

# TERMS OF REFERENCE

## END OF PROJECT EVALUATION

### Pakistan Hydromet & Climate Services Project (PHCSP)

#### 1. BACKGROUND

The National Disaster Risk Management Fund (NDRMF) is a not-for-profit company incorporated with the Securities and Exchange Commission of Pakistan, under Section 42 of the Companies Act 2017. It is a government-owned non-banking financial intermediary with a corporate structure.

NDRMF is working on reducing the socio-economic and fiscal vulnerability of the country and its population, including women, religious and ethnic minorities, and persons with disabilities, to natural hazards by prioritizing and financing investments in disaster risk reduction and preparedness that have high economic benefits, taking into account climate change, as well as disaster risks and their impacts.

#### 2. OBJECTIVES OF EVALUATION

The Project is being implemented for almost the last four years. This end-of-project evaluation focuses on the entire implementation period. The evaluation is forward-looking and will capture effectively the lessons learnt and provide information on the nature, extent and where possible, the potential impact and sustainability of the project.

The evaluation will (i) assess the project design, scope, implementation status, and the capacity to achieve project objectives; (ii) collate and analyze lessons learnt, challenges faced, and best practices obtained during implementation; (iii) evaluate the project's performance against planned results under the Results Framework (RF) and in project documents; and (iv) generate actionable recommendations for future programming.

The emphasis on learning lessons speaks to the issue of understanding what has and what has not worked, serving as a guide for future planning. The evaluation will measure the performance of the project against planned results. It will also assess preliminary indications of the project's potential impact and the sustainability of its outcomes, including the contribution to capacity development and the achievement of the sustainable development goals. The results of the evaluation will draw valuable lessons that will inform key stakeholders, including the Government of Pakistan. Additionally, it will generate knowledge from the implementation of the PHCSP by the various implementing partners, reflecting on the challenges, lessons learned and proposing actionable recommendations for future programming.

The Fund is seeking to hire Consultants to prepare and conduct an evaluation/impact assessment of the project (PHCSP). The evaluation shall include Desk Reviews, Spot Checks, Data Quality Assessment, Beneficiary Feedback, and Environmental and Social Management Framework (ESMF)/ Environmental and Social Management Plan (ESMP) Compliance & Audit for the funded sub-projects/interventions. The design and execution of the assignment will be conducted under the supervision of and in close collaboration with the Fund's team.

## Thematic Areas of Project Intervention

### 1. Restoration of Riverine, Inland, Mangroves, Dry-Land & Urban Ecosystems of Sindh Province

No.	Activity	Units	Target
1	Reforestation of Riverine through Regeneration in inundated Riverine Forest areas	Acres	6950
2	Restoration of High lying areas	Acres	1000
3	Reforestation in Blank Riverine Forest	Acres	750
5	Establishment of Orchards	Acres	250
6	Afforestation on Blank and de-vegetated areas of mangroves	Acres	55000
7	Women and Youth nurseries for fodder and fruit plants for livelihood benefits	Plants	0.5 Million
8	Seeding/Reseeding in range Ecosystem	Acres	900
9	Sowing/planting/Dry Afforestation	Acres	400
12	Establishment of Canal Side Plantation	Avenue Km	500

No.	Activity	Units	Target
13	Establishment of avenue Plantation	Avenue Km	400
14	Urban Block Plantation	Plants	500,000
16	Raising of Fruit & Ornamental Trees in macro size containers	Plants	1.2 Million
17	Raising of indigenous trees and shrubs in standard size containers	Plants	3.7 Million
18	Village Nurseries of Fruit and Indigenous Plants	Plants	0.30 Million
19	Construction of new nurseries up to taluka level	Nurseries	6

## 2. Climate Resilience Through Horticulture Interventions in Khyber Pakhtunkhwa

No.	Activities	Units	Targets
1	Orchard Establishment (Fruits/Dates) & maintenance	Acre	5,700
2	High Efficiency Irrigation System (HEIS)	Acre	200
3	Strengthening if already Established Grading Units (FSCs Kabal & Matta Swat)	No.	02
4	Grafting of Wild Olive Plants	No.	195,000

