

Clear Horizon

Evaluation Report: DEC Project Phase 2 Typhoon Haiyan Response

Prepared for Plan UK

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Design. Evaluate. Evolve.

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Contents

Executive Summary	1
Key Findings.....	1
Recommendations	3
1. Introduction	5
1.1. Background	5
1.2. Evaluation Purpose	6
1.3. Evaluation Scope	6
1.4. Key Evaluation Questions.....	6
2. Methodology	8
2.1. Approach	8
2.2. Limitation	8
3. Findings	10
3.1. Relevance.....	10
3.2. Effectiveness.....	19
3.3. Outcomes, Impact and Sustainability.....	26
4. Conclusions, Lessons Learned and Recommendations	31
4.1. Conclusions and Lessons Learned	31
4.2. Recommendations.....	33
5. Annexes	33
5.1. Annex 1: Information Collection Matrix	35
5.2. Annex 2: Map of Plan’s Target Areas	36
5.3. Annex 3: Availability of Data for the DEC 2 Project.....	37
5.4. Annex 3: List of Persons Interviewed	38
5.5. Annex 4: List of Documents Reviewed	39
5.6. Annex 6: Terms of Reference	43

List of figures

Figure 1: Map of Typhoon Haiyan's Path	5
Figure 2: Reconstructed DEC 2 Project Framework Diagram	18

List of tables

Table 1: KEQs and Sub-Evaluation Questions	6
Table 2: Health Activity Outputs	20
Table 3: Gender Activity Outputs.....	21
Table 4: Livelihood Activity Outputs	21
Table 5: Universal Birth Register Activity Outputs.....	22

Acronyms

BHS	Barangay Health Station
CSG	Community Savings Group
DDR	Disaster Risk Reduction
DEC	Disasters Emergency Committee
DFID	Department for International Development
FGD	Focus Group Discussion
GBV	Gender-Based Violence
HNP	Health and Nutrition Post
HR	Human Resources
INGO	International Non-Government Organisation
KEQ	Key Evaluation Question
KII	Key Informant Interview
LGU	Local Government Unit
M&E	Monitoring and Evaluation
MIRA	Multi-Cluster/Sector Initial Rapid Assessment
OCHA	Office for the Coordination of Humanitarian Affairs
OECD	Organisation for Economic Co-operation and Development
RAY	Reconstruction Assistance on Yolanda
UK	United Kingdom
UN	United Nations

Executive Summary

Typhoon Haiyan (known locally as Yolanda) made landfall on November 8, 2013 causing widespread death and destruction to the Eastern Visayas region of the Philippines. The 'Strengthening Healthcare and Protection Services and Supporting the Rehabilitation and Diversification of Livelihoods for Typhoon Haiyan Affected Populations Project' was implemented by Plan Philippines with assistance Plan United Kingdom, from May 2014 to October 2016. Funded by the Disasters Emergency Committee (DEC), the project (known as the DEC 2 Project) focused on the reconstruction and rehabilitation of services in the sectors of health, protection and livelihoods for populations affected by Typhoon Haiyan.

Although some DEC 2 Project activities, including several close-out activities are ongoing, the purpose of the evaluation was to assess the effectiveness, relevance, outcomes and sustainability of the project, with the aim of capturing lessons learned that can be applied to other reconstruction and rehabilitation projects implemented in the wake of natural disasters in the future. The evaluation included 22 semi-structured interviews with 30 informants and 10 focus group discussions with 108 participants, a document review and a results workshop to develop findings. The key findings of the evaluation are presented below.

Key Findings

Relevance

Plan's target communities were some of the worst affected by Typhoon-Haiyan. The DEC 2 Project had three objectives aimed at: i) improving access to quality health care, ii) enhancing food security and livelihoods, and iii) the reconstruction of birth records. These objectives were in keeping with some of the most pressing needs of the target communities, as well as the priorities identified by the Government¹ and the United Nations² (see section 4.1.2). In 2014, activities aimed at addressing the risk of gender-based violence (GBV) were removed following a GBV mapping exercise. Resources allocated to these activities were reallocated to other components and gender issues were integrated as a cross-cutting issue. In this manner, the project demonstrated a flexible 'gap-based' approach to enhance relevance and adapted to the evolving context (see sections 4.1.1 and 4.1.4). Additionally, some activities were modified to ensure greater relevant for the project's objectives and the context. For example, demonstration farms were included to show farmers the benefits of adopting organic and sustainable farming approaches (see section 4.1.2). However, some opportunities for enhancing the relevance of the project were not fully exploited. For example, the mid-term review was completed too late to have a significant affect on the implementation of activities (see section 4.2.1).

Key lessons include:

- Put greater emphasis on project design to ensure that clear layered causal pathways are articulated. The updating and communication of this design is also important to save confusion and contradictions during project implementation (see section 4.1.9).
- Gender as a cross-cutting issue for integration could have been more thoroughly considered from the outset of the project and included in the original design of the project rather than a separate component.
- Plan is more experienced in and did better with the capacity building activities than with the construction and provision of equipment related activities. Future projects should better align to Plan's strengths where the organisation is likely to be more effective.
- Documentation of the beneficiary selection processes could be improved. In addition to ensuring external accountability, there is a real opportunity for others to learn from Plan's community-centred approach

¹ Government of the Philippines, Reconstruction Assistance on Yolanda, 2013

² UN OCHA, Multi-Cluster/Sector Initial Rapid Assessment, 2013

and for Plan to better communicate its approach by better recording what it does and how (see section 4.1.5).

- There is an opportunity for Plan to build on the community engagement processes implemented in the design phase to ensure that they are followed right through the project cycle from design to phase out. Mismatch of equipment and community needs demonstrate a clear breakdown in communication and are a waste of resources. Community members expressed a strong preference for in-person meetings as the primary means for engagement (see section 4.2.4).
- Anticipate the spread of good ideas as part of the design and allocate resources to pursue these when donors are open and flexible. For, example the uptake of organic farming techniques.

Effectiveness

Plan Philippines is largely on track to complete activities and outputs by the close of the project scheduled for October 2016 (see section 4.2.2). The Health and Nutrition and the Universal Birth Registration components have been completed and are achieving tangible results. For example the repair and construction of Barangay Health Stations and Health and Nutrition Posts has increased access to health care at a community level, especially for mothers, neonatal and children. While the reconstruction of birth records and the introduction of a computerised system is providing individuals with access to vital documentation. The ground work for much of the Food Security and Livelihoods Component has been put in place. Farm inputs, tools, equipment and training have been delivered; farmers associations have been reinvigorated; and, community savings groups are functional. This has led to the adoption of organic methods by some farmers, improved access to finances and greater food security. The completion of common service facilities, such as corn and rice mills, will likely generate improved livelihood options in the coming harvest season if delivered on time (see sections 4.2.2 and 4.3.1).

Municipal and barangays officials who were delegated authority for coordination report that Plan was effective in coordinating and collaborating with officials, which helped to limit duplications, enhance project outcomes and will work to secure sustainability (see section 4.2.5). Plan was also largely effective in maintaining communication with communities, engaging them through barangay meetings to identify and prioritise areas for interventions. However, Plan struggled to ensure effective communication with communities during activity implementation in some areas. This led to the introduction of equipment in some communities that was not appropriate for the context. For example, e-ranger tricycles supplied for transport at Barangay Health Stations (BHS)/Health and Nutrition Posts (HNP) were not well suited to rough terrain in their communities (see section 4.1.3).

The inflexibility of human resources, procurement and finance systems were a major challenge for project implementers and need to be strengthened in order to better respond to emergencies in the future (see section 4.2.7). The project was particularly affected by the late recruitment and early departure of the Project Manager (see section 4.2.2). Additionally, monitoring and evaluation (M&E) systems and capacity could have been strengthened to better guide project implementation and demonstrate project outcomes (see section 4.2.1).

Clear efforts were made to address gender issues through the gender assessment, specific targeting of women for livelihoods training and the incorporation of women's issues such as breast-feeding into health-sector capacity building. M&E data was also disaggregated by gender (see section 4.2.8).

