



Terms of reference for the  
**FINAL EXTERNAL EVALUATION**  
of two humanitarian projects in the Philippines  
funded by the Xavier Network

## 1. INTRODUCTION

**Xavier Network**, legally constituted as a foundation in 2004, is an international mission and development partnership between 13 Jesuit organizations from Europe, Canada and Australia, with presence in over 87 countries from Europe, the Middle East, South and Central America, Africa and Asia. The Xavier Network's mission is to promote justice through comprehensive development initiatives, with a clear focus on working alongside the poorest and most marginalized people.

The partnership carries out development and aid projects in close cooperation with local partners. After Typhoon Haiyan hit the Philippines in 2013, Xavier Network responded with an immediate emergency campaign to support local partner **Simbahang Lingkod ng Bayan (SLB)** in Culion, and later, the **Environmental Science for Social Change (ESSC)** organization, in Salcedo.

Two projects were founded by the Xavier Network in order to 1) develop local capacities to respond to the emergency; and 2) accompany the most affected communities in their reconstruction and rehabilitation.

After the end of the projects, the Xavier Network is looking for an **evaluation consultant or team** in order to conduct an **ex-post evaluation** of both interventions. This evaluation will be coordinated by Entreculturas, as a member of XN, and the evaluation results will serve to assess the success of the interventions and to provide evidence-based recommendations for improving Xavier Network's humanitarian interventions.

## 2. BACKGROUND INFORMATION

### 2.1. BACKGROUND OF THE FIRST PROJECT – ENVIRONMENTAL SCIENCE FOR SOCIAL CHANGE

<b>Project Title: Phase 1</b>	Strengthening local capacities for disaster preparedness in Eastern Visayas, Philippines
<b>Duration</b>	From December 1 <sup>st</sup> 2015 to November 30 <sup>th</sup> 2016

In 2015, ESSC was requested to facilitate regional, watershed-focused and coastal workshops with the Department of Interior and Local Government (DILG) to strengthen the Disaster and Risk Reduction (DRR) capacities of local government units (LGUs) in the provinces of Leyte, Eastern Samar and Samar, and to facilitate a more effective operationalization and appropriate integration of Operation Listo (Oplan Listo) in local DRR preparedness and response. Oplan Listo is DILG's disaster preparedness program for LGUs that provides standard minimum critical preparations for LGUs when there is an approaching tropical cyclone that will affect their areas.

The series of three workshops were an opportunity to broaden and add value to the current awareness and information on DRR, given that Eastern Visayas was ground zero for typhoon Yolanda and DRR-related workshops and trainings were previously conducted. Building on these workshops, ESSC focused the local work on two coastal LGUs for the follow-through activities on reviewing evacuation procedures and DRR plans and providing GIS training for local DRR staff to strengthen their capacities in integrating technical and socio-demographic information in their local DRR plans.

This initiative was built on the workshops conducted in 2015 by ESSC. The organization worked alongside its partners in Eastern Visayas (Region 8) with the **objective of strengthening local capacities for disaster preparedness.**

The intervention had two key result areas (KRAs):

1. **Strengthened disaster preparedness capacities in participating LGUs:** This KRA continued the workshop series conducted in 2015, working with the LGUs of Hernani (with 13 barangays and a total population of 8,070 based on the 2010 census) in Eastern Samar and Marabut (with 24 barangays and a total population of 15,115 based on the 2010 census) in Samar. Two to three critically located barangays were selected as focal sites where workshops were facilitated at the community level, including basic GIS training for local DRR staff using free and open source software.
2. **Assessed post-disaster housing and infrastructure projects for hazard exposure and structural integrity:** This KRA included site assessment visits of relocation sites, developing guidelines on site assessment for the selection of sites intended for relocation projects and government infrastructure, and developing checklists that will allow local governments to properly monitor and manage construction activities. This part of the project involved three of the six provinces of Region 8, namely Eastern Samar, Leyte and Samar.