No.	Activities	Units	Targets
5	Demo plots of Saffron	Acre	23
6	Capacity Building / Exposure Visits	No.	44
7	Strengthening of Nursery (Public Sector)	Acre	06
8	Strengthening of GPUs (Solarization)	No.	03
9	Estt. Value addition Unit for Small Farmers	No.	43

### 3. Contingent Emergency Response Component (CERC)

- NDRMF supported the Government of Pakistan to provide a one-time cash grant of Rs. 25000 per household to the bottom 60% of the population of affected UCS/Tehsil/District as identified by the National Socio-Economic Registry (NSER).
- Identified around 3.5 million families residing in the affected areas, as notified by the NDMA (National Disaster Management Authority).
- The CERC budget under this Project covered the bottom 40% population of affected areas as per the NSER.
- Cash transfers were made to the 2022 flood-affected people.

### 4. SCOPE OF WORK

The Project evaluation will assess the effectiveness of the implementation strategy and results. This will include examining the implementation modalities, roles and responsibilities, coordination, partnership arrangements, institutional strengthening, beneficiary participation, potential for replication, and sustainability of the interventions. The evaluation will also review the project design and the assumptions made at the beginning of the project development process. Project management, including implementation strategies and project activities, will be evaluated to determine the extent to which project results have been achieved, partnerships established, capacities built, and cross-cutting issues such as mainstreaming gender, and inclusion of vulnerable groups have been addressed.

The evaluation should: (i) focus on key indicators required to measure the goals, outcomes and impact of the planned activities as it was mentioned in the Project's Results Framework, which will be provided at the start of the work ; (ii) provide comparison with selected baseline figures for the indicators; and (iii) assess how the PHCSP was successful in relation to the five evaluation criteria (relevance, efficiency, effectiveness, sustainability and impact).

The following key questions will guide the end of project evaluation:

- Relevance – (Assess design and focus of the project)
  - To what extent did the project achieve its overall objectives?
  - What and how much progress has been made towards achieving the overall outputs and outcomes of the project (including contributing factors and constraints)?
  - To what extent were the results (impacts, outcomes, and outputs) achieved?
  - Were the inputs and strategies identified realistic, appropriate, and adequate to achieve the results?
  - Was the project relevant to the identified needs?
  
- Effectiveness – (Describe the management processes and their appropriateness in supporting delivery)
  - Was the project effective in delivering desired/planned results?
  - To what extent did the Project's M&E mechanism contribute to meeting project results?
  - How effective were the strategies and tools used in the implementation of the project?
  - How effective has the project been in responding to the needs of beneficiaries, and what results have been achieved?
  - What are the future intervention strategies and potential issues?
  
- Efficiency – (of Project Implementation)
  - Was the process of achieving results efficient? Were resources effectively utilized?
  - What factors contributed to implementation efficiency?
  - Did project activities overlap and duplicate other similar interventions (funded nationally and/or by other donors)? Are there more efficient ways and means of delivering more and better results (outputs and outcomes) with available inputs?
  - Could a different approach have produced better results?
  - How was the project's collaboration with the Government, national institutions, development partners, etc.?
  - How efficient were the management and accountability structures of the project?
  - How did the project's financial management processes and procedures affect project implementation?
  - What are the strengths, weaknesses, opportunities, and threats of the project implementation process?
  
- Sustainability
  - To what extent are the benefits of the project likely to be sustained after the completion of this project?
  - What is the likelihood of continuation and sustainability of project outcomes and benefits after completion?
  - How effective were the exit strategies, and approaches to phase out assistance provided by the project, including contributing factors and constraints?
  - What are the key factors that will require attention in order to improve prospects of sustainability of Project outcomes and the potential for replication of the approach?
  - How were capacities strengthened at the individual and organizational level (including contributing factors and constraints)?
  - What main lessons that have emerged from the project?
  - What are the recommendations for similar support in future?

The project evaluation will be carried out in accordance with international best practices and standards of Evaluation as well as OECD (Organization for Economic Co-operation and Development)/DAC (Development Assistance Committee ) evaluation principles and guidelines and in full compliance with

the DAC Evaluation Quality Standards. This is a summative evaluation involving qualitative and quantitative methods to evaluate the implementation and performance for assessing the results and making recommendations for future programming.