Key lessons include:

- It is of high importance to have a human resource management system that can recruit and retain key staff in the context of an emergency reconstruction and rehabilitation response (see section 4.2.2).
- It is important that finance, procurement and logistics are adequate for an emergency reconstruction and rehabilitation response and are used appropriately. Plan Philippines need to invest more in finance, procurement and logistics systems that are fit-for purpose and can be rolled out and used effectively in post-emergency situations (see section 4.2.7).
- M&E systems need to be able to measure and capture project outcomes. Boosting M&E capacity in the early stages of a project is readily achievable through greater inclusion of M&E expertise in the project

design and early stages of project implementation, as well as at the end of the project (see section 4.2.8).

- There is potential for other projects and platforms to learn from experiences under DEC 2 in terms of integrating gender issues and the integration of livelihoods and food security issues (see section 4.2.9).

Outcomes, Impact and Sustainability

The immediate outcomes for the DEC 2 Project that have been achieved include:

- Greater access to health services for 21,494 people and improved health services at the community level through improved competence among 694 health professionals and volunteers;
- Greater acceptance of organic techniques and improved livelihoods opportunities through reinvigoration of 65 farmers associations/federations, the provision of 3,806 pieces of farming equipment and 199 tools/machines, training of 2,493 farmers, skills development of 300 out-of-school youth, establishment of 25 demonstration farms, establishment of eight common service facilities³ and the establishment of 56 Community Savings and Credit Associations; and,
- The restoration of eight Municipal Registrar systems and improved access to 103,509 reconstructed and 188,860 scanned birth certificates, as well as the encoding of 207,050 births into a newly developed database.

The adaptive management practices resulted in changes to the project which strengthened the immediate outcomes. The sharing of seeds and farming equipment was noted as encouraging and positive unintended outcomes of the project. However, this has been tempered by community jealousy and resentment which has arisen between beneficiary and non-beneficiary communities, as well as some perceived bias between some beneficiary communities. Additionally there have been some misunderstandings from Sponsor Child Program beneficiaries on the source of funding for the DEC Project. These issues will need to be better addressed and communicated in the future (see section 4.3.3).

Sustainability was considered in the design. While it is still too early to assess the sustainability of specific outcomes and the impact of the different components, it is likely that several activities will generate longer term change and will be sustainable. For example, by working through existing institutions, entering into agreements with local officials and associations, and by providing appropriate capacity building to sustain income flows and manage equipment, the common service facilities and farmers federations are likely to result in positive longer term outcomes among target communities, assuming favourable social and environmental conditions persist (see section 4.3.6).

Key lessons include:

- Ensuring communication and messaging with non-beneficiaries and Sponsor Child Program families is consistent and clear.
- Working through existing institutions has brought great value to the project, enhanced outcomes and will improve the likelihood of sustainability.

Recommendations

1. Plan UK and Plan Philippines focus more on capacity building and community engagement in future reconstruction and rehabilitation projects and less on construction and the supply of equipment.
2. Plan Philippines should prioritise the design of future reconstruction and rehabilitation projects and either take a more holistic approach in a smaller number of communities, or target one to two specific sectors across a broad number of municipalities. This would help improve efficiency and effectiveness.
3. Plan Philippines simplifies the beneficiary selection process, and improves the documentation and communication of processes to ensuring greater external transparency and sharing lessons learned.

³ 12 more common service facilities are scheduled by the end of the project

4. Plan Philippines works to ensure better communication and messaging with non-beneficiaries and Sponsor Child Program families in the future projects.
5. Plan Philippines work to ensure that community engagement processes are maintained throughout the project lifecycle, especially on projects that involve the construction of facilities and the provision of equipment.
6. Plan International considers allocating resources in project proposals designs to pilot, adapt and scale up best practices.
7. Plan International works with Plan Philippines to strengthen their finance and procurement systems, to ensure that they are fit for purpose and able to respond to the needs of post-emergency projects.
8. Plan International works with Plan Philippines to develop strengthen human resource management systems so that are more effective in ensuring the timely recruitment and retention of key local staff (especially Project Managers) for post-emergency projects.
9. Plan UK include monitoring, evaluation and reporting expertise that can be deployed during emergency reconstruction and rehabilitations projects to enhance reporting, learning and accountability.
10. Plan Philippines document and share the projects experiences integrating gender and the innovations of the Food Security and Livelihood Components, including the establishment of common service facilities, capacity building of farmers associations, establishment of Community Savings Groups and the use of demonstration farms.
11. Plan Philippines continue to partner with existing institutions to enhance outcomes and improve the likelihood of sustainability. Plan document learn from Plan Philippines experience in this regard.

and ensuring the inclusion of children and vulnerable groups in the transition to early recovery. Phase 1 was implemented from December 2013 to April 2014. Phase 2 focused on reconstruction and rehabilitation of services in the sectors of health, protection and livelihoods. Phase 2 was implemented from May 2014 to October 2016.

In keeping with DEC high standards for quality and accountability, an independent evaluation of Plan’s project was commissioned. This Report outlines the methodology and findings of the evaluation.

1.2. Evaluation Purpose

The purpose of the evaluation was to assess the effectiveness, relevance, outcomes and sustainability of the Phase 2 of the Strengthening Healthcare and Protection Services and Supporting the Rehabilitation and Diversification of Livelihoods for Typhoon Haiyan Affected Populations Project implemented by Plan in the wake of Typhoon Haiyan. The evaluation findings will be shared with Plan, DEC partners and other local stakeholders, to promote learning and foster improvement.

1.3. Evaluation Scope

The scope of the evaluation included:

- The time period May 2014 to September 2016⁵.
- Phase 2 of the Strengthening Healthcare and Protection Services and Supporting the Rehabilitation and Diversification of Livelihoods for Typhoon Haiyan Affected Populations Project.
- The geographical focus of the project: Leyte, Eastern and Western Samar.
- The evaluation focused on project performance and did not seek to audit the projects documents or data.

1.4. Key Evaluation Questions

The key evaluation questions (KEQs) for the evaluation were developed by Plan UK and Plan Philippines, they were later refined through a consultative process with Clear Horizon. The KEQs were designed with Organisation for Economic Co-operation and Development (OECD), Development Assistance Commission criteria for evaluations in mind and focus on three areas of interest for Plan: relevance; effectiveness; and, outcomes, impact and sustainability. Sub-evaluation questions were also developed to guide the lines of inquiry for the evaluation and grouped according to the KEQs (see Table 1).

Table 1: KEQs and Sub-Evaluation Questions

<p>Relevance</p> <p>Was the project relevant in meeting the needs of Haiyan-affected communities?</p>	<ul style="list-style-type: none"> • Were the project objectives valid and appropriate? • Were the project activities relevant for the project objectives? • Has the project complemented and been compatible with the government approach? • Has the project approach or design changed to ensure continued relevance in a changing context? • Was the targeting of the beneficiaries appropriate? • Was the community involved in determining the selection criteria? • Did the project address the needs of all intended beneficiaries in a consistent manner as per project design? • How has gender been considered in the project design and roll out? • How could the relevance of the project design been strengthened? What could have been done differently?
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⁵ Note: The project is scheduled for completion in October 2016 and some activities were ongoing or being closed out at the time of the evaluation were not included.

<p>Effectiveness</p> <p>How effective has the project been in strengthening healthcare, restoring registration services, supporting and diversifying livelihoods, and addressing gender-issues in target areas?</p>	<ul style="list-style-type: none"> • Were objectives of the projects achieved? • Were activities implemented in a timely manner? • Were the activities effective in generating results? • Were the community/beneficiary engagement processes effective (in incorporating community feedback into project design, decision-making, targeting, implementation and evaluation)? • How effective was communication, coordination and collaboration between Plan and partners (Government, United Nations (UN) coordination/clusters, other International Non-Government Organisations (INGOs))? • How can the quality of assessments be strengthened? • How effective was logistical support? • How effective was the project in ensuring gender inclusion? • How have lessons been incorporated during project implementation?
<p>Outcomes, Impact and Sustainability</p> <p>Which project outcomes are likely to be sustainable and/or result in longer term impact?</p>	<ul style="list-style-type: none"> • What have been the main outcomes for the project? • Have the alterations made during the project implementation had positive/negative effects on the achievement of project outcomes? • Has the project had any unforeseen positive or negative outcomes (institutionally for Plan and its partners or in the communities targeted)? • Has the project been able to strengthen partner and community capacities? • Has the project put in place systems to enable sustainability (e.g. in relation to the Food Security and Livelihood Component)? • Which outcomes are likely to be sustainable?

