

TERMS OF REFERENCE OF THE FINAL EVALUATION

A. OBJECTIVES

A.1 MAIN PURPOSE

The main purpose of this final project review and evaluation is to facilitate a process, which will document project outputs and impact. Eventually, the process should also mobilize the various stakeholders to take action based on this documentation.

PERFORMANCE ASSESSMENT

To assess the project's performance and achievements vis-à-vis the project's overall objectives and to conduct impact assessment on the various sub-national level beneficiaries. Each of the detailed key questions and issues will be analyzed in a participatory, collaborative and systems-based approach using appropriate key review criteria. This assessment will also include an analysis of the capacity of the management structures of the implementing agency(ies) and target communities to implement the project activities as well as the monitoring and evaluation system.

LESSONS LEARNED

To generate lessons learned from the implementation of the project's activities and the outcomes achieved that will be useful for similar projects in the future for the same sector. Based on the findings and conclusions from the assessment of the project's achievements, the review will identify lessons learned.

RECOMMENDATIONS

To develop specific recommendations for major stakeholder groups anchored on the conclusions the different stakeholder groups will develop based on their own recommendations and insights. An action plan for major stakeholder groups shall be developed to promote sustainability and long-term impact to the beneficiary communities.

A.2 TARGET AUDIENCE

This Project Final Review and Evaluation will generate new knowledge for, increase capacity of, and mobilize all stakeholders, from the donors to the project management, the partners and the beneficiaries towards aggressively pursuing similar initiatives to achieve the project's long-term goal of mainstreaming disaster risk management in the local development planning process.

A.3 PLANNED OUTPUT

This Project Final Review and Evaluation will provide the following outputs for the donors, the project management as well as all other project stakeholders interested in the output:

- Final Review Report
- Project Ratings Summary
- Feedback for all Stakeholders

B. REVIEW CRITERIA

B.1 Relevance. The extent to which the Technical Assistance is suited to the priorities and policies of the target group, recipients and donors:

- Review the appropriateness of the Project's Immediate Objectives, Outputs, Indicators and Activities including the preparatory activities and assessments undertaken at the start of the project;
- Review the interrelationship of the project team, community organizations and networks and funding agencies in terms of complementarity and coherence in activities undertaken;
- Review the overall design and provide an overall assessment.

B.2 Efficiency and Cost Effectiveness. Efficiency measures the outputs – qualitative and quantitative – in relation to the inputs, costs and implementing time. It is an economic term which signifies that the technical assistance provided used the least costly resources possible in order to achieve the desired results. Cost effective factors include:

- The project completed the planned activities and met or exceeded the expected outcomes in terms of achievement of the immediate objectives, in accordance with schedule and as cost-effective as initially planned. Review how the various activities transformed the available resources into expected project outcomes, considering quantity, quality and timeliness. The review should include quality of day-to-day management (including risk management), costs and value for money, quality of monitoring and other unplanned outputs arising from the project.
- The project was able to overcome unforeseen difficulties and deliver project outputs on time and within budget.

B.3 Effectiveness. A measure of the extent to which the technical assistance attains its objectives. This includes an analysis of the attainment of outcomes and impacts, project objectives, and delivery and completion of project outputs and activities as shown by the project success indicators:

- Review how the project's outputs and results were used, and the project's goal realized.;
- Review the intended beneficiary groups and identify how far planned benefits have been delivered and received by all key stakeholders, and how unplanned results may have affected the intended project benefits;
- Review activities and outputs in relation to objectives defined in the project document, with emphasis on the defined indicators of targets and achievements;
- Review the quality of internal organizational and managerial structure of the project in relation to the fulfillment of project objectives, the human resources employed, and the overall management of the project's resources.

B.4 Impact. The positive and negative changes produced by this intervention, directly or indirectly, intended or unintended. This involves the main impacts and effects resulting from the activity on the local social, economic, environmental and other development aspects:

- Review the relationship between the project purpose and goal and the extent to which the benefits received by target beneficiaries had affected large number of people in the project sites.