#### **4.1. Data Collection**

The project evaluation will be carried out through a wide participation of all relevant stakeholders, including government departments, development partners, community-based organizations (CBOs) etc. Field visits to selected project sites, along with briefing and debriefing sessions with Fund Implementation Partners (FIPs), government officials, and development partners are envisaged.

Data collected should be disaggregated (by sex, age, and location), where possible. In order to use existing sources/information and avoid duplication, data will mainly be collected from various information sources including a comprehensive desk review and analysis of relevant documents, information, statistics, triangulation of different studies, etc. Data will also be collected from key informants through interviews, discussions, consultative processes, and field observations.

A beneficiary survey will be a crucial component of the project's evaluation. It will gather valuable feedback from project beneficiaries to assess impact, effectiveness, and areas of improvement under the project. This includes developing a survey questionnaire that captures a range of data on quantitative and qualitative questions, aiming to evaluate beneficiary satisfaction and perceptions of the project's impact, as well as any changes in their socioeconomic status. Consultants should pay particular attention to the sampling methodology, ensuring that results reflect the entire beneficiary population and are appropriately stratified by relevant factors such as gender, age, location, socioeconomic status (as applicable).

Data will also be collected on environmental and social safeguards/practices, focusing on how well the funded sub-projects followed the Environmental and Social Management Framework (ESMF) and Environmental and Social Management Plan (ESMP). This will involve reviewing documents, assessing the adequacy of instruments, evaluating implementation, and examining institutional arrangements for proposed mitigation measures and project mechanisms within the PHCSP portfolio.

#### **4.2. Indicative Methodology**

Consultation meetings with NDRMF management and operational units, Fund Implementation Partners, communities and beneficiaries through Focus Group Discussions, Key Informant Interviews etc. Analyze relevant documents and data to gather initial insights and corroborate findings. In addition, conduct field visits (spot checks) to verify and complement the data collected from consultations and desk reviews.

NDRMF Programme team will support the TPV process, and provide relevant clarity, where and when required.

#### **Spot-Check Methodology**

The methodology for conducting spot-checks in the evaluation of the PHCSP project includes the following steps:

##### **1. Sampling**

- Selection Criteria: Identify interventions based on criteria such as geographical distribution, and type of intervention.
- Sample Size: Determine an appropriate sample size to ensure statistical significance and coverage of different sub-projects/interventions.
- Randomization: Utilize random sampling techniques to select interventions to minimize bias.

Number of Samples: 3 sample sites against each type of intervention of all the projects under PHCSP.

## 2. Planning and Preparation

- Development of Tools: Design and develop data collection tools, such as checklists and questionnaires, tailored to capture relevant information during the spot-checks.
- Training: Train field staff on the objectives, procedures, and tools for conducting spot-checks to ensure consistency and reliability in data collection.

## 3. Data Collection

- Field Visits: Conduct visits to the selected sub-project sites to observe and verify implementation and outcomes, in collaboration with NDRMF Programme Team, which will ensure necessary arrangement for the field visit in coordination with project teams. Carry out field visits for on-site observation of the programme interventions, interviews of community representatives and beneficiaries as well as conduct environmental and social audits and review of interventions.
- Direct Observations: Observe the physical state of activities and success rate at project sites.
- Interviews: Conduct interviews with beneficiaries/local community, project staff, and other stakeholders to gather qualitative insights and verify reported data.

## 4. Data Analysis

- Comparison with Reported Data: Compare data collected during spot-checks with reported data to identify discrepancies and validate the accuracy of project reports.
- Consistency Checks: Perform consistency checks to ensure the reliability of collected data across different sites and sources.

## 5. Reporting

- Documentation: Document findings from each spot-check in a structured format, including observations, interviews, and any discrepancies noted.
- Analysis and Recommendations: Analyze the findings to identify patterns of discrepancies, potential issues, and areas for improvement. Provide actionable recommendations based on the analysis.

## 5. DDELIVERABLES

The following deliverables are expected.

### 5.1. Inception Report

The consultant will prepare an inception report which describes the consultant's understanding of the evaluation and how the evaluation questions will be addressed. This is to ensure that the consultant, NDRMF and other stakeholders have same understanding of the evaluation process. The inception

report will include an evaluation matrix summarizing the evaluation design, methodology, evaluation questions, data sources and collection analysis tool for each data source and the criteria for evaluating each. The report will include the scope of work, work plan, time frame, types of analysis, and proposed schedule of tasks and deliverables, with clear responsibilities for each. The inception report will be discussed and agreed upon with all stakeholders.

## **5.2. Draft Evaluation Report**

The Consultant will prepare a draft Evaluation Report, cognizant of the proposed format of the report along with evaluation instruments including checklists, questionnaires, and survey tools used. NDRMF will distribute it to the stakeholders for review and comments. Comments from the stakeholders will be provided within 15 days after the reception of the Draft Report. The report will be reviewed to ensure that the evaluation meets the required quality criteria. The report should provide options for strategy and policy as well as recommendations.

## **5.3. Final Evaluation Report**

A final Evaluation Report will be submitted after addressing the comments on the draft evaluation report. The consultant will be invited to present the final evaluation report to NDRMF, and other stakeholders. This final evaluation report shall contain the following content:

- All the content agreed upon in the draft evaluation report but revised to reflect the comments and suggestions of NDRMF-and other stakeholders.
- Comments matrix indicating how the comments and suggestions of NDRMF and other stakeholders were reflected.

The content and the structure of the final analytical report with finding, recommendations and lessons learnt covering the scope of the evaluation should include the following:

- Title Page
- Acronyms
- Table of Content
- Copyright as well as acknowledgments etc.
- Executive Summary (1-2 pages)
- Introduction (1 page)
- Description of the evaluation methodology (6 pages)
- Situational analysis with regard to the outcome, outputs and partnership strategy (6-7 pages)
- Analysis of opportunities to provide guidance for future programming (3-4 pages)
- Key findings, including best practices and lessons learned (4-5 pages)
- Conclusion and recommendations (4-5 pages)
- Appendices: charts, terms of reference, field visits, people interviewed, documents reviewed.

The above structure is indicative and may be revised considering on-the-ground results.

## **5.4. Dissemination Workshop**

A dissemination workshop shall be conducted within two weeks of the submission of the Final Evaluation Report. The results should be presented to NDRMF/FIP representatives.

The bidders may propose additional deliverables or a different scheme of deliverables to meet the objectives of the assignment and to maximize value for money.

## **6. REQUIRED QUALIFICATIONS**



The Consultants shall possess the following qualifications:

- Post registration experience of third-party validation, monitoring and evaluation for past 10 years.
- Verifiable experience of work in gender-sensitive and difficult-to-reach locations.
- Necessary statistical expertise, experience and track record in design and implementation of large surveys
- Data handling expertise and track record that includes the production, cleaning, management and design of data sets.
- Experience and track record in assessing organizations' operations, systems and processes through approaches such as performance audits.
- Should have human resources that correspond with the required areas of expertise covered in TORs.<sup>1</sup>

Based on the workload and keeping in view the skills and expertise required, it is worked out that the following key staff would be needed to implement the project smoothly:

S #.	Position	Man months	Suggested Tasks
1.	Team Leader	Masters (16 years of education) in economics or development studies or social sciences, with 15 years of M&E related experience (planning, supervision, and execution). S/he shall possess experience of leading surveys and analyzing data using mixed methods.	(i) Prepare inception, baseline, quarterly, bi-annual, annual and project completion reports. (ii) Provide recommendations for improving methodology. (iii) Analyze and present collected data
2.	Statistician/Data Analysis Specialist	Master's degree (16 years of education) in statistics or a related field and be fully proficient with STATA/SPSS. S/he should have at least 5 years of experience in sampling techniques, data processing and analysis.	(i) Assist the Team Leader in drawing representative samples; (ii) Assist the Team Leader in preparing the data analysis plan based on the survey questionnaire; (iii) Develop procedures for editing, data quality checks and coding instructions; (iv) Train and supervise data entry operators on data entry following the coding instruction; and (v) Generate cross-tabulations and charts as needed for various reports.
3.	Forester & horticulture Expert (1)	Master's degree (16 years of education) in Forest Science, Natural Resource Management, or related field. At least 10 years of professional experience in forest monitoring and/or forest inventory, including field experience. At least 10 years of professional experience in horticulture intervention/inventory, including field experience.	(i) Lead technical monitoring and inventory activities for forest and horticulture interventions; (ii) Validate the progress achieved related to forestry and horticulture components; and (iii) Provide technical input to the Team Leader.
4.	Environment Expert	Master's degree (16 years of education) in environmental science/engineering or	(i) Conduct field visits to subproject sites to verify compliance;

<sup>1</sup> Specific CVs not required at shortlisting stage.

		related discipline. Preferably at least 10 years of experience and familiarity with international safeguards policies	<ul style="list-style-type: none"> <li>(ii) Assess costs for implementing ESMP and compliance monitoring, including any capacity strengthening measures were duly spent;</li> <li>(iii) Verify that sub-projects comply with applicable environmental safeguards policies/guidelines of the World Bank and respective EPAs.</li> </ul>
5.	Social Safeguards/Land Settlement Expert	Master's degree (16 years of education) in social sciences, sociology, or related discipline. At least 10 years of experience in social safeguard policies similar to international standards	<ul style="list-style-type: none"> <li>(i) Monitor compliance of all the requirements related to Voluntary Land Donations (VLD) / Land acquisition/Land Management related processes;</li> <li>(ii) Conduct compliance monitoring visits; and</li> <li>(iii) Validate compliances of the conditions and covenants pertaining to Social Safeguards Requirements.</li> </ul>
6.	GIS/MIS Expert	Master's degree (16 years of education) in IT or related field. S/he should have at least 10 years of experience in designing customized software applications for surveys including creation of dashboards and web-based solution. S/he should have complete command on the use of Android application for creating survey tools and other customized solutions.	<ul style="list-style-type: none"> <li>(i) Develop and compare imagery for validating plantation activities undertaken by the project;</li> <li>(ii) Perform pre- and post-analysis using ARC GIS; and</li> <li>(iii) Prepare a repository of maps for all project locations to be used as reference.</li> </ul>
7.	Field Monitors (5)	Minimum 14 years of academic qualification in economics, development studies, social sciences or commerce. S/he should have a minimum of 2 years of demonstrated experience related to process evaluation, spot checks, and shadowing survey activities.	<ul style="list-style-type: none"> <li>(i) Collect monitoring data from the field on a daily basis;</li> <li>(ii) Ensure confidentiality of monitoring data collected from the field and synchronize it with the server on a daily basis; and</li> <li>(iii) Be willing to travel extensively and to far flung areas to collect data from the sample households and record observations from the monitoring of project activities.</li> </ul>

## 7. CONFIDENTIALITIES AND DATA OWNERSHIP

The survey instruments, sampling methods, and the information gathered by the field workers cannot be used for personal or professional goals by the Consultants, field workers or any associated coordinators and advisors without prior written request and approval by the NDRMF. The ownership of the data belongs to the NDRMF. Both raw and cleaned data should be made available immediately after the data is collected. Any delay in this matter will affect the payments to the survey Consultants.

## 8. TIME FRAME

The evaluation will be conducted over a period of four (4) months starting from Sept 2024.

## 9. Deliverables and Payments Schedule

S. #	Deliverables	Project Timelines
1	The Inception Report shall contain the detailed methodology along with work plan, including consultations and schedule of delivery.	Within 10 days from the signing of contract
2	The Draft Evaluation Report shall include all the details about the process, analysis and findings based on the documents review, field visits, spot checks, GIS mapping, interviews, FGDs and etc.	Within 45 days after the acceptance of the Inception Report
3	The Final Evaluation Report shall include the incorporation of suggestions and addressing of all the comments made on the draft evaluation report.	Within 15 days after the acceptance of the Draft Evaluation Report
4	A dissemination workshop shall be arranged to present the overall findings to the representatives of all stakeholders	Within 15 days after the acceptance of the Final Evaluation Report

## 10. Selection Process:

Firm will be selected in accordance with the CQS (Consultant's qualifications based selection) set out in the World Bank's [Procurement Regulations for IPF Borrowers](#)