewing and quality assuring the inception/draft/final reports, and in publishing findings and management responses at the UNDP Evaluation Resource Center.

The Evaluation consultant will be responsible for implementing all evaluation-related activities and in producing the evaluation products listed in the deliverables section of this TOR. While the PMU will provide the information required and support in coordinating with stakeholders, the Evaluator will have to manage its own schedule and logistical arrangements in the conduct of interviews and site visits.

The selected Evaluation consultant shall be remunerated based on the following payment schedule:

Payment Schedule	Percentage of Contract Amount	Payment Conditions
1 st payment	20%	Upon signing of contract
2 nd payment	20%	Upon submission and acceptance of inception report

3 rd payment	30%	Upon presentation of mission evaluation highlights and submission and acceptance of presentation materials Upon submission and acceptance of draft evaluation report
4 th and final payment	30%	Upon submission and acceptance of final evaluation report and other related documents

9. Time frame for the evaluation process

The Evaluator is expected to deliver the outputs outlined in Section 5, according to a set schedule. The following is an indicative schedule and prospective Evaluators may propose an alternative delivery schedule. The total length of the contract shall ideally be three (3) months, with a tolerance of one (1) month depending on the value-added work to be proposed compared to the requirement. The total duration of the evaluation will be a minimum of 45 days spread over 3 months.

Deliverables / Outputs	Target Due Dates	Review & Approvals Required
<u>Inception Report</u> with attachments/ annexes	Draft within two (1) weeks from the start of the contract	To be presented to and commented on by ERG
Revised, with matrix of key inputs from Evaluation Reference Group (ERG) with feedback	Revised within one (1) week from presentation to ERG	<i>Approval:</i> Evaluation Manager
<u>Presentation of preliminary findings</u>	Within seven (7) weeks from the start of the contract	To be presented to and commented on by ERG <i>Approval:</i> Evaluation Manager
<u>Draft Evaluation Report</u>	Within eight (8) weeks from the start of the contract	To be presented to and commented on by ERG
A matrix of key inputs from the ERG with feedback	Within one (1) week from presentation to ERG	<i>Approval:</i> Evaluation Manager
<u>Final Report and evaluation audit trail</u> Refinement of the final draft with matrix of key inputs from the ERG with feedback	Within eleven (11) weeks from start of the contract	<i>Approval:</i> Project Coordinator

10. Application submission process and criteria for selection

UNDP seeks to engage the services of an **Independent Evaluation Consultant** to carry out the Independent Terminal Evaluation of Project 95022 Development Support Services to the K to 12

Basic Education Program of the Philippine Department of Education. The Consultant will have the overall responsibility during all phases of the evaluation, particularly in ensuring the high quality and timely completion of evaluation processes, methodologies, and outputs. In close collaboration with the PMU and UNDP, he/she will lead the implementation of the evaluation design, guide the methodology and application of data collection instruments, and lead the consultations with stakeholders. At the reporting phase, he/she is responsible for putting together the first comprehensive draft and the final version of the evaluation report, based on inputs from the PMU, UNDP, and stakeholders. The applicant should possess the following qualifications:

Qualification	Points Obtainable (100 points max)
At least a Master's Degree in economics, political science, social science, public administration, business management, or other relevant fields. A higher degree as well as specialized training in M&E, project management, etc. are advantageous	30
At least five (5) years of work or consultancy experience in the monitoring and evaluation of development programs and projects, with preference to those with demonstrated specialization/ experience in evaluations, and those with work experience in the government or international organizations.	20
A portfolio of at least two (2) published and unpublished research work in relevant policy/program areas and/or research output from consultancy projects in the last two (2) years. Research works may include applied research studies, e.g. evaluation, action research, policy papers, etc. At least one (1) of these should be an evaluation;	20
Demonstrated experience in the application of various quantitative and qualitative research methodologies, with demonstrated specialization in either quantitative or qualitative research, or both;	20
Fluency in the English language and proven ability to write high-quality technical reports (applicant will be required to provide work samples);	10
TOTAL	100

11. TOR annexes

- A. Project results framework and theory of change.
- B. Documents to be consulted. A list of important documents and web pages that the evaluators should read at the outset of the evaluation and before finalizing the evaluation design and the inception report.