B.5 Sustainability. Sustainability measures the benefits of an activity that are likely to continue after the project has been completed and no more donor funding is available. Relevant factors to improve sustainability of project outcomes include:

- Development and implementation of a sustainability strategy;
- Development of suitable organizational arrangements by public and/or private sector stakeholders;
- Development of policy and regulatory frameworks that further the project objectives;
- Development of appropriate institutional capacity (systems, structures, staff expertise, etc.);

- Identification and involvement of champions (i.e., individuals in government and civil society who can promote sustainability of project outcomes);
- Achieving social sustainability by mainstreaming project activities into the economy or community activities;
- Achieving stakeholders' consensus regarding courses of action on project activities;
- Make an assessment of the ownership of objectives and achievements by the beneficiaries/stakeholders, policy support, institutional and management capacity, economic and financial factors, socio-cultural aspects, appropriate technology, and the cross-cutting issues of gender equality, environmental impact and good governance were appropriately accounted for.

B.6 Project Achievements. Evaluate the achievements of the project against the expected project outcomes taking into consideration the various factors that contributed to the successful implementation of the project. Refer to the immediate objectives, outputs, indicators and activities specified in the project document.

B.7 Implementation Approach. Analyze the project's approach vis-à-vis the development problems being addressed, adaptation to changing conditions, partnerships in implementation arrangements, changes in project design and overall project management. This may include:

- Effective partnership arrangements established for implementation of the project with relevant stakeholders involved in the project sites;
- Lessons from other relevant projects incorporated into the project's implementation;
- Feedback from M&E activities used

B.8 Country Ownership/Drivenness. This shows the relevance of the project to national development and disaster risk management agenda, recipient country commitment, and regional and international agreements where applicable: Some elements that may be considered are:

- Project derives from the development objectives of the Philippine government;;
- Relevant country representatives (e.g., government officials, civil society, etc.) were actively involved in the project identification, planning and/or implementation;
- The recipient government has maintained financial commitment to the project;
- The government has approved policies and/or regulatory frameworks in line with the project's objectives

B.9 Stakeholders Participation/Public Involvement. Stakeholders are the individuals, groups, institutions or other bodies that have interest or stake in the outcome of this project. The term also applies to those potentially adversely affected by the project. Examples of effective public involvement include effective information dissemination, as follows:

- Implementation of appropriate outreach/public awareness campaigns;
- Consultation and stakeholder participation;
- Consulting and making use of the skills, experiences and knowledge of NGOs, community and local groups, the private and public sectors, and academic institutions in the design, implementation and evaluation of project activities;
- Project institutional networks well placed within the overall national or community organizational structures, for example, by building on the local decision making structures, incorporating local knowledge, and devolving project management responsibilities to the local organizations or communities as the project approaches closure;
- Fulfillment of commitments to local stakeholders.

B.10 Replication and Scaling-Up Approach. Based on the lessons and experiences in the project, this is the process of duplicating the design and implementation in adjacent communities and other sectors to create a multiplier effect that will expand the coverage of DRM principles and practices. Examples of replication approaches are:

- Knowledge transfer (i.e., popularization of lessons through project result documents, training seminars, information exchange, national and/or regional forum, etc.);
- Expansion of demonstration projects;
- Capacity building and training of individuals, and institutions to expand the project's achievements in the country and other regions or communities;
- Use of project-trained individuals, institutions or barangays to replicate the project's outcomes in other regions.

B.11 Monitoring & Evaluation. Monitoring is the periodic oversight of a process, or the implementation of an activity that seeks to establish the extent to which inputs, work schedules and other required actions and outputs are proceeding according to plan, so that timely action can be taken to correct the deficiencies detected. Evaluation is the process by which program inputs, activities and results are analyzed and judged explicitly against benchmarks or baseline conditions using performance indicators. This will allow project managers and planners to make decisions based on the information in the project's implementation stage, performance indicators and level of funding still available.

Monitoring and Evaluation includes activities to measure the project's achievements such as identification of performance indicators, measurement procedures and determination of baseline conditions. Projects are required to implement plans for monitoring and evaluation with adequate funding and appropriate staff and include activities such as description of data sources and methods for data collection, collection of baseline data and stakeholder participation.

Any issues related to quality of backstopping and quality assurance and control of project deliverables listed in the project document should be addressed in this section.

C. REPORT AND FEEDBACK

The review process will produce the following outputs in addition to debriefings after the review phase

C.2 FINAL REVIEW & EVALUATION REPORT

The product of the review is a Final Review Report in English with the following structure:

- Executive Summary
- Main Text
- Conclusions and Recommendations
- Annexes

The main text of the review should not exceed 30 pages plus an Executive Summary of no more than 3 pages with fully cross-referenced findings and recommendations. It shall be prepared using Microsoft Word, Microsoft Excel if applicable, and according to the UNDP format and descriptions in English. The report shall essentially follow the structure of the Terms of Reference and detailed materials shall be attached as appendix. It shall be clear and concise, limiting itself to essential points. In addition, a short, separate summary of one page should be prepared, to facilitate inclusion of the report in the donors review databases.