The **direct beneficiaries** of this phase were:

1. For KRA 1, the local communities and local government staff in the municipalities of Hernani and Marabut. No studies have been done to estimate the population located in high-risk locations, but all of the 24 barangays of Marabut and 10 of the 13 barangays of Hernani were found along the coast and at risk of storm surge in case of a strong typhoon.
2. For KRA 2, the direct beneficiaries were DILG-Region 8, LGUs (particularly those in planning and DRR offices, as well as local engineers and building officials), proponents and beneficiaries of post-disaster infrastructure projects.

<b>Project Title: Phase 2</b>	Building back better and safer homes in post-Haiyan Philippines: Accompanying Barangay Cagaut in Salcedo, Eastern Samar
<b>Duration</b>	From December 1 <sup>st</sup> 2016 to December 31 <sup>st</sup> 2018

The second phase of the project tried to respond to the need of local communities and governments of more effective responses, especially in safe housing and evacuation centers, early warning and preparedness protocols, relief goods and fund management, mitigation and adaptation practices and infrastructure, transparency and accountability, and building a local economy with practical livelihoods for people.

Thus, ESSC accompanied the community of Barangay Cagaut and the municipal government of Salcedo in undertaking a relocation project for 60 households living in a high-risk location. The community was located along the coastline, facing Leyte Gulf. When Typhoon Yolanda hit Eastern Samar province, storm surge and strong winds completely damaged 79 houses and left 95 partially damaged.

This phase of the intervention was implemented adopting a participatory approach, in order to include all the stakeholders involved in the project in the relocation process.

The **objectives** and **expected results** of the intervention were:

1. **General Objective:** To reduce the risks from rainfall-induced hazards for the Barangay Cagaut community (storm surges and floods).
2. **Specific Objective:** To facilitate a process for accompanying the Cagaut community and the municipal government of Salcedo in their efforts to relocate the high-risk community to a safe site.
3. **Result 1:** The community and LGU are accompanied in planning a relocation project and in complying with administrative requirements and in preparatory planning related to a relocation project and applying technical standards for building back safer and better during: site development, house design and self-help house construction phases.
4. **Result 2:** The community and LGU are accompanied in the construction of houses and in post-occupation site management planning.

The **direct beneficiaries** of this phase were 240 people from 60 households of Barangay Cagaut, as well as the partners of Salcedo municipality involved in project planning and implementation.

## 2.2. BACKGROUND OF THE SECOND PROJECT – SIMBAHANG LINGKOD NG BAYAN

<b>Project Title</b>	Culion Haiyan Rehabilitation and Development Project
<b>Duration</b>	From January 2014 to May 2019

The Municipality of Culion suffered the last landfall made by Typhoon Haiyan (Yolanda) in Philippines. 90% of the coastal communities were damaged during the natural disaster. People of Culion gradually strived to normalize their lives, but considering the disaster vulnerability of the Philippines, it was necessary to work on communities' capacities and rehabilitation for the forthcoming typhoons.

To address the rehabilitation and recovery of Culion, safer housing, disaster preparedness and comprehensive development of priority communities through community based projects were identified as adequate approaches for achieving that objective. This was in aim to prevent the recurring cycle and effect of disasters in the community and contribute to the development of the Municipality of Culion.

The **objectives** and expected **results of the intervention** are:

1. **Specific Objective:** To promote comprehensive recovery of the Municipality of Culion from typhoon Yolanda by providing integrated assistance through the construction of new houses and evacuation centers, livelihood and disaster preparedness in the area of Barangays (Villages) Galoc, Osmena, Binudac, Sitio Chindunan Balete, Alulad and Cagait
2. **Result 1 – Infrastructure:** To increase resilience of vulnerable communities in Culion from natural disaster by providing safer communities through housing construction and relocation for (200) families affected by Typhoon Yolanda, construction of (4) multi-purpose evacuation halls in selected vulnerable communities and reconstruction of parish retreat house damaged by Yolanda.
3. **Result 2 – Livelihood:** To enhance sustainable livelihood capacities of affected communities through implementation of alternative livelihood, ecotourism livelihood support community organizing and capacity building.
4. **Result 3 – Coastal Resource Manage:** To advocate sustainable environmental protection and climate change adaptation to the communities through collaborative action of POs, local organizations, LGU and other government agencies for sustainable community development.
5. **Result 4 – Resilience and Disaster Risk Reduction:** To build the resilience of communities to different disasters and climate change risks by reducing their physical

vulnerabilities and enhancing their organizational capacities through Community Based Disaster Risk Reduction and Management.

