



**COMMUNITY-BASED ECOLOGICAL SOLID  
WASTE MANAGEMENT PROGRAMME IN THE  
PHILIPPINES  
(Project ID: 00014472)**



**CONSOLIDATED  
FINAL PROJECT REVIEW  
AND EVALUATION**

**Process Description &  
Terms of Reference**

**Deadline for Submission of Proposal  
31 July 2006**

# TABLE OF CONTENTS

## **A. INTRODUCTION**

## **B. OBJECTIVES**

- B.1 Main Purpose
- B.2 Target Audience
- B.3 Planned Output

## **C. BACKGROUND**

- C.1 Project Objectives
- C.2 Project History
- C.3 Stakeholders
- C.4 Major Accomplishments

## **D. ISSUES TO BE STUDIED**

- D.1 Key Questions & Issues
- D.2 Review Criteria

## **E. METHODOLOGICAL ASPECTS**

- E.1 Main Reference Documents
- E.2 Review Approach
- E.3 Special Instructions

## **F. REPORT AND FEEDBACK**

- F.1 Process Documentation
- F.2 Final Review & Evaluation Report
- F.3 Project Ratings Summary
- F.4 Financial Planning; Co-Financing Matrix

## **G. EXPERTISE REQUIRED**

- G.1 Functions and Responsibilities
- G.2 Consultant Selection Criteria
- G.3 Implementation Team
- G.4 Stakeholder Team
- G.5 Observer Team

## **H. WORKPLAN AND TIME SCHEDULE**

- H.1 Preparation Phase
- H.2 On Site Review Phase
- H.3 Reporting Phase

## **I. PMO REQUIREMENTS FROM INTERESTED PARTIES**

## **J. SCOPE OF BID PRICE AND SCHEDULE OF PAYMENT**

## **K. ANNEXES**

## PROJECT SUMMARY SHEET

Country	Philippines
Project Title	Community-Based Ecological Solid Waste Management Programme in the Philippines
Project ID No.	00014472
Thematic Area	Ecological Solid Waste Management
Total Project Budget in US\$	610,950
Donors Contribution in US\$	
JAPAN HRD Fund	304,893
AUSAID	65,918
MMDA (In-Kind)	196,470
LGUs	43,669
Locality of Project	MetroManila, Philippines
Primary Target Beneficiaries	Barangays within 10 Municipalities/Cities in MetroManila
Secondary Target Beneficiaries	Local Communities, Local Government Units, NGOs, Private Sector
Estimated Starting Date	01 December 2001
Target Completion Date	30 November 2004
Name and Address of the applicant organization	United Nations Development Programme 30F, Yuchengco Tower, RCBC Plaza Ayala Avenue Cor. Sen. Gil J. Puyat Avenue Makati City, Philippines
Contact Person(s) of the applicant organization	Imee Manal Programme Manager UNDP Environment Portfolio <a href="mailto:imee.manal@undp.org">imee.manal@undp.org</a>  Sharon Gil Programme Assistant UNDP Environment Portfolio <a href="mailto:sharon.gil@undp.org">sharon.gil@undp.org</a>
Name and address of the Designated Implementing Agency	National Solid Waste Management Commission Secretariat 2F, HRDS Building, Department of Environment and Natural Resources Visayas Avenue, Quezon City
Contact Person(s) of the Designated Implementing Agency	Emelita C. Aguinaldo Deputy Executive Director <a href="mailto:emyaguinaldo@yahoo.com">emyaguinaldo@yahoo.com</a>  Jannet Y. Tagaza Senior Research Specialist <a href="mailto:jannetyanto@yahoo.com">jannetyanto@yahoo.com</a>
Contact Person(s) of the Project Management Office	Leonida S. Rabe Project Manager <a href="mailto:lsrabe@yahoo.com">lsrabe@yahoo.com</a>  Apollo T. Sampol Administrative and Finance Assistant <a href="mailto:a_sampol@yahoo.com">a_sampol@yahoo.com</a>
Project Goal	Expanding community-based solid waste management with the end view of replicating the activity to other LGUs in the country, contributing to the achievement of the target recycling level from 4% at the household level, to at least 10% by the Year 2010.

## **A. INTRODUCTION**

Solid Waste Management is one of the mandates of the Metropolitan Manila Development Authority (MMDA). In the preparation of the Metro Manila SWM Master Plan under the sponsorship of the Japan International Cooperation Agency (JICA) in 1997 – March 1999, a pilot study on community based recycling was conducted. The result of the study showed that a community-based approach to solid waste management focusing on recycling is tenable and sustainable. Thus, one of the recommendations of the Study is to expand the pilot scale.

This project is aimed at expanding community-based solid waste management with the end view of replicating the activity to other Local Government Units (LGUs) in the country, contributing to the achievement of the target of increasing recycling level from 4% at the household level, to at least 10% by the Year 2010 (as indicated in the JICA Master Plan).

Furthermore, this particular Project accords generally with the aims of the National Government's Ecological Solid Waste Management Act, RA 9003. The project is particularly relevant to the Government's directive that municipal solid waste be managed at the LGU level. Accordingly, the immediate development objectives of the project reflect this priority of LGU management and also promote the community-based solid waste management objectives of the Act, and the creation of its mandated local SWM plan.

The training of communities within the project, to practice environmentally sound principles in SWM, to reduce waste and to increase resource and recycling, accords with the government's focus on locally implemented ecological solid waste management. Similarly, the project's "learning by doing" emphasis will be a practically effective way of engaging in and implementing the SWM Act.

However, it should be noted that this project does not aim to be responsible for direct implementation of RA 9003 as such, but rather it acts as a catalyst for the implementation of RA 9003 by providing a bottom-up approach to ecological solid waste management from which best practices could be derived for replication. This is why the project focuses on a limited number of communities.

The proposed CBESWMP Project runs parallel to the development objectives of the MTPDP and the local EPM by taking strategic perspective of addressing national programmatic concerns such as poverty alleviation, people empowerment and environmental protection. Specifically, the JICA-MMDA Solid Waste Management Master Plan for Metro Manila recommends that through the promotion of public participation and the building of a self-supporting and sustainable operation of SWM by the LGU, the recovery of recyclables shall be increased and the associated resources thereat reduced.

The immediate development objectives of the Project are:

1. To increase the capabilities of LGU on community-based ecological solid waste management. That is, to increase their ability to manage solid waste, through the project's learning by doing approach, and through its assistance in increasing the capability of LGUs to implement RA 9003;
2. To set up catalytic community-based waste recycling systems in selected sites in the LGUs identified/selected for the project;
3. To evolve institutionalization instruments like tools and models and appropriate implementation mechanisms relevant to solid waste at the community level and to the implementation of RA 9003.

## **B. OBJECTIVES**

### **B.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.

#### **B.1.1 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 community 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.

#### **B.1.2 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.

#### **B.1.3 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.

### **B.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 to implement the provisions of RA 9003.

### **B.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 Process Documentation (draft to be written by the PMO)
- Final Review Report
- Project Ratings Summary
- Feedback for all Stakeholders

## **C. BACKGROUND**

### **C.1 PROJECT OBJECTIVES**

The CBESWMP Project was developed in late 2001 to address the Solid Waste Management issues that are at the forefront of public attention as a result of the chain of events that started with the Payatas Tragedy where 205 squatters were buried due to the open dumpsite that collapsed on the slum community July 2000. This was followed by the closure of the San Mateo Sanitary Landfill and the overspilling of existing open dumpsites which underscored the urgency and importance of waste management. It helped that in February 2001, Republic Act 9003 or The Ecological Solid Waste Management of 2000 was signed into law.

The project has three main components, namely:

- Setting up the CBESWM System that maybe separated into two components: (a) The Process for Selection of Suitable Sites, and (b) The Community-Based ecological solid waste management system consisting of infrastructure and institutional arrangements;
- Capability Building through the processes of community planning, information and education campaign (IEC) design and dissemination, study tours, exchange visits and learning by doing;
- Enabling Tools for Policy Implementation by providing bottom-up approach to ecological solid waste management from which best practices could be derived for replication.

The project aims to achieve the following outcomes:

- To contribute to meeting the target of increasing recycling level from 4% at the household level to at least 10% by the year 2010 (as indicated in the JICA Master Plan);
- A developed community-based ecological solid waste management system which can be adopted by LGUs with strong support from NGOs and POs;
- An expanded capacity for communities and the country eventually, to achieve and implement a community-based ecological solid waste management system. This is necessary to achieve more effective management of solid waste and further replication of the project.

### **C.2 PROJECT HISTORY**

The project's Memorandum of Agreement was signed in January 2002 by the key executives of the three principal stakeholders, namely, (a) United Nations Development Programme, (b) Metro Manila Development Authority, and (c) National Economic and Development Authority. In order to pursue the activities and to deliver the objectives and deliverables of the project, a fully functional Project Management Office was created composed of nine (9) UNDP-hired personnel and eight (8) counterpart staff from MMDA. The PMO was governed by the provisions contained in the Manual for the National Execution of UNDP supported projects, one of which is the development of a PMO Operations Manual. Further, two (2) inter-agency coordinating bodies were formed, the Technical Working Group and the Project Steering Committee.

Initially, five (5) pilot project sites were selected where social preparation and community organizing activities were conducted. However, problems were encountered in the early stage, such as MRF site location not available (Barangay San Vicente, Quezon City), Barangay's failure to pursue their expressed interest in becoming a project beneficiary (Barangay Longos, Malabon) and Barangay's failure to provide site clearance for MRF location (Barangay Corazon de Jesus in San Juan). In December 2003, the list of the CBESWMP project sites was finalized, as follows:

	City or Municipality	Barangay	Number of Households
1.	Caloocan City	52 and 56 - Cluster	832
2.	Malabon City	Niugan	1,053
3.	Navotas	Tanza	1,086
4.	Pasig City	Rosario	2,672
5.	Quezon City	Vasra	1,850
6.	Makati City	COMEMBO	3,026
7.	Manila	598	3,432
8.	Las Pinas City	Pilar Village	6,418
9.	Muntinlupa City	Tunasan	1,507
10.	Paranaque City	Sto. Nino	2,962
	Total Number of Households		24,838

The project conducted community organizing and planning activities and tried to secure the sites for the MRFs which became a major problem because in several barangays, the sites were not available and the barangays could not comply with the documentary requirements to pursue construction of the MRFs. This problem is aggravated by the financial constraints resulting from the unavailability of much-needed funds to support the project.

More problems ensued such as the resignation of the Project Manager/Coordinator in November 2003 and the difficulty in merging or integrating the provisions of RA 9003 and MMDA's Unified Approach. There were additional personnel changes including resignation of the Community Organizers and the appointment of a new Project Director in 2004.

As of the 4<sup>th</sup> Quarter of 2004, the five (5) project sites - (Tanza in Navotas, Vasra in Quezon City, COMEMBO in Makati, Pilar in Las Pinas and Tunasan in Muntinlupa) - were allowed to continue establishment of the MRFs because they were able to submit the required documentations specifically, the site locational clearance and building permit. However, only three (3) MRF constructions were completed for Vasra, Pilar and Tunasan. During the 3<sup>rd</sup> PSC Meeting held 30 November 2004, the PSC agreed that proposed MRFs for other project sites shall be considered only if the Barangay beneficiaries could secure the documentations to support their project.

It was also in 2004 that the Project Director was forced to retire and MMDA decided to transfer the PMO from the Solid Waste Management Office to the Metropolitan Sanitation Management Office. At the end of 2004, the contracts of the remaining PMO staff ended and were not renewed, so the PMO had no staff except for the newly appointed Project Director who was also the Executive Director of the MSMO.

A new PMO was reactivated in July 2005 after hiring new staff consisting of the Project Manager, the Administration and Finance Assistant, the Five (5) Community Organizers and the Project Driver. The second PMO pursued the activities specified in the Work and Financial Plan using the remaining budget available amounting to Php9.2-Million. MMDA directed the new PMO to focus on Door-to-Door Garbage Collection information dissemination. After evaluating the deliverables of the project, the new PMO recommended new IECs, PC grant to support the interactive monitoring and evaluation function, and usage of Mobile MRF for the other barangays. These were all disapproved. Furthermore, MMDA refused to extend the project's life so UNDP arranged to transfer the project to the National Solid Waste Management Commission in January 2006.

The two (2) MRFs that were not constructed in the original five (5) pilot sites were finally completed and inaugurated April 2006 and two additional project sites (Niugan in Malabon and Rosario in Pasig) became beneficiaries of the Mobile MRF. The Memorandum of Agreement (MOA) between UNDP, DENR-EMB, NSWMC, LGU and the Barangay to document the duties and responsibilities of the principal stakeholders, including the MRFs, equipment and materials delivered to the project beneficiaries were finally executed. Eleven (11) Barangays became beneficiaries of the PC Grant that would require them to submit monthly monitoring reports on their ESWM activities including monitoring of junkshop operations. The RA 9003 Poster that focused on Segregation of Waste as well as Sanctions and Penalties was finally printed and a Media Consultant was hired to produce the IEC materials (Website, Video, Handbooks/Training Plans and Education Modules).

Since RA 9003 mandated the integration of ESWM in the curriculum of schools, the second PMO initiated replication activities for schools in the Barangay beneficiaries by conducting ESWM Orientation Seminars tailor-made for young students. The project also pursued the printing of Comics on Ecological Solid Waste Management to be distributed to elementary schools in the Project Sites. They studied the possibility of a follow-on activity to CBESWMP through a new project – Mainstreaming Ecological Solid Waste Management in the Philippine Educational System. Exploratory activities were conducted with organizations such as the Couples for Christ OIKOS Ministry to engage the youth in ESWM advocacy.

### **C.3 STAKEHOLDERS**

Primary stakeholders are the ten (10) project sites cum communities selected by the project consisting of eleven (11) Barangays in ten (10) LGUs in Metro Manila. Community-wide implementation involves all sectors in the community principally the households as well as the schools, commercial establishments, markets, and religious sites. To carry out the activities of the project, the PMO works under the supervision of the designated implementing agency (NSWMCS) and reports regularly to the UNDP's partners, including DENR, EMB, NEDA, LGUs, MMDA and other members of the Project Steering Committee.

### **C.4 MAJOR ACCOMPLISHMENTS**

At the end of June 2006, the project has achieved the following concrete outputs:

#### **C.4.1 Setting – up the CBESWM System**

- C.4.1.1 Eight Project Sites with MRFs constructed and fully operational;
- C.4.1.2 Delivered one Rotary Mixer to Barangay Sto. Nino to support the expanded operations to include composting of biodegradables;
- C.4.1.3 Ten Barangays with corresponding LGUs have signed the Memorandum of Agreement to affirm their commitment to ESWM principles and practices under RA 9003 and to comply with their duties and responsibilities as beneficiaries of this project;
- C.4.1.4 Nineteen Eco-Bikes fabricated and distributed to eleven Barangays. Two Eco-Bikes are being used by the DENR-EMB MRF to showcase proper collection of recyclables

#### **C.4.2 Capability-Building**

- C.4.2.1 Ten Orientation Seminars on ESWM conducted for each project site;
- C.4.2.2 Ten Orientation Seminars on ESWM conducted in schools at project sites, including subdivisions and religious organization to pursue replication mechanism;
- C.4.2.3 Conducted RA 9003 Consultative Assembly with LGUs and garbage contractors to support the establishment of collection and segregation



- mechanism and to assess and document garbage collection issues and concerns;
- C.4.2.4 Held five Project Steering Committee Meetings;
- C.4.2.5 Conducted two ocular inspections of Metro Manila dumpsites, Payatas and Rodriguez;
- C.4.2.6 Conducted site visits of four recycling centers and clean barangays;
- C.4.2.7 Held Writeshop with Couples for Christ OIKOS Ministry to explore possibility of CBESWMP Follow-On Activity targeting the Philippine Educational System
- C.4.2.8 Conducted Writeshop with NSWMCS to produce Problem Tree and Logical Framework to address the problems regarding the Slow Implementation of RA 9003

#### **C.4.3 Enabling Tools for Policy Implementation; Information and Education Campaign; Monitoring and Evaluation System**

- C.4.3.1 38 Pieces RA 9003 Tarpaulin Posters (3'x4') Printed and Distributed including displays at the National Ecology Center, all sixteen (16) DENR-EMB-EEI regional offices and the nationwide Recyclables Collection Events (Davao, Cebu, Baguio/Cordillera, and Quezon City);
- C.4.3.2 2,100 Pieces RA 9003 Cardboard Posters printed; 1,206 Pieces distributed within a period of three months;
- C.4.3.3 182,500 Pieces MMDA Door-to-Door Garbage Collection distributed to Project Sites;
- C.4.3.4 Hired Media Consultant to design, develop, produce and/or print:
  - o CBESWMP Website – Projected upload August 2006
  - o ESWM Handbook with Training and Education Modules – Projected printing August 2006
  - o ESWM Video – Projected completion August 2006
- C.4.3.5 ESWM Comics for Students – Projected Printing July 2006 - 10,000 copies
- C.4.3.6 Eleven (11) PC systems loaded with monitoring templates delivered and operational, PC Tutorial conducted and Barangay staff preparing to submit monthly monitoring reports to NSWMC and EMB-NCR;
- C.4.3.7 Under MMDA, first PMO printed and distributed to the project sites and LGUS:
  - o CBESWM Update (four issues of the newsletter);
  - o Posters on “Unified Approach on SWM”;
  - o Stickers on “Paligid Ko, Malinis Na”;
  - o Flyers on “Baha at Basura”

### **D. ISSUES TO BE STUDIED**

#### **D.1 KEY QUESTIONS & ISSUES**

The participatory review and evaluation will develop key questions and issues (KQIs) which focus on the project intervention, as well as on other issues as defined by the project stakeholders such as Core Group Members, Members of the Solid Waste Management Committee, project staff and donors. These KQIs should be related to review criteria such as compliance, relevance, efficiency, effectiveness, impact and sustainability, achievements, implementation approach, country ownership, stakeholder participation and public involvement, replication approach, financial planning and monitoring and evaluation.

During the Preparation Phase, a One-Day Validation of Proposed KQIs with the stakeholders will be conducted by the PFR&E Consultant. The Consultant is expected to improve the suggested KQIs in order to achieve the objectives of this review and evaluation. The Consultant is mandated to ensure that the process should have participatory

involvement of the key stakeholders. A final and detailed KQI will be prepared by the Consultant that will be the basis of the review and evaluation process. The Consultant will formulate corresponding guide questions based on the KQIs.

## **D.2 REVIEW CRITERIA**

The following is the general list of criteria and issues that can guide the development of the KQIs:

**D.2.1 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.

**D.2.2 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.

**D.2.3 Effectiveness.** A measure of the extent to which the technical assistance attains its objectives. This includes an analysis of the attainment of environmental objectives, 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 UNDP in relation to the fulfillment of project objectives, the human resources employed, project budget and its disbursements and the overall management of the project's resources.

**D.2.4 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.

**D.2.5 Sustainability.** Sustainability measures the benefits of an activity that are likely to continue after the project has been completed and no more donors funding is available. Projects need to be environmentally, as well as financially sustainable. Relevant factors to improve sustainability of project outcomes include:

- Development and implementation of a sustainability strategy;
- Establishment of the financial and economic instruments and mechanisms to ensure the ongoing flow of benefits once the technical assistance ends, such as income generating activities and stakeholders' initiatives to continue to promote the project's objectives particularly ESWM principles and practices;
- Development of suitable organizational arrangements by public and/or private sector stakeholders;
- Development of policy and regulatory frameworks that further the project objectives;
- Incorporation of environmental and ecological factors affecting future flow of benefits;
- 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.

**D.2.6 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.

**D.2.7 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 (e.g., PPPUE in Calamba, Laguna) incorporated into the project's implementation;
- Feedback from M&E activities used

**D.2.8 Country Ownership/Driveness.** This shows the relevance of the project to national development and environmental agendas, 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

**D.2.9 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.

**D.2.10 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 ESWM 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.

**D.2.11 Financial Planning.** This includes actual project cost by activity and financial management including disbursement issues. Effective financial plans include:

- Strong financial controls, including reporting, and planning that allow the project management to make informed decisions regarding the budget at any time, allows for a proper and timely flow of funds, and for the payment of satisfactory project deliverables;
- Due diligence in the management of funds and financial audits.

**D.2.12 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.

## **E. METHODOLOGICAL ASPECTS**

### **E.1 MAIN REFERENCE DOCUMENTS**

The Consultant will select any required documents produced during the project implementation, such as:

- Contracts/Agreements between UNDP, NSWMC, and Donors

- Project Document
- PMO Operations Manual
- Manual for National Execution
- Original Work and Financial Plan – First PMO
- Revised Work and Financial Plan – Second PMO
- Terminal Report – First PMO
- Quarterly Reports
- Community Organizers Field Reports and Photo Documentation
- Information and Education Campaign Materials
- Memorandum of Agreement for all Project Sites
- Other Project Materials

## **E.2 REVIEW APPROACH**

The project will facilitate a participatory approach for this review. This type of review establishes an opportunity for social learning, capacity development and stakeholder mobilizations at various levels (communities, partners, project management, donors....) to improve the impact and sustainability of the project based on internal and external knowledge and experience.

The main objectives of the following approaches within this review are:

- *Social Learning.* To facilitate a process of social learning for key stakeholders based on their interests and objectives within the focus of the project.
- *Capacity Development.* To increase the capacity of the PMO and key stakeholders in participatory approaches and project level learning and research.
- *Stakeholder Mobilization.* To mobilize and empower stakeholders through transparent processes, participative methods and an appreciative approach to the assessment.

The review approach defines beneficiaries, partner organizations, donors and other stakeholders – a diverse group of multiple actors within, as well as outside the project – as participants in a social learning process. As such, these stakeholders also participate in the development of the Key Questions and Issues (KQIs) and the review criteria. As all stakeholders learn and share knowledge with each other, it increases the likelihood of the project partners adopting the recommendations and achieving the intended objectives.

The external Consultant becomes a facilitator in this participatory review, guiding the process, animating workshops, and eventually consolidating the final report. Use of a consultative rather than an advisory or condescending process would dispel fears among some partners that the PFR&E is about finding faults and a proxy for measuring individual or institutional performance, rather than a sharing of knowledge and experience amongst peers. Additionally, they will provide an external view based on their own experience with other projects, especially during specific workshop sessions such as the identification of lessons learned and the development of recommendation.

**E.3 SPECIAL INSTRUCTIONS.** Some key principles important for a participatory approach to reviews are outlined below:

- *Participatory reviews focus on learning, success and action.* Review what we learned about what worked, and what did not work. Then, we need to ask how we can use what we learned to move to action. The people and groups most directly involved decide what determines success.
- *The review is useful to the people who are doing the work that is being evaluated.* The project's goals and objectives must be the standards against which the project work is measured. Evaluators must pay special attention to the project's specific needs and available resources.

- *The project stakeholders are responsible for defining the specific project review questions, the success indicators and realistic timeframes. Project stakeholders must participate in decisions about what questions will be asked and what information will be collected to measure the difference, the work made in a given period.*
- *Participatory review makes it possible to recognize shared interests among those doing the work, the people the work is designed to reach, the project donors and other stakeholders.*
- *The review must include information and input from the people doing the work, the people who the work is designed to help or reach, and the project donors.*

## **F. REPORT AND FEEDBACK**

The review process will produce the following outputs in addition to debriefings after the review phase (See Chapter: Work Plan and Time Schedule – Review Phase)

### **F.1 PROCESS DOCUMENTATION**

The PMO will document focus group discussion outputs, and minutes of meetings with stakeholders such as the Project Steering Committee Meetings and the RA 9003 Consultative Assembly to provide additional information for the project management.

### **F.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 6 high quality printed original copies as follows:

- 4 copies to UNDP – Manila
- 2 copies to NSWMCS

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.

### **F.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.

### **F.4 WORK AND FINANCIAL PLAN MATRIX**

The report should annex an accomplished Work and Financial Plan Matrix showing Planned Budget VS Actual Expenditures. A blank form of this matrix is attached.

## **G. EXPERTISE REQUIRED**

The methodology 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.

### **G.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 based on the work plan and time schedule;
- 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 Office and the donors;
- 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.

### **G.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 design, monitoring and review of integrated environmental and development projects;

- Must have proven expertise in financial analysis, planning and management of development projects;
- Must be willing to work with national professionals and project-level staff;
- Must be able to demonstrate high level of computer literacy

### G.3 Implementation Team

The Implementation Team is the main group (Project Staff and Partner Organizations) that is 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

### G.4 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 in the PFR&E process. 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

### G.5 Observer Team

The Observer Team will consist of representatives from UNDP and other donor organizations involved in this project. The members will be designated by UNDP as lead funding agency.

## H. WORKPLAN AND TIME SCHEDULE

### H.1 PREPARATION PHASE

CRITICAL ACTIVITIES	OUTPUTS, INDICATORS	RESPONSIBLE STAFF	SUPPORT	PARTICIPANTS	DAYS	TIMEFRAME
Recruitment of Consultant	Contract with Consultant	Imee Manal Sharon Gil, Gemme Montebon	Emelita Aguinaldo Leonida Rabe		3	Aug 14-16, 2006
Briefing of Consultant; Familiarization with Project Documents	Consultant signed acceptance of documents received	Imee Manal, Sharon Gil, Emelita Aguinaldo, Leonida Rabe	PMO		2	Aug 17-18, 2006
Development of Proposed KQIs and Review Process and Approach	Proposed KQI, Proposed Review Process and Approach	Sharon Gil, Emelita Aguinaldo, Leonida Rabe, Consultant	PMO		3	Aug 21-23, 2006
Validation/Finalization of the Proposed KQIs, Review Process and Approach	Final KQIs; Approved Review Process and Approach; Agenda and schedule of on-site review and field visits	Sharon Gil, Emelita Aguinaldo, Leonida Rabe, Consultant	PMO	PSC	1	Aug 24, 2006, EMB Conference Room
Development of Guide Questions; Continuation of familiarization with Project Documents	Guide Questions	Consultant	PMO		1	Aug 25, 2006



### H.1.1 Familiarization with Project Documents & Development of Proposed KQIs and Review Process and Approach

The Consultant reviews relevant project related documents and familiarizes with the key project information and implementation modalities. The Implementation Team will be available by email, phone or meetings to support him, answering his questions and clarifying matters. Reviewing the documents will include review of the KQIs developed, solicitation of comments and KQIs from donors. This will allow the Consultant to draft a proposed set of key questions and issues and proposed review process and approach consistent with the terms provided in this TOR.

### H.1.2 Validation/Finalization of the Proposed KQIs, Review Process and Approach

The Consultant, with the help of the PMO, shall brief stakeholders on the proposed KQIs review process and approach. Comments and improvements to the KQIs review process and approach shall be solicited and the final KQIs, review process and approach will be determined in this meeting.

The Consultant will describe the Participatory Stakeholder Appraisal (PSA) that will be employed at each stage of the process. The PSA tools may include interviews and focus group discussions on what the project has provided to the community and the benefits derived from the project's implementation.

This activity shall also set the agenda and schedule of the actual on-site review and field visits.

### H.1.3 Development of Guide Questions

Based on the final KQI Review Process and Approach, the Consultant will formulate specific sets of relevant Guide Questions for the assessments in the different Barangays cum Project Sites.

## H.2 ON-SITE REVIEW PHASE

CRITICAL ACTIVITIES	OUTPUTS, INDICATORS	RESPONSIBLE STAFF	SUPPORT	PARTICIPANTS	# OF DAYS	Date & Venue
Prepare workshop and field visits	Printed guide questions, documentation formats, Confirmed schedule	Consultant	PMO		1	Aug 28, 2006, Office
Meeting with Barangay 52 officials; site inspection of equipment and materials; random checking with households and walk through streets	Results and findings using appropriate tools; photo documentation	Consultant	PMO	Barangay officials, core group members	1	Aug 29, 2006, Brgy 52
Meeting with Barangay 56 officials; site inspection of equipment and materials; random checking with households and walk through streets	Results and findings using appropriate tools; photo documentation	Consultant	PMO	Barangay officials, core group members	1	Aug 29, 2006, Brgy 56

CRITICAL ACTIVITIES	OUTPUTS, INDICATORS	RESPONSIBLE STAFF	SUPPORT	PARTICIPANTS	# OF DAYS	Date & Venue
Meeting with Barangay Niugan officials; site inspection of MRF, equipment and materials; random checking with households and walk through streets	Results and findings using appropriate tools; photo documentation	Consultant	PMO	Barangay officials, core group members	1	Aug 30 2006 Brgy Niugan
Meeting with Barangay Tanza officials; site inspection of MRF, equipment and materials; random checking with households and walk through streets	Results and findings using appropriate tools; photo documentation	Consultant	PMO	Barangay officials, core group members	1	Aug 30, 2006 Brgy Tanza
Assessment of Barangays 52, 56, Niugan and Tanza activities; processing, consolidation of documents/data	Initial Consolidated Data	Consultant	PMO		2	Aug 31-Sep1, 2006, PMO office
Meeting with Barangay Vasra officials; site inspection of MRF, equipment and materials; random checking with households and walk through streets	Results and findings using appropriate tools; photo documentation	Consultant	PMO	Barangay officials, core group members	1	Sep 4, 2006, Brgy Vasra
Meeting with Barangay Rosario officials; site inspection of MRF, equipment and materials; random checking with households and walk through streets	Results and findings using appropriate tools; photo documentation	Consultant	PMO	Barangay officials, core group members	1	Sep 4, 2006, Brgy Rosario
Meeting with Barangay COMEMBO officials; site inspection of MRF, equipment and materials; random checking with households and walk through streets	Results and findings using appropriate tools; photo documentation	Consultant	PMO	Barangay officials, core group members	1	Sep 5, 2006, Brgy COMEMBO
Meeting with Barangay 598 officials; site inspection of, equipment and materials; random checking with households and walk through streets	Results and findings using appropriate tools; photo documentation	Consultant	PMO	Barangay officials, core group members	1	Sep 5, 2006, Brgy 598
Assessment of Vasra, Rosario, Comembo and 598 Barangay activities; processing, consolidation of documents/data from 8 <sup>th</sup> Barangay	Initial Consolidated Data	Consultant	PMO		1	Sep 6, 2006, PMO Office
Meeting with Barangay Pilar officials; site inspection of MRF, equipment and materials; random checking with households and walk through streets	Results and findings using appropriate tools; photo documentation	Consultant	PMO	Barangay officials, core group members	1	Sep 7, 2006, Brgy Pilar
Meeting with Barangay Tunasan officials; site inspection of MRF, equipment and materials; random checking with households and walk through streets	Results and findings using appropriate tools; photo documentation	Consultant	PMO	Barangay officials, core group members	1	Sep 7, 2006 Brgy Tunasan

CRITICAL ACTIVITIES	OUTPUTS, INDICATORS	RESPONSIBLE STAFF	SUPPORT	PARTICIPANTS	# OF DAYS	Date & Venue
Meeting with Barangay Sto Nino officials; site inspection of MRF, equipment and materials; random checking with households and walk through streets	Results and findings using appropriate tools; photo documentation	Consultant	PMO	Barangay officials, core group members	1	Sep 8, 2006 Brgy Sto Nino
Assessment of Barangays Pilar, Tunasan and Sto Nino activities; processing, consolidation of documents/data from 10th Barangay	Initial Consolidated Data	Consultant	PMO		1	Sep 11, 2006, PMO Office

## H.2.1 DOCUMENTATION AND ANALYSIS

CRITICAL ACTIVITIES	OUTPUTS, INDICATORS	RESPONSIBLE STAFF	SUPPORT	PARTICIPANTS	Days	Date & Venue
Finalize Documentation of Barangay meetings, inspection, review and assessment	Finalized documentation of meetings, inspection results, etc.	Consultant	PMO		4	Sep 12-15, 2006, Office
Conduct individual meetings with key informants and implementing partners	Results and findings from individual meetings	Consultant	PMO	Key informants, implementing partners		
Assess internal project management structure and processes	Information on Efficiency (Administration, Finance, etc.)	Consultant	PMO	Implementation Team		
Analyze project compliance	Results on activities and outcome level	Consultant	PMO	Implementation Team		
Conduct effectiveness, impact and sustainability assessment	Results on activities, objectives, outcomes	Consultant	PMO	Implementation Team		
Consolidate internal review and stakeholder meetings findings	Common understanding of overall findings	Consultant	PMO	Implementation Team		

## H.2.2 Key Informants Interview

The Consultant will also conduct data gathering from the Stakeholder Team and Implementation Team and other key informants. He will directly interview key resource persons.

## H.2.3 LESSONS LEARNED AND RECOMMENDATIONS

CRITICAL ACTIVITIES	OUTPUTS, INDICATORS	RESPONSIBLE STAFF	SUPPORT	PARTICIPANTS	DAYS	Date & Venue
Draw lessons learned from findings	Lessons learned formulated	Consultant		Implementation Team	2	Sep 18 - 19, 2006, Office
Develop recommendations based on lessons learned	Recommendations developed	Consultant		Implementation Team		
Develop Action Plans	Detailed Actions Plans	Consultant		Implementation Team, Observers		

## H.2.4 Lessons Learned

Based on the conclusions and under the guidance of the Consultant, the Implementation Team will generate lessons learned. The Consultant will directly handle the whole reflection and learning sessions that will showcase the findings based on the interviews and ocular inspection conducted in the Barangays.

## H.2.5 Recommendations

After generating and agreeing on the conclusions and lessons learned from the various stakeholders, the Implementation Team will go through an action planning process to formulate the future involvement and action steps for the various stakeholder group levels. These directions and steps will be based on each stakeholder's own perception of the project context and their strategic interests.

## H.2.6 Debriefing

CRITICAL ACTIVITIES	OUTPUTS, INDICATORS	RESPONSIBLE STAFF	SUPPORT	PARTICIPANTS	# OF DAYS	Date & Venue
Prepare debriefing	Presentation finalized	Consultant			3	Sep 20 – 22, 2006
Debriefing with key stakeholders	Consolidated understanding of review results	Consultant				
Debriefing with PMO	Action Plan based on review results	Consultant		Key PMO Staff, UNDP, NSWMC		

**H.2.6.1** Separate debriefings for the Stakeholder Team and the PMO will be scheduled in order to allow different levels of depth of discussions. This debriefing will be held with partners and staff involved in the project, especially with community members to share the results and recommendations from the review. A final debriefing will be done with the staff of the PMO. This debriefing will provide the PMO staff with a consolidated picture of the review conclusions, lessons learned and recommendations from the review process and the next steps to integrate the findings into the daily management of the project.

## H.3 REPORTING PHASE

CRITICAL ACTIVITIES	OUTPUTS, INDICATORS	RESPONSIBLE STAFF	SUPPORT	PARTICIPANTS	# OF DAYS	Date & Venue
Prepare draft review report	Draft Report	Consultant	PMO		5	Sep 25-29, 2006, Office
Share (key points of) draft report with stakeholders groups	Comments from stakeholders	Consultant and PM	UNDP, NSWMC, PMO			
Consolidated feedback from stakeholders and Finalize report	Approved Final Review Report	Consultant and PM				

In order to ensure a high accuracy of the final report, the draft review report will be shared with various stakeholder groups for review. After considering inputs from stakeholder groups, the Consultant will submit the Final Report to UNDP and NSWMC. UNDP will disseminate the final report to donors, partners and stakeholder groups.

**I. PMO REQUIRES FROM INTERESTED PARTIES:**

- Proposal stating detailed qualifications to undertake the consultancy work;
- Financial proposal with detailed costing for services to be rendered;
- Sample of similar work especially those related to Solid Waste Management;
- Commitment to deliver PFR&E Report in accordance with time frame;

**J. SCOPE OF BID PRICE AND SCHEDULE OF PAYMENT**

- The bid price is inclusive of all expenditures that will be incurred by the Consultant in performing the services detailed in this Terms of Reference. This includes office supplies, transportation expenses and miscellaneous expenditures in visiting the Barangay Project Sites and the LGUs concerned.
- Schedule of Payments – upon compliance with stated requirements:
  - 15% - Upon awarding of contract;
  - 30% - Progress Payment upon presentation of Finalized Documentation of meetings, inspection results, etc;
  - 30% - Progress Payment upon submission of Draft Review Report;
  - 25% - Final Payment upon submission of Approved Final Review Report, including Project Rating Summary and Work and Financial Plan Matrix.

[illegible]

## ANNEX II. LIST OF ACRONYMS

AFA	Administrative and Finance Assistant
CBESWMP	Community-Based Ecological Solid Waste Management Programme
CO	Community Organizer
DENR	Department of Environment and Natural Resources
EMB	Environmental Management Bureau
EPM	Environmental Planning and Management
ESWM	Ecological Solid Waste Management
IEC	Information and Education Campaign
JICA	Japan International Cooperation Agency
KQI	Key Questions and Issues
LGU	Local Government Unit
M&E	Monitoring & Evaluation
MMDA	Metropolitan Manila Development Authority
MOA	Memorandum of Agreement
MRF	Materials Recovery Facility
MSMO	Metropolitan Sanitation Management Office
MTPDP	Medium Term Philippine Development Plan
NEX	Manual for National Execution
NGO	Non-Governmental Organization
NSWMCS	National Solid waste Management Commission Secretariat
PC	Personal Computer
PFR&E	Project Final Review & Evaluation
PM	Project Manager
PMO	Project Management Office
PO	People's Organization
PPPUE	Public and Private Sectors Convergence for Solid Waste Co-governance in Urban Poor Communities
PSA	Participatory Stakeholder Appraisal
PSC	Project Steering Committee
RA	Republic Act
SCA	Sustainable Cities Approach
SCP	Sustainable Cities Programme
SWM	Solid Waste Management
TA	Technical Assistant
TOR	Terms of Reference
TWG	Technical Working Group
UNDP	United Nations Development Programme