2. Methodology

2.1. Approach

Given the learning focus of the evaluation, utilisation-focused and staged approach was adopted, which sought to maintain a balance of independence and team input at various stages.

In Phase 1 preparation and design activities were completed. An Inception Meeting with Plan UK and Plan Philippines staff was held to clarify the background, context and KEQs, approach, timelines and logistics for the evaluation on August 25, 2016. Following which a document review of key project documents was completed and an inception plan outlining the focus and the approach for the evaluation was developed. Lastly, a Briefing Meeting was conducted in-country with the Plan Philippines team to further refine the KEQs and ensure consensus on the approach prior to data collection.

In Phase 2 data collection was undertaken. This included 22 semi-structured Key Informant Interviews (KIIs) with 30 informants (63% female) which included Plan staff, municipal officials, barangay officials and para-technicians; and, 10 Focus Group Discussions (FGDs) with 108 participants (67% female) including barangay officials, para-technicians and beneficiaries (farmers association and federation members, savings group members, barangay health workers and volunteers, barangay officials and out-of-school youth (OSY). One focus group with a non-beneficiary barangay was also included. Additional documents and monitoring data were also reviewed. The majority of data collection was undertaken in Leyte and Eastern Samar face-to-face with the assistance of a local translator September 5 to 14, 2016⁶. Three KIIs were completed with Plan staff by phone on the September 16 and 20. Following the initial data collection, a preliminary results workshop with 12 Plan Philippines staff was undertaken September 15, 2016. This workshop sought to validate some of the data and gather input on some key emerging themes and lessons. Data from all these sessions was transcribed in preparation for analysis.

In Phase 3 data synthesis and validation was undertaken. This included a close re-reading of the transcriptions, documents and data, coding the data into general themes and then recoding into specific findings, using Microsoft Word and Excel. The data and the findings were then weaved together to into a more structured form and aligned to the sub-evaluation questions using a results chart. This results chart formed the structure of the evaluation report.

In Phase 4 an evaluation report detailing the findings and recommendation of the evaluation was drafted. The report was structured around the KEQs and sub-evaluation questions, and included a summary of key findings, key lessons and recommendations for future projects. The report was shared with Plan Philippines and Plan UK ahead of a virtual presentation of its contents. Following the virtual presentation comments from Plan Philippines and Plan UK were compiled and where relevant incorporated into the report. The report was then finalised and submitted to Plan UK.

2.2. Limitation

Five limitations for this evaluation have been identified and should be considered when reviewing the report:

- The focus of this evaluation was on learning for Plan Philippines and Plan UK. Consequently the evaluation did not seek to specifically measure the outcomes and impacts of the project in a highly rigorous or systematic manner. The data presented to the evaluation team verified where possible with beneficiaries and other partners, but was largely taken at face-value.

- Efforts were made to speak to many different key informant, however the unavailability of some former staff, partners and documents in the evaluations timeframe and as a result of the project close out may have meant that some views were not taken into consideration.
- The purposeful sample technique used for KII an FGD selection while appropriate for this type of evaluation, is open to selection bias. Efforts were made to speak to 'strong' and 'weak' performing beneficiaries, but it possible that some were overlooked and insights may have been missed.
- An independent translator fluent in the local language Waray, as well as Tagalog and English, was hired locally and used to interview a number of beneficiaries and key informants. Thus in addition to interview bias some translation bias may also be present.
- The DEC requirements for the final evaluation, within the project period, meant that some of the project close-out was incomplete at the time of the evaluation. Moreover, it is more challenging to measure outcomes, impact and sustainability so short after the completion of some activities.

3. Findings

3.1. Relevance

KEQ 1: Was the project relevant in meeting the needs of Haiyan-affected communities?

4.1.1 Were the project objectives valid and appropriate?

The DEC 2 Project objectives were valid and appropriate for the context, as there was a broad need for improved healthcare, livelihoods and protection over a wide geographical area following Typhoon Haiyan. However, there was an opportunity for Plan to take a more focused strengths-based approach to project design, drawing more solidly from Plan's experience and areas of expertise, and more strategically deploying resources.

The objectives of the Phase 2 of the DEC 2 Project were:

1. Improved access to quality maternal and neonatal health services and prevent increase in maternal, neonatal and child mortality post disaster
2. Enhanced awareness, capacities and systems in preventing and responding to Gender-Based Violence (GBV) and promote a coordinated and integrated protection services in the post-disaster environment
3. To contribute in the resilience of disaster affected families against the impact of natural hazards and ensuring food security and livelihood of the most vulnerable groups in the immediate and long term
4. Birth registration records reconstructed in Local Government Units (LGUs) affected by Typhoon Haiyan and affected people regain access to their birth certificates

These sectors selected for the DEC 2 Project were in keeping with Plan's assessment of their strengths and capacities.

"Plan's strategic choice of sectors during its rehabilitation and recovery phase has been influenced by a combination of factors including its capacity, accumulated experience, funding possibilities, regional strategy, and, outcome of its consultation with partner organizations and communities. Plan also took into consideration the existence, capacity and strategic interest of other agencies in making its strategic choices." (Yolanda Recovery and Rehabilitation Strategy, 2014)

Plan staff, municipal officials, barangay official and beneficiaries note that the DEC 2 Project objectives were also in keeping with some of the most pressing needs in the community following Typhoon Haiyan; birth records were destroyed; health posts damaged/destroyed and rendered unable to providing effective health care; and, large swaths of coconut crops damaged effectively decimating livelihood options for many of the regions farmers. For this reason they believed the objectives the project were valid and appropriate.

"I think they were the right interventions. The health facilities were destroyed...most of the birth records were washed out, either damaged or totally washed out...most of the affected areas are agriculture areas, engaged in farming and vegetable production and fishing. People's livelihoods were affected..." (KII, Plan Staff)

Further, the objectives of the DEC 2 Project were in keeping with the United Nations (UN) Office for the Coordination of Humanitarian Affairs (OCHA) led Multi-Cluster/Sector Initial Rapid Assessment (MIRA) (2013), the Government of the Philippine's Reconstruction Assistance on Yolanda (RAY) Strategy (2013) and Plan's Yolanda Recovery and Rehabilitation Strategy (2014). Plan's Yolanda Recovery and Rehabilitation Strategy (2014) guided the project design and drew on a range of data sources including in-house expertise, document reviews (of RAY and MIRA), consultations, key informant interviews and focus group discussions.

In hind sight, however, some staff felt that the project design and the objectives of DEC 2 Project could have been enhanced by putting greater emphasis on capacity building in livelihoods, health, water and sanitation, and

child protection issues. Areas where Plan has extensive experience internationally and in the Philippines, and less on the construction and rehabilitation of buildings where Plan had limited experience. By focusing on these strengths, some staff suggested that Plan could have responded more rapidly to the most pressing needs of the community in the wake of the Typhoon and enhanced the organisations effectiveness in promoting health, food security, livelihoods and ensuring protection.

Another staff member, who was involved in the project design, also felt that the flexible 'gap based' approach afforded by DEC meant that Plan were not as strategic in their approach as they could have been. This, the staff member suggested generated silos between the different components which hampered unified project delivery.

4.1.2 Has the project complimented and been compatible with the government approach?

Plan was highly successful in ensuring that their approach complimented and was compatible with the Government by aligning their objectives with key areas of need identified by the Government in RAY and working closely with local government officials (municipal and barangay) to design, implement and monitor the project.

The four original objectives of the DEC 2 Project clearly align to broad scope of RAY.

In terms of Objective 1, the Health and Nutrition Component objective, RAY noted higher pre-disaster rates of malnutrition and child mortality in the Eastern Visayas, compared to other regions in the Philippines, as well as lower rates of immunization, skilled birth attendances and access to skilled antenatal care. It also noted damage to 296 barangay health stations, 97 rural health units, 38 hospitals and a one centre for Health Development (RAY, 2013, p.12).