### 3. STAKEHOLDERS INVOLVED IN THE EVALUATION

The main actors involved in the evaluation process are:

- **Evaluation consultant(s):** The selected candidate(s) will be responsible for conducting the evaluation with the support and feedback of the evaluation management unit, as well as for delivering the products specified in the contract.
- **Evaluation management unit:** formed by technical staff from the Xavier Network (Entreculturas), ESSC and SLB. The unit will provide data to the consultant(s) when required and coordinate the necessary logistic arrangements, meetings and field visits to facilitate the field work.
- **Evaluation committee:** formed by technical staff from Xavier Network (Entreculturas). It will be in charge of ensuring the quality of the evaluation process, coordinating with the consultant(s), giving feedback and validating the different products delivered and promoting the use of evaluation conclusions and recommendations.

### 4. OBJECTIVES AND SCOPE OF THE EVALUATION

The evaluation will cover both interventions previously described. Therefore, the consultant(s) will visit the sites where projects were implemented in order to conduct the field work.

The evaluation should have a very formative character in order to aid the involved teams to reflect and obtain lessons learned in the work done until this moment.

The **specific objectives of the evaluation** are:

- To give recommendations for improving Xavier Network' humanitarian interventions.
- To learn and obtain lessons learned from the projects and from the coordination between actors, as a way of response to the emergency.
- To conceptualize and systemize the actions done with the intention of replaying them in other areas and give insight of strategies for Humanitarian Aid.
- To analyze the relevance of the actions and processes taken place in both emergency and development phases and its sustainability.
- To give recommendations for improving Xavier Network' humanitarian interventions.

#### 4.1. EVALUATION QUESTIONS AND CRITERIA

Based on the main stakeholders' informational needs and in accordance with the **learning and accountability purposes** of the present evaluation, the following questions and criteria should be addressed and responded. Being the evaluation criteria Relevance/Adequacy, Effectiveness and sustainability are the most important for this evaluation.

Evaluation criteria	Evaluation questions
<b>Relevance / Adequacy</b>	<ol style="list-style-type: none"> <li>1. To what extent the project responds to the needs of the beneficiaries?</li> <li>2. How relevant the project decision to support the costs of establishing water and power connections is from the perspective of key stakeholders (Barangay Cagaut and Salcedo Municipal Government)? (ESSC)</li> </ol>
<b>Effectiveness</b>	<ol style="list-style-type: none"> <li>3. To what extent the project has achieved its objectives?</li> <li>4. How will it aid the beneficiaries in its actual social and economic situation?</li> </ol>
<b>Sustainability</b>	<ol style="list-style-type: none"> <li>5. How useful now and in the future are the project's methods for accompanying the beneficiary community in relocating to a safe site? The following aspects are of most interest: Training sessions conducted, especially the Technical-Vocational Education Training (TVET) establishment of a homeowners' association (ESSC)</li> <li>6. How replicable is the bamboo-cement technology used for house construction in other areas where ESSC is involved? (ESSC)</li> <li>7. How useful is now and in the future the elaboration of an eco-tourism focused enterprise?</li> <li>8. What guarantees its sustainability in time? (SLB)</li> </ol>
<b>Coverage</b>	<ol style="list-style-type: none"> <li>9. To what extent the project has reached the expected beneficiaries?</li> <li>10. Has the project covered the most vulnerable groups' needs?</li> </ol>
<b>Participation</b>	<ol style="list-style-type: none"> <li>11. To what extent the participation of the beneficiaries has been promoted throughout the project?</li> </ol>
<b>Appropriation</b>	<ol style="list-style-type: none"> <li>12. To what extent the expected beneficiaries have put into practice the proposed disaster and risk reduction solutions?</li> <li>13. To what extent the expected beneficiaries have put into practice the formation received in the Coastal Resource Management workshop?</li> <li>14. What has been the impact of involving the beneficiaries in the implementation of the project? (Sweat equity was a good strategy to involve the beneficiaries in the project?)</li> </ol>
<b>Coordination</b>	<ol style="list-style-type: none"> <li>15. Has the coordination between the stakeholders involved in the project been adequate?</li> </ol>
<b>Environmental impact</b>	<ol style="list-style-type: none"> <li>16. To what extent has the mobility of beneficiaries to safer environments made them aware of the environmental impact?</li> <li>17. What impact has livelihoods activities had on women beneficiaries lives?</li> </ol>