In addition, the report should present and analyze main findings and key lessons, including examples of best practices for future projects in the country, region, and international agencies (technical, political, managerial, etc.) It should also have an annex explaining any differences or disagreements between the findings of the Consultant and other interested stakeholders.

The Consultant shall be responsible for providing 8 high quality printed original copies as follows:

- 6 copies to UNDP – Manila (UNDP Manila to transmit the same to DIPECHO)
- 2 copies to NEDA

The Consultant will be responsible for ensuring that all parts of these TOR are being addressed satisfactorily in the review report. Upon completion of the draft report, and after obtaining feedbacks from the stakeholders, the Consultant shall be responsible for incorporating the comments and suggestions in the final substantive and technical editing of the report as required ensuring that the final report is a well-written document.

C.3 PROJECT RATINGS SUMMARY

The report should annex a rating of the project according to the following criteria:

- (a) Outcomes/Achievement of Objectives - the extent to which the project's environmental and developmental objectives were achieved;
- (b) Implementation Approach;
- (c) Stakeholder Participation/Public Involvement;
- (d) Sustainability;
- (e) Monitoring & Evaluation

The ratings will be: Highly Satisfactory, Marginally Satisfactory, Unsatisfactory, and N/A.

D. EXPERTISE REQUIRED FOR EVALUATION

The project evaluation method is designed to assess the project achievements, generate lessons learned and develop recommendations with active participation of the partners, stakeholders and beneficiaries to guarantee continuation of interventions when donor support has ended. An objective external point of view from the Consultant will be valuable to the learning process. However, the results of the review will be enhanced by the degree to which stakeholders entrusted with the process are motivated and are able to translate into action what they have learned through the review work.

D.1 Independent Consultant

D.1.1 Functions and Responsibilities

The Consultant will design the process to draw out the various viewpoints of the stakeholders on the expected review objectives. The designed process will guide all stakeholders in coming up with a shared assessment of the project achievements, lessons learned and recommendations. Specifically, his responsibilities are:

- To develop the detailed design of the review process and the work plan;

- To revisit reports and documents to draw conclusive remarks and recommendations for the review process;
- To ensure that concrete and specific outputs are developed in a participatory manner for each step of the review process;
- To provide an external view during the generation of lessons learned and the development of recommendations;
- To present the preliminary review output to the Project Management Team (NEDA-RDCS) and UNDP;
- To prepare the draft report, incorporate comments and finalize the review report according to the prescribed format in this TOR.
- To hire his own staff, as he deemed necessary, such as documentor(s) to support his consultancy contract. He is responsible for paying his own staff.

D.1.2 The Consultant will be selected based on the following criteria:

- Must have at least five years of continuous professional experience in the preparation of reviews and evaluations processes;
- Must have at least three years of professional experience in appreciative or asset-based approaches for design, monitoring and evaluation of projects;
- Must have at least three years of professional experience in the planning, design, management, monitoring and review of development projects;
- Must have sufficient knowledge on disaster risk management;
- Must be willing to work with national professionals and project-level staff;
- Must be able to demonstrate high level of computer literacy

D.2 Project Management Team

The Project Management Team (NEDA-RDCS) and UNDP are generally involved in the project's implementation. The team will provide information for the review process and will support the Consultant in conducting the review. The main roles and responsibilities are:

- Support the Consultant with the organization of the review process
- Generation and sharing of information;
- Facilitate workshops and field activities, as needed;
- Analyze results and develop recommendations through the assistance of the Consultant;
- Implement recommendations as agreed in the review process

D.3 Stakeholder Team

The Stakeholder Team represents all stakeholders in addition to the Implementation Team involved in the review. It is the responsibility of the stakeholders to designate representatives of each group that will work with the Consultant. This group will:

- Generate and share information at their stakeholder group level;
- Conduct preliminary analysis of findings, lessons learned and recommendations;
- Support the Consultant in conducting Workshops, if necessary;
- Provide feedback and help disseminate review results

D.4 Management Team

The Management Team will consist of representatives from UNDP and DIPECHO. The members will be designated by UNDP as the implementing agency.