In terms of Objective 2, the Gender Component objective, RAY noted:

"The typhoon's impact also has important gender implications. Women and men, girls and boys, experienced the impact of Typhoon Yolanda differently based on pre-existing social norms and cultural values and limited self-rescue or rehabilitation abilities due to differences in learned capabilities, which may restrict the choices, behaviour and opportunities." (RAY, 2013, p. 14)

In terms of Objective 3, the Food Security and Food Security and Livelihood Component objective, RAY noted that the timing of Haiyan will had a serious effect on the crops season. Highlighting that damage to paddy land and irrigation systems; the limited availability of seeds; the loss of draught animals, tools and farm equipment; the cost of fertiliser; loss of capital and the reduced availability of labour will have a perverse effect on livelihoods (RAY, 2013, p.9).

In terms of Objective 4, the Universal Birth Universal Birth Registration Component objective, RAY acknowledges that:

"Many LGUs have had public records damaged or destroyed during the typhoon, such as land titles, birth and other citizenship-related documents, and local licenses. Resources will be required to reconstruct and/or re-issue such records." (RAY, 2013, p. 13)

Given the widespread impact of the Typhoon Haiyan, local government bodies were delegated responsibility for the local coordination of aid and assistance (RAY, 2013, p.18). Local officials report that Plan's engaged frequently with the municipalities and barangays in the target areas to design and implementation the DEC 2 Project. The officials report that this helped them to ensure that there were limited duplications in the assistance provided to communities and greater spread of the benefits. They also note that the support provided by Plan was integrated into existing community-based health, municipal agriculture and municipal registry structures, and which helped generate early buy-in to Plan's project.

"After Yolanda Plan came to the office, they introduced themselves as a non-government organisation who would help the victims of the typhoon. They offered assistance, especially to farmers in Mayorga. Plans officers held discussions with the municipality; the Municipality Agriculture Office and the Mayor. They worked on the immediate needs of farmers. They invited us to attend sessions and to discuss what

was needed with the community members. They presented us with the necessary points for the recovery program.” (KII, Municipal Official, Leyte)

4.1.3 Were the activities relevant for the project objectives?

There was a consensus among Plan staff and community stakeholders that the activities implemented by Plan were aligned to the DEC 2 Project objectives and relevant, but that some specific equipment was not appropriate for the context.

There was an opportunity for Plan to better articulate the project logic and strengthen the design of the project to ensure the appropriateness of some specific activities for the local context. This may have been achieved by ‘drilling down’ and responding better to local context and need. Especially in regards to the Health and Nutrition Component and the Food Security and Livelihood Component, where there were some mismatches between the equipment provided and the local conditions.

“The gas that we use in the bakery is from one company that does not sell gas here.” (FGD, OSY, Eastern Samar)

“Most of the material in the wall (of the Health and Nutrition Post) is made from coco lumber that is vulnerable to termites; some termites have gotten into the door already.” (KII, Barangay Official Eastern Samar)

For the Health and Nutrition Component, the activity focusing on the repair and construction of Barangay Health Stations (BHS) and Health and Nutrition Posts (HNP) were particularly contentious. Several Plan staff felt that other agencies were better equipped to do this type of work. Many also expressed conflicting opinions as to whether the BHS and HNP were intended to be temporary or permanent structures; indicating a lack of common understanding of the intent of the project⁷. These conflicting views, had spill on effects in terms of planning, procurement and timely completion of the structures, as changes in building designs and the material resulted in greater demands on the procurement system and increased costs. For the staff that believed the organisation needed to follow the ‘build back better’ principles, sustainability was paramount and the organisation needed to invest in fewer but better quality and typhoon resistant facilities, largely made from concrete. For staff that believed that responding to the emergency health situation was more important, the speedy delivery of facilities was paramount. These could be delivered through the sourcing of local and light-weight materials, such as coco lumber. At the community level there were concerns raised that the facilities made from light weight material would not last long or be able to withstand another strong typhoon.

“Some of the health post is made out of light weight material because of budget constraints...The centre will not last long. There are already holes in the screens and the windows are not working properly. I would say the building will last 5 years maximum.” (KII, Barangay Official, Eastern Samar)

It is the evaluation team belief that the ‘build back better’ principle should have been embrace more strongly by Plan. Phase 2 of the DEC project was focused on reconstruction and rehabilitation, not on the emergency provision of health care. This may have meant delivering fewer, but better quality BHS and HNP.

Additionally, several of the beneficiaries noted that the e-ranger tricycles supplied for transport at BHS and HNP were not well suited to rough terrain in their communities. They reported that the tricycles were prone to flipping on slopes, and thus could not be used to transport patients, especially pregnant mothers, to the BHS, HNP or hospital. It was suggested that in lieu of several tricycles, an ambulance that could have been procured and shared across the Municipality.

⁷ The original intent of the HNP was to provide a space for training and emergency care following Typhoon Haiyan, but delays in their construction meant that they were built in the rehabilitation and reconstruction phase of the project. This added to the confusion.

“The Health Station is very good, but our main concern is the emergency vehicle. Plan said that they could not provide an ambulance, but we are still hopeful.” (FGD, Barangay Health Officials, Eastern Samar)

In contrast, the relevance and the appropriateness of the Food Security and Livelihood Component activities appears to have strengthened through the completion of a baseline study completed in March 2015 (Sarmiento, 2015). The baseline reviewed the farming options available in target areas and made several recommendations that informed activities including the provision of farm inputs (seeds, fertilizers/pesticides and farm equipment), cash-for-work options and the production of high-value crops (Sarmiento, 2015, pp. 38-39) that were adopted by the project. However, some key activities were left out.

For example, water supply was identified as an issue in the baseline study, but there were limited activities addressing these water related issues during project implementation. Consequently, several beneficiaries felt this was a shortfall of the project, as water security for them was a major issue in the face of the drought that has followed Typhoon Yolanda.

“If Plan did the program again, they could think more about water. It is really big issue for us.” (Focus Group Discussion (FGD), Farmers Association, Leyte)

Additionally, the baseline did not assess the need for Out of School Youth (OSY) employment opportunities. Consequently, there appears to have been some misalignment between the training provided and the opportunities for employment that existed for OSY, with one focus group participant noting that OSY training could have been better geared towards fast food or agricultural employment opportunities which would not entail OSY leaving their communities for employment.

A focus group with a non-beneficiary barangay highlighted the ongoing relevance of many of the food security and livelihood activities. Their experience stood in stark contrast to beneficiary barangay reports. For example, the non-beneficiary barangay reported being in a ‘financial crisis’ whereby many of the farmers had fallen into large debts, unable to secure money or credit at a fair rate through a Community Savings Group (CSG) or bank they had been forced to loan money from predatory local business men who charged up to 45% interest. They also acknowledged that they were unable to diversify their crops due to limited access to seeds and experience with different crops, an inability to try organic fertilising methods despite an interest in doing so and limitations in farming equipment and livestock needed to run their farms efficiently.

For the Universal Birth Registration Component, the activities implemented in pursuit of the reconstruction of birth documents and municipal birth registry systems were highly relevant. This was reported by Plan staff to be an ‘easy win’. The activities were fairly straight forward, had clear parameters and cleanly aligned to an achievable outcome that was in keeping with Plan’s child protection agenda.

4.1.4 Has the project approach or design changed to ensure relevance in a changing context?

There were a number of changes in the project design and approach aimed at enhancing the relevance of the DEC 2 Project.

Most prominently, the project dropped a series of GBV activities in 2014 and adopted a new approach which sought to integrate gender as a cross-cutting issue into the other three components of the project. The DEC Disaster Response Phase 2 Report 3 (September, 2014) written by Plan notes the reasoning for this.

“After completion of a comprehensive study on mapping GBV and gender issues, the findings recommended mainstreaming the promotion of gender sensitivity and equality into activities rather than solely awareness raising on GBV...this outcome has been modified to encompass only the study and the mainstreaming. In addition to ensuring the promotion of gender equality and preventing negative impacts that activities may have due to changes in gender power relations, Plan and partner staff was trained on gender sensitivity and referral mechanisms during September 2014.”

Other changes in the design include the addition of new activities under the Food Security and Livelihood Component including a cash for work activity to establish demonstration farms and the establishment CSGs. The demonstration farms aimed to show case the benefits of organic and sustainable farming methods to those farmers who were reluctant to adopt different technologies. The CSGs aimed to enhance access to credit and promote savings for future investments among members. The OSY training activity was also modified to enhance OSY employability by including activities to get OSY 'job ready'. This included helping them to write effective *Curriculum Vitaes* and providing information on how to prepare for a job interview.