During the inception phase, the evaluation management unit and the consultant(s) will agree upon the final set of questions to be answered in the evaluation, including specific questions for each intervention.

## 5. EVALUATION DESIGN

Methodological rigor in the evaluation design will be valued, in order to enable:

- Ensuring the application of social research techniques with enough validity and reliability.
- Applying a methodological approach that can validate all four levels of analysis for valuation: findings, interpretative analysis based on those data, facts and information found, final judgments (conclusions) and recommendations.
- Having a Gender-responsive.

To evaluate the criteria and answer the questions proposed, we recommend the use of quantitative and qualitative techniques, such as surveys, semi-structured and in-depth interviews, discussion groups, and participant observation.

The technical proposal should include a relation of the indicators to be measured and the techniques to be applied during field work for each evaluation question, specifying which groups are expected to be included as key informants.

It is important that the evaluation design contemplates the participation of all the collectives involved and that the fieldwork is planned taking into account the formative character of this evaluation, which is, planning spaces for reflection with the teams. The evaluator must be available to carry out fieldwork of sufficient quality and enough time, adapted to the circumstances of the people on the ground.

## 6. EVALUATION WORK PLAN

The following working schedule is intended to serve as a guide. Deadlines for submission of the expected products will be specified in the contract.

PHASES	MAIN TASKS	January	February	March	April	May	June
INCEPTION PHASE	Desk review and elaboration of draft evaluation design						
	Elaboration and validation of final evaluation design and work plan						
FIELD WORK	Visit to the field and data collection (2 weeks)			March 23 <sup>rd</sup> to April 6 <sup>th</sup>			
ANALYSIS AND REPORTING	Data analysis and report writing						
	Presentation of draft evaluation report						
	Conclusions and recommendations review						
	Submission of the final evaluation report					May 29 <sup>th</sup>	
COMMUNICATION	Dissemination of evaluation results						

## 7. EXPECTED DELIVERABLES

The **expected deliverables** from the evaluation are:

- An **inception report** with the following sections:
  - Scope of the evaluation.
  - Methodology.
  - Final version of the evaluation matrix.
  - Proposal of the structure of the evaluation report.
  - Work plan for field work.
  - Templates of the evaluation techniques.
- **Draft of the evaluation report:** The content and the evaluation conclusions and recommendations will be reviewed by the evaluation committee.
- **Final evaluation report** with the following sections:
  - Executive summary (6 pages)
  - Introduction
  - Brief description of the projects
  - Evaluation scope
  - Methodology of the evaluation
  - Data analysis and interpretation
  - Main findings of the evaluation
  - Lessons learned
  - Recommendations for improvement
  - Annexes
- A **brief summary** and a **technical sheet**, based in a template delivered by Xavier Network.
- A specific internal and external communicational work will be asked to the evaluator. Even though it is not yet defined, the following activities and products should be contemplated:
  - Internal presentation of results: Possible workshops with the involved teams and counseling about the appropriate methodology required to present the results and relevant information to the local partners and the participating population.
  - External dissemination of results: Elaboration of the basic content required to create a publication that presents the most relevant of the intervention and the evaluation. The evaluation team must elaborate the main content and collaborate in the revision of extra sections that are added, as well as the revision of the final document. Xavier Network (Entreculturas) will be in charge of the final drafting, report structure, layout and printing.

In any event, the final products to be delivered will be agreed between the Xavier Network and the evaluation team, and specified in the contract.

## 8. SKILLS AND QUALIFICATIONS

The consultant(s) will have to demonstrate the following requirements:

- ✓ Strong knowledge of Humanitarian Action and of emergency responses to natural disasters.
- ✓ Strong knowledge and professional experience in social research techniques, both quantitative and qualitative.
- ✓ Professional experience in conducting evaluation of humanitarian actions.
- ✓ Professional experience in rehabilitation and Disaster Risk Reduction interventions will be an asset.
- ✓ Professional experience in Asia, specifically in the Philippines, will be an asset.
- ✓ Excellent command of English and excellent report writing.

For evaluation teams, the proposal should include the CV, as well as the role, responsibilities and involvement (full-time, part-time) of each member of the team.

## 9. EVALUATION STANDARDS

The ethical and professional standards to be followed by the evaluation team are:

- **Anonymity and confidentiality:** The evaluation must uphold people's right to provide information anonymously and in confidence.
- **Responsibility:** Any disagreement or difference of opinion that may arise among the members of the group or between them and those in charge of the intervention regarding the conclusions or recommendations should be mentioned in the report. Any claims made must be sustained by the consultant(s) and any disagreement reported.
- **Integrity:** The consultant(s) will be expected to cover any issues not specifically mentioned in the Terms of Reference, if doing so will help a fuller analysis of the intervention to be arrived at.
- **Independence:** The consultant(s) must assure its independence from the intervention under evaluation, having no links with its management or any of its component parts.
- **Verification of information:** The consultant(s) is/are responsible for assuring the accuracy of the information compiled for the preparation of its reports and shall be responsible in the last instance for the information presented in the evaluation report.
- **Incidents:** Any problems arising during the field work or at any other stage of the evaluation must be communicated immediately to the NGDO, which at its own discretion will forward the relevant information to the funding agency. Otherwise the existence of any such problems may not be used to justify any failure to obtain the results established by the NGDO under these Terms of Reference.
- **Copyright and dissemination.** It should be clear that all copyright corresponds to the entity contracting the evaluation. The dissemination of the information compiled and the final report remains the prerogative of the NGDO.

- **Penalty arrangements.** In the event of any delay in the delivery of reports or if the quality of the reports delivered is manifestly lower than what was agreed with the NGDO, the penalties and arbitration measures established by the contracting entity under the official terms and conditions of the contract entered into with the evaluation firm shall apply.
- **Do No Harm:** While evaluating a humanitarian action, the consultant(s) must avoid exposing people involved in the intervention to further harm as a result of their engagement in the evaluation.

## 10. BUDGET OF THE EVALUATION

The available budget for the evaluation is **30.000 euros**. This budget includes the taxes and the expenses associated to the evaluation process, such as travel costs and accommodation. The evaluation proposal received have to include a budget proposal, not exceeding the 30.000 €, and also this will be a criteria of decision.

The payment will be divided in **four payments**:

1. First payment: 10% of the total budget, upon signing the contract.
2. Second payment: 40% of the total budget, after delivering the final evaluation design.
3. Third payment: 40% of the total budget, after delivering the final evaluation report.
4. Fourth payment: 10% of the total budget, after delivering the shorter version of the evaluation report.

## 11. SUBMISSION OF PROPOSAL

All applicants must meet the minimum requirements described above. Each application should include the following:

- Technical proposal for the evaluation, including but not limited to (this technical proposal will be evaluated to a greater extent):
  - Evaluation scope and objectives.
  - Methodological approach or approaches.
  - A preliminary evaluation matrix, specifying the evaluation questions, indicators and techniques to be applied during field work.
- Expected deliverables and work plan proposal.
- Financial proposal.
- An updated CV of the consultant(s), including relevant work experience and qualifications related to the criteria previously specified. In case of teams, the roll of each one of the participants should be explained in detail.

In the selection of the offers received, the quality of the Technical proposal (methodology and evaluation matrix) will be valued to a greater extent.

Applications should be sent no later than **January 19<sup>th</sup>**, 2020 to the following contacts:

- Pilar López-Dafonte: pl.dafonte@entreculturas.org
- Belén Rodríguez: b.rodriguez@entreculturas.org

Any further information needed might also be requested to the above mentioned emails.