Plan staff report that these modifications were adopted in response to community feedback and their own assessments.

4.1.5 Was the targeting of beneficiaries appropriate?

Many key informants report that targeting of beneficiaries was appropriate. However, the basis for selection of barangays and individual beneficiaries was perceived differently by some barangay officials, suggesting a need for Plan to strengthen who they communicate the process. It is likely that the wide geographical spread, local politics and the use of different selection process for the different components added to the confusion or misconceptions. Some barangay officials reported different processes for beneficiary selection being applied by Plan; ranging from highly participatory community-based approaches to Plan directing the barangay and person who would receiving the assistance.

“Plan came to talk to the community at a barangay assembly. The community decided that health care was a priority...There was a vote in the community to decide on the priorities.”(FGD, Health and Nutrition Post Users, Leyte)

“One thing Plan could improve is that they came with fixed criteria. Even if we had a suggestion, they did not listen. They had their criteria set.” (FGD, Farmers Association, Eastern Samar)

Plan's presence in Eastern Samar prior to the Typhoon, made it appropriate for Plan to concentrate efforts in this province, especially in barangays where they had existing relationships that were valued.

“Before Yolanda Plan was working in the barangay with the sponsor child program. They have been here for about 10 years in this community...We are very satisfied with the services from Plan, what they have provided is very useful.” (FGD, Barangay Officials, Eastern Samar)

However, the process adopted for selecting new barangays was unclear. Staff report that Plan sought to target the most marginalised and affected barangays using an assessment process. This process included interviews with officials, focus group discussions with barangays and the use of provincial, municipal and barangay data that were validated by the Plan team. Through this process Plan sought to determine which barangays to target for the different components, preferring where possible to apply all components in one barangay to enhance efficiency and effectiveness. However, this process was slow and, on several occasions, by the time Plan made a decision to intervene in a specific barangay another International Non-Governmental Organisation (INGO) had initiated similar activities and they were forced to select another barangay.

“For most of the components there were criteria. But a big issue we had with initial implementation. By the time assessments were finalised, other organisations had initiated projects there (in that location). There were so many organisations doing work. There were lots of discussions with other agencies and coordination with municipalities. So the extent to which the assessments took place is difficult to know.” (KII, Plan Staff)

As a result, Plan had a 'checker board' of targeted barangays spread across a large geographical area in 20 municipalities (see Map in Annex 2). The evaluation team believes that would have been more efficient and effective for Plan to have prioritised either fewer municipalities or fewer sectors in the design of the project. This would have enabled the project team to be more focused/specialised, reduced the costs (including staff and transport costs) associated with project implementation, helped with streamlining the selection process and simplified coordination with other INGOs, the Government and the UN.

For the Health and Nutrition Component, Plan decided to work with the existing community based health structures and staff at the barangay and municipality level. Through these established systems Plan sought to target the general population, but with a special focus on mothers, neonatal and children who were assessed to be at higher risk for health issues.

For a large part of the Food Security and Livelihood Component, Plan worked with existing, farmers associations to target farm owners and farm tenants. Each farmers association was guided by its own internal by-laws and procedures for membership. Thus recipients of Plan support were influenced by local by-laws and policies. It is noteworthy, however, that several of these associations reported having democratic and open membership policies, and that the common service facilities put in place would be available to for the use of all farmers in the area once functional.

For the cash for work, CSG and OSY activities, Plan report being more purposeful in the selection of individuals, working with local committees to identify the most vulnerable households using assessment criteria developed with input from the community⁸.

For the Universal Birth Registration Component, Plan worked with the existing municipality registry offices and staff. Targeting those municipalities in Leyte, Samar and Eastern Samar where structures were damaged and documents were lost.

In terms of sustainability and effectiveness it was appropriate for Plan to work as much as possible through established groups. Plan also made reasonable attempts to ensure a fair selection process was in place and beneficiaries were selected appropriately, although as noted above, there was some confusion or misconceptions at the barangay level on how this worked. This indicates an opportunity for Plan to better communicate or simplify their processes in the future.

4.1.6 Was the community involved in determining the beneficiary selection criteria?

As mentioned in Section 4.1.6 above there appear to confusion around Plan's beneficiary selection process at barangay level. Despite this, many beneficiaries reported satisfaction with their level of involvement.

"Plan listened to the community and their needs. They provided what the people are labouring. Prior to the preparation of the intervention they undertook the necessary work – interviews, focus group discussions – they spoke to the different groups about what they really wanted. They did not provide the intervention, they had to prioritise and select. They went for the more vulnerable and those really in need." (KII, Barangay Official, Leyte)

Barangay level meetings with Plan staff were frequently cited by beneficiaries to have been an important and useful part of the prioritisation and beneficiary selection process.

In selecting individual beneficiaries for the cash for work and OSY activities, Plan staff report that households were selected using a scoring system that was tailored with input from the barangay officials and other community members. The draft lists from which were presented to the community for confirmation and validation before the selection process was completed and advertised in a public place. Commonly used criteria included households that were female-headed, child-headed, had seniors, had a low income, had people living with disabilities and/or had young children.

However, several barangay officials reported having little or no input into developing the selection criteria. It is unclear if this is because someone else from the community was not involved, they simply do not remember being involved or whether there were different approaches to engagement in different communities. The evaluation team recognise that there is always some trade off between being flexible by facilitating greater community engagement and being more consistent by applying standardised criteria. Additionally, other actors and the approaches they employ impact on how different approaches are perceived by the community. Either way, it is important to be effective in communicating the approach being used and to also document how it

⁸ see Section 4.1.6 for more information

worked to ensure external accountability and foster learning. One option that could be considered by Plan for future projects is to have a set number of core criteria and a menu of optional criteria that can be reviewed and selected by the community steering committees.

4.1.7 Did the project address the needs of all intended beneficiaries in a consistent manner as per project design?

There was some difference in activities implemented for different barangays which were perceived as 'unfair' by some beneficiaries. For example, one HNP post built in Eastern Samar was made using cement while others in neighbouring barangays were made from light-weight material (bamboo and coco-wood). The cement HNP was built following strong advocacy from a barangay captain, who argued the case that their close proximity to the ocean made them more vulnerable to strong winds and typhoons and that they needed something more solid to withstand these conditions. Plan agreed with this assessment and provided a cement structure. However, neighbouring barangays and local government officials felt that this demonstrated bias.

It is the evaluation team's view that Plan was right to respond to the community's requests in the manner that they did as it was in keeping with 'build back better' principles, but that they should have been more consistent in their responsiveness to barangay input. This would have meant allowing for greater input from and consultation with the community/barangay in the design and implementation of activities and equipment. While this would have most likely required additional time, it would have facilitated greater ownership and acceptance of the structures and equipment provided, as well as countered any perceptions of bias.

Such an approach would also require consistent leadership and direction from a Project Manager. However, there were significant delays in the recruitment of a Project Manager for DEC 2 Project (see Section 4.2.2). As a result, activity decisions were decentralised during the first year of implementation, leading to some inconsistencies.

Plan could have designed the project to take advantage of the opportunity for flexible funding afforded by DEC to better promote the sharing of learning and techniques project activities and to have a stronger 'flow over' effect to non-beneficiary communities. For example, the design of the project could have facilitated para-technicians and farmers associations sharing their experiences and providing expertise to neighbouring barangays so that they too could benefit from vermicomposting systems and other organic farming techniques.

The notion of equity was raised repeatedly by beneficiaries, officials and staff, indicating that it was a key consideration for this response.

4.1.8 How has gender been considered in the project design and roll out?

In reviewing the project documents gender issues appear to have been considered in the project design, implementation and assessment process. This is evidenced by integration of gender issues into project activities, the completion of gender assessment, the targeting of women and the disaggregating of data following comprehensive study that mapped GBV and gender issues completed in 2014.

"We integrated gender. According to studies GBV increases around disasters. A gender analysis was undertaken. The point of this report was to demonstrate the outcomes of the program." (KII, Plan Staff)

However, it is unclear the extent to which other traditionally marginalised groups were considered in the design and roll out of activities. Staff report that there was targeting of people living with disability in cash for work activities, for example, but it is unclear how systematic and inclusive this process was. Or whether there were other traditionally marginalised groups that were overlooked. This may be partly a documentation issue.

The evaluation team also believe that the original project design would have been strengthened by more strongly considering the integration of gender issues as a cross-cutting issue rather than seeking to treat GBV and gender related issues as a separate component. The GBV assessment was complete in 2014 and was unable to establish a strong case for the need for a separate GBV component. As a consequence, time and resources were wasted exploring the potential for a component that was not implemented. Yet by integrating gender issues and

GBV into other components the project was still able to reach a wide audience with key messages. This had a profound effect on some of the participants who described themselves as gender advocates, indicating that this approach was quite effective.

4.1.9 How could the relevance of the project design been strengthened? What could have been done differently?

Plan staff suggested that the project design could have been strengthened by:

1. ensuring greater integration and cohesion between the project components
2. establishing clearer milestones/timeframes to enhance the timely delivery of project outputs
3. putting greater effort into ensuring that organisational capacity, especially in the areas of procurement, finance and human resources

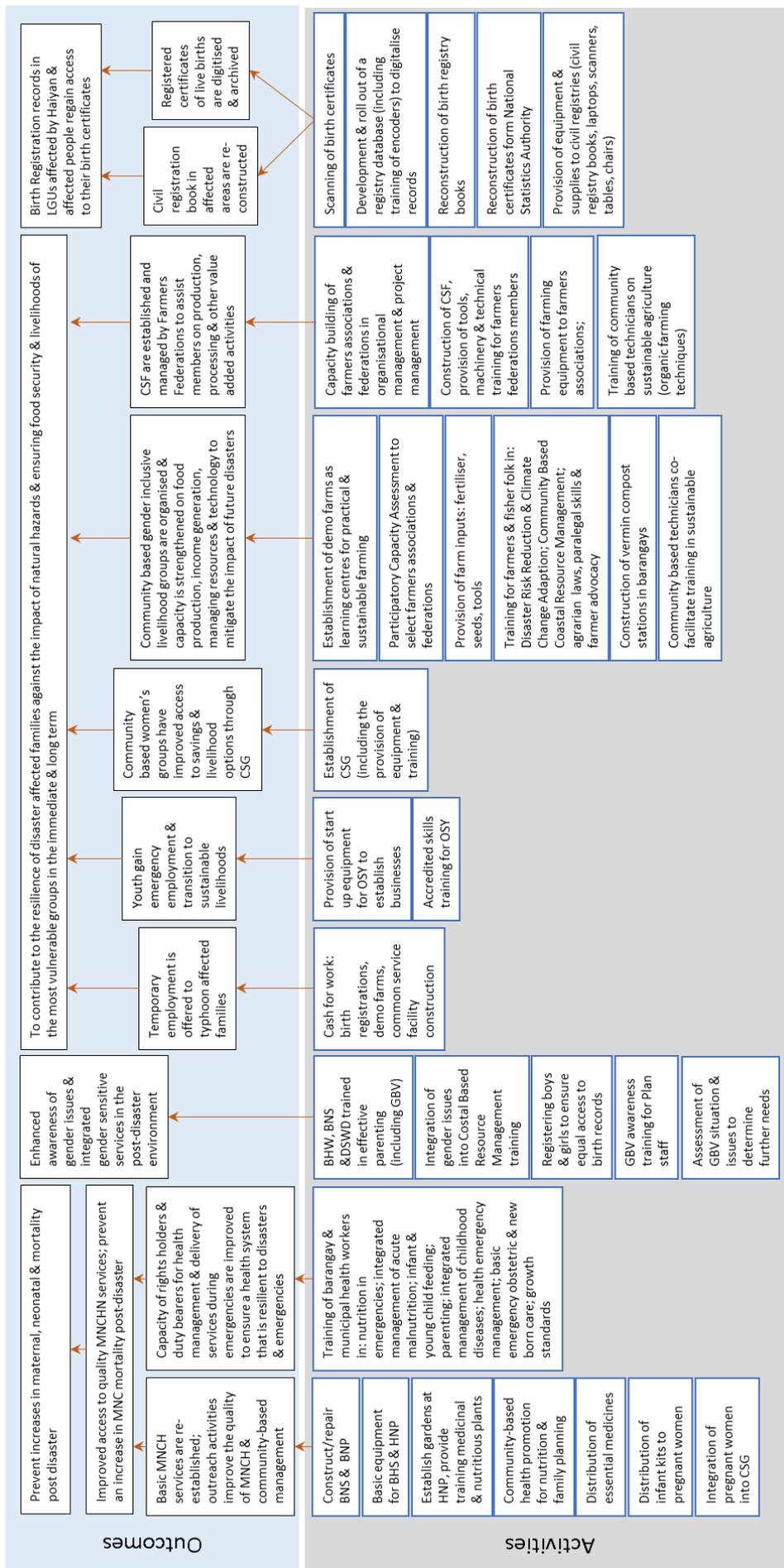
As part of the evaluation, the evaluation team reconstructed Logical Framework Diagram for the DEC 2 Project based on an understanding gleaned from the project proposal and reports. The results of this work are presented in Figure 2 below.

In reviewing this diagram it is clear that the outcomes for different components are better expressed and demonstrate a better logical flow than others. For example, for the Health and Nutrition Component shows a clear link between the activities of the component and steps out the expected outcomes into three levels. In this manner the expected outcomes of the Component are more clearly explained and the intent more readily understood.

In contrast, the Universal Birth Registration Component's outcomes read more like outputs. They do not provide sufficient information for a reader to understand the implications of securing birth certificates in terms of protection issues. For the Food Security and Livelihood Component, there are some gaps in the logic. For example there appears to be a step missing between the outcome 'capacity support for OSY' and the longer term outcome of 'contributing to disaster resilience, food security and livelihoods'. This component may have also benefited from breaking out the outcome logic into additional levels and providing more information.

It is then the evaluation team's belief that a greater investment in project design to more clearly articulate the causal pathways and different levels of outcomes should be considered in future projects. A robust project logic will not only help strengthen the design and relevance of activities, it can also helped to ensure more effective implementation, through the incorporation of more relevant monitoring and evaluation (M&E) systems and project management.

Figure 2: Reconstructed DEC 2 Project Framework Diagram



3.2. Effectiveness

KEQ 2: How effective has the project been in strengthening healthcare, protecting services, supporting rehabilitation and diversifying livelihoods in target areas?

4.2.1 Were objectives of the projects achieved?

Plan staff, official and beneficiaries report that many of the targets for the project have been met and that the DEC 2 Project is on track to meeting many of its outputs and shorter term objectives in the near future. For example, they point out that through the construction and repair of HNP/BHS there were increased numbers of people accessing health services. However, there was a missed opportunity for the project to capture more outcome level data and use this to tell a performance story. While the evaluation will contribute to the evidence base for the project, the evaluation team believes that more empirical data could have been collected to better demonstrate the effectiveness of the project and move reporting beyond activity and output tracking.

The diagram in Annex 3 provides a summary of the data that was made available to the evaluation team in keeping with the project logic reconstructed from the project documents. The green circles indicate points at which data is consistent and clear, and includes many of the Food Security and Livelihood Component, and Universal Birth Registration Component outputs, as well as the birth registration outcomes. The orange triangle indicates points where data could have been strengthened, through greater disaggregation or alignment of data to indicators. For example, the cash for work data could have been disaggregated by the 'type of work' to provide greater insight in the types of projects people worked on. The red squares points where data could be strengthened considerably or was not available at the time of the evaluation. This includes many of the outcomes for the Health and Nutrition Component, some of which may have been constructed using official municipal or barangay records if better anticipate in the M&E system.

The issue with the collection of outcome level data was identified by the Plan team as an area for strengthening in the project design documents.

“To date, the MER framework and monitoring processes have focused on activity-level monitoring data. The challenge for Plan is to develop a more outcome and impact orientated system.” (Yolanda Recovery and Rehabilitation Strategy, 2014)

However, this issue was not fully addressed throughout project implementation and remains a missed opportunity for the Plan team to clearly demonstrate their effectiveness.

“There wasn’t really much of tying everything together – it focused on outputs rather than outcomes, no much on impact...There were some outcome indicators. The nature of the project made it difficult. It was difficult to have a joined up system, when the project was not joined up.” (KII, Plan Staff)

Despite this, staff point out that the accountability mechanism established inclusive of a frontline Short Message Service, barangay suggestion/complaint boxes and staff monitoring were an effective means of gathering data. Many of these tools were developed under DEC 1 and carried over to DEC 2. These systems were supported by the establishment of a separate Program Quality Accountability and Learning Unit with dedicated to M&E functions, who were also responsible for leading efforts to collect and report project data, and supporting project reviews.

Some of the accountability mechanisms appear to have worked well. Data was collected by these mechanisms were reported by several Plan staff to have been used by project management to modify and improve the projects. For example, the data was said to inform annual reviews and an internal mid-term review conducted by the M&E staff which resulted in changes to the OSY activities.

However, a number staff also report confusion about the role of M&E and questioned the effectiveness of the M&E systems employed. The evaluation team also found the data presented in Plan’s reports to DEC difficult to

interpret and duplicative at times, indicating a need for strengthened M&E capacity and planning in the future. An M&E Plan was reported to have been developed, but was not provided to the evaluation team.

Part of the issue for M&E, and indeed the project more generally, was reported to be rooted in a shortage of human resources. For M&E, the delayed recruitment of a Program Quality Accountability and Learning Manager with a sound understanding of M&E appears to have resulted in challenges for the M&E system, including difficulties shaping the M&E system to ensure the collection of useful data and the setting of unrealistic targets. In future, Plan may consider providing short term M&E expertise in emergency situations to mentoring and capacitate local staff, with a view to strengthening M&E data collection and reporting.

4.2.2 Were activities implemented in a timely manner?

According to Plan staff DEC 2 is largely on track to reach its targets by the end of the project. This is supported by the output data that was reported by the Plan to DEC⁹.

Despite this, staff highlight that there were a number of internal challenges during implementation which had the potential to severely derail the project and undermine the effectiveness.

“I think that we got through the project. It did quite well in the end, but it was not as effective or efficient as it could have been.” (KII, Plan Staff)

These challenges included the inability of the human resources system to meet the surge in demand for staff; difficulties recruiting a suitably qualified Project Manager for the DEC 2 Project; difficulties retaining staff; delays in the procurement and delivery of goods; delays in the payment of workers and suppliers; and, internal competition from other short-term projects for resources and staff focus which, due to their short term nature, were prioritised over the DEC 2 Project.

The delay in recruiting a qualified, effective and dedicated Project Manager for the DEC 2 Project was emphasised as a major challenge for timely implementation.

“After the project manager came on board a lot of work moved forward” (KII, Plan Staff)

Prior to the securing of the Project Manager, responsibility for management was spread across Component Managers, which was not effective and the project fell behind schedule. Further, the Project Manager left in June 2016 and the project is now pushing to complete the final activities while the project phases out, including the delivery of common service facilities in several barangays. Although these delays are in part due to the procurement and finance system challenges (see Section 4.2.7), it has also been influenced by the gap in dedicated project management. At the time of the evaluation, the responsibility for ensuring completion of the project has fallen back on the overall Emergency Response Manager and senior project staff.

4.2.3 Were the activities effective in generating the expected results?

Informants and the available monitoring data suggest that activities are largely generating expected outputs and short-term expected results¹⁰. Although, reporting of results could have been strengthened to better tell a performance story (see section 4.2.1), much progress was also noted by the evaluation team. The following tables provide an overview of project performance by component based on Plan’s data and reports. The targets presented in this table are drawn from the last report sent to DEC dated May 2016 and do not include proposed changes to the targets proposed by Plan in for the last reporting cycle. Only two of the original twelve targets (or 16%) put forward in project proposal have remained the same. While this indicates an adaptive management approach and highlights the difficulty of collecting accurate data in a post-disaster situation, it also draws into question the usefulness of the target setting process for a project of this nature and highlights the need for effective assessments to inform the design process and related targets.

Table 2: Health Activity Outputs

⁹ see Figures 4-6 in Section 4.2.3

¹⁰ Note: some of the targets and indicators were modified with DEC approval

Activity	Target as of May 2016	Result as of May 2016	Notes
Construct/repair BNS & HNP	-	16 health facilities functional	Seven facilities sighted by evaluation team and other mentioned by KIIs/FGDs
Basic equipment for BHS & HNP	-	Unknown	Equipment sighted at facilities & mentioned by KIIs/FGDs
Establish gardens at HNP, provide training medicinal & nutritious plants	-	Unknown	
Community-based health promotion for nutrition & family planning	4,200 people reached	5,488 people reached (131%)	
Distribution of essential medicines	-	21 Rural Health Units supplied	Supply of medicine mentioned by KIIs/FGDs.
Distribution of infant kits to pregnant women	-	1,945 infant kits were distributed	
Integration of pregnant women into CSG	-	98 women integrated	Female participants in CSG activities present in FGDs
Nutrition in emergencies training health professionals & volunteers	420 participants	694 health professionals & volunteers (165%)	KIIs/FGDs mentioned training
Integrated management of acute malnutrition training for medical professionals	31 participants	36 medical professionals trained (86%)	KIIs/FGDs mentioned training
Infant & young child feeding training for health professionals & volunteers	360 participants	360 health professionals & volunteers trained (100%)	KIIs/FGDs mentioned training
Parenting skills training (including GBV awareness)	3,000 participants	4,908 participants trained (164%)	KIIs/FGDs mentioned training
Integrated management of childhood diseases training for BHW	100 participants	169 BHW trained (169%)	KIIs/FGDs mentioned training
Health emergency management training for municipal officials	55 participants	55 municipal officials trained (100%) & 55 Health Emergency Preparedness, Response & Recovery Plans prepared	KIIs/FGDs mentioned training & Plans
Basic emergency obstetric & new born care training for rural midwives	14 rural participants	14 rural midwives trained (100%)	KIIs/FGDs mentioned training
Orientation on growth standards for health workers	-	67 health workers trained	KIIs/FGDs mentioned growth standards

Table 3: Gender Activity Outputs

Activity	Target as of May 2016	Result as of May 2016	Notes
GBV Awareness Training for Plan staff	-	94 male staff trained	Men Opposed to Violence against Women & Children Everywhere Group reported to have formed

Table 4: Livelihood Activity Outputs

Activity	Target as of May 2016	Result as of May 2016	Notes
Cash for work: birth registrations, demonstration farms, common service facility construction	1,600 participants	1,600 farmers earned cash (100%)	KIIs/FGDs mentioned cash for work activities
Provision of start up equipment for OSY to establish businesses	-	125 OSYs received equipment	Equipment sighted at one bakery & mentioned in KIIs/FGDs
Accredited skills training for OSY	300 OSY	300 OSY trained (100%)	KIIs/FGDs mentioned training
Establishment of CSG (including the provision of equipment & training)	56 groups	56 CSG formed (100%)	KIIs/FGDs mentioned CSGs
Establishment of demonstration farms as learning centres for practical & sustainable farming	-	25 demonstration farms established	4 demonstration farms sighted by evaluation team, KIIs/FGDs mentioned these
Participatory Capacity Assessment to select farmers associations & federations	50 assessments	50 assessments completed (100%)	
Provision of farm inputs: fertiliser, seeds, tools	2,500 farmers	2,493 farmers provided with inputs (100%)	
Disaster Risk Reduction & Climate Change Adaption Training	420 farmers	851 farmers trained (203%)	KIIs/FGDs mentioned training
Community Based Coastal Resource Management Training	420 farmers & fisher folk	608 farmers & fisher folk trained (145%)	KIIs/FGDs mentioned training
Agrarian Laws, Paralegal Skills & Farmer Advocacy Training	420 farmers	569 farmers trained (135%)	KIIs/FGDs mentioned training

Construction of vermin compost stations in barangays	21 stations	21 stations constructed (100%)	3 vermin compost stations sighted by evaluation team, KIIs/FGDs mentioned vermin compost stations
Training of community based technicians on sustainable agriculture (organic farming techniques)	120 technicians	120 technicians trained (100%)	KIIs/FGDs mentioned training and technicians
Community based technicians co-facilitate training in sustainable agriculture	1,600 farmers	1,506 farmers trained (94%)	KIIs/FGDs mentioned training
Registration of Farmers Federations/Associations with the Department of Labour & Employment	65	24 federations/associations registered (37%)*	KIIs/FGDs mentioned federations & associations
Organisational management training for Farmers Associations/Federations	200 farmers	200 farmers trained (100%)	KIIs/FGDs mentioned training, federations & associations
Project management training for Farmers Associations/Federations	100 farmers	158 farmers trained (158%)	KIIs/FGDs mentioned training, federations & associations
Construction of Common Service Facilities	20 facilities	8 Common Service Facilities completed (40%)*	3 Common Services Facilities sighted by the evaluation team, 2 awaiting equipment. KIIs/FGDs mentioned Common Service Facilities
Provision of tools, machinery & technical training for farmers federations members	278 pieces	199 tools and machines supplied ^{11*} (72%)	KIIs/FGDs mentioned training machinery
Provision of farming equipment to farmers associations; hand tractors, water pumps, sprayers, min-corn mills, corn shellers, rice thrasher, shredding machines, mud boats, farming tools	-	3,806 pieces of equipment supplied ¹²	KIIs/FGDs mentioned training equipment

*Activities reported to be ongoing

Table 5: Universal Birth Register Activity Outputs

Activity	Target as of May 2016	Result as of May 2016	Notes
Scanning of birth certificates	277,750 certificates	188,860 certificates scanned (68%)	KIIs/FGDs mentioned scanning
Development & roll out of a registry database (including training of encoders) to digitalise records	1 database, 8 registries	1 database created (100%), 8 registries equipped (100%)	Database sighted by the evaluation team & mentioned by KIIs/FGDs
Documents encoded on database	277,750 documents	207,050 documents encoded (75%)	Database sighted by the evaluation team & mentioned by KIIs/FGDs
Reconstruction of birth registry books	82 books	82 registry books reconstructed (100%)	A handful of books sighted by the evaluation team & mentioned by KIIs/FGDs
Reconstruction of birth certificates form National Statistics Authority	209,808 certificates	103,509 birth certificates reconstructed (49%)	A handful of certificates sighted by the evaluation team & mentioned by KIIs/FGDs
Provision of equipment & supplies to civil registries (civil registry books, laptops, scanners, tables, chairs)	8 registries	8 registries supplied with equipment (100%)	Equipment in 2 registries sighted by the evaluation team & mentioned by KIIs/FGDs

4.2.4 Were the community/beneficiary engagement processes appropriate?

Beneficiaries and officials report satisfaction with Plan's community and beneficiary engagement processes for the DEC 2 Project. Many beneficiaries and officials note that Plan engaged with the community through Barangay assemblies to discuss and prioritise the assistance that Plan would provide.

"We held a barangay assembly after Plan came to assess the needs of the community and make a proposal or resolution. Plan contacted us and told us that they wanted to help. We said that we need a health post. Before the health post, women were undertaking prenatal treatment and getting immunizations in the houses or in the shade of the tree." (FGD, Barangay Official, Eastern Samar)

¹¹ Reported to be: 47 hand tractors, 30 rice threshers, 14 corn shellers, 19 water pumps, 34 knap sack sprayers, 4 mini corn mills, 24 shredding machines, 25 sprayers and 2 mud boats

¹² Reported to be: 25 weeders, 470 bolos, 315 pickaxe, 800 daggers, 832 hoe, 832 mini sprayers, 50 wheel barrows, 125 sprinklers, 125 spades, 21 drums, 50 crow bars, 25 chimneys, 125 pick mattocks and 11 rice hull carbonizers

However, there were opportunities for Plan to be more effective in engage communities and beneficiaries in a more meaningful way to better plan at a community level, address issues and ally concerns¹³.

“Plan could have done a better job of listening to our concerns. Before the health post was finished we identified some issues. The floor was cracking and there were problems with the windows. We told them and they came back and did some repairs to the floors – they patched the cracks, but the windows were not fixed. The windows were made here by a local engineer. They said they could come back, but they didn’t.” (KII, Barangay Official, Eastern Samar)

One senior staff member suggested that there was over-reliance on technology driven accountability mechanisms, rather than personal contact and communication, and that more person-to-person engagement during the design and implementation of construction projects may have been beneficial. This view was echoed by several beneficiaries who identified barangay meetings as effective means of community engagement.

4.2.5 How effective was communication, coordination and collaboration between Plan and partners?

Local Government played a key role in coordinating the assistance following Typhoon Haiyan, having been delegated authority over their areas by the central Government. Municipal and Barangay officials report that Plan was effective in communicating, coordinating and collaborating with them. They reported that Plan followed the established protocol of meeting with the municipality first, the barangay second and the community third.

“Plan came to the Municipal Health Officer first to discuss their plans for helping the community. They then spoke to the mayor and the barangay captains. They asked the Municipal Health Officer where to prioritise, then they informed the mayor. The barangay captains keep in contact with mayor, so the municipality played a key role in coordination. When the buildings were completed there were turn over ceremonies, where the municipality and the barangays took ownership of the facilities.” (KII, Municipal Official, Eastern Samar)

A number of officials noted that several other INGOs did not follow this protocol and went directly to the communities to provide assistance. As a result, they suggest the work of these INGOs lacked coherence, effectiveness and sustainability. Plan’s approach valued and respected by officials.

“The bad INGOs went directly to the community without consulting the Mayor or anyone. It was a violation of basic laws – it is a law in the Philippines in that the LGU is given full authority in their jurisdiction.” (KII, Municipal Official, Eastern Samar)

Plan also sought to ensure coordination and coordination with the non-government sector through membership on several relevant UN/INGO cluster groups. But it is unclear how effective these were in guiding implementation and ensuring INGO collaboration and coordination. Some Plan staff reported that following the withdrawal of UN OCHA after the end of the emergency phase many of these groups became ineffective and stopped meeting.

4.2.6 How can the quality of assessments be strengthened?

Several staff indicated confidence in the assessment criteria used to select beneficiaries for the project.

“Plan has criteria for individual beneficiaries. Standard criteria for targeting, including single headed family, families that earn less than 5000 pesos income, can access land, women headed households, child headed families, people with disabilities. The most vulnerable. They are scored by points. The community select using the selection criteria. The selection panel include a representative from Farmer Association, church, barangay council, senior citizens.” (KII, Plan Staff)

Completed assessment matrices were reviewed by the evaluation team for five communities. However, as previously mentioned in section 4.1.5, the assessment process was slow to roll-out, which resulted in changes in barangays targeted and caused additional time pressures for implementation.

¹³ Also see Section 4.1.3

Several beneficiaries noted that Plan had established selection criteria. For some this was a strength of their approach as it meant that was less open to manipulation.

“...some people were able to get multiple aid support from different groups because they were connected to the barangay officials. Some people who did not have a disability were getting disability funding. Plan was very strict, so there was no room for politics. Other NGOs were not as strict.” (KII, Beneficiary, Eastern Samar)

But for others, particularly barangay officials, it was a weakness. In the face of so many diverging opinions, it is difficult to put forward solid recommendations for strengthening the quality of assessments. However, it is clear that there needs to be a balance between accountability for the donor and accountability for the community. The criteria for the assessments should be clearly communicated to all stakeholders, recorded and retained.

4.2.7 How effective was logistical support?

Logistics and finance support were raised as areas for improvement by nearly all Plan staff. The issues were identified early on in the recovery process and noted in Plan’s Yolanda Recovery and Rehabilitation Strategy.

“Further constrains identified included a lack of accelerated procedures in HR recruitment, and logistics (procurement, dispatch, warehousing and tracking), where existing systems lagged behind the demands of the scaled up emergency programme. Finance systems, in particular protracted payment procedures, were observed causing considerable delay in project progress in a number of occasions.” (Yolanda Recovery and Rehabilitation Strategy, 2014)

However, staff report many of these issues were not properly resolved. For example, the project relied on Plan Philippine’s existing systems human resources system to recruit and retain national staff for the DEC 2 Project. These were not a good fit for the context and resulted in serious delays to project implementation.

“We did not meet deadlines, did not living up to promises to the community. There were delays in payments. Delays in construction. It was our mistake from a strategy point of view. We should have invested.” (KII, Plan Staff)

These delays were also noted at the community level.

“We are awaiting the machine (corn mill). The corn has been harvested but there is no mill at the moment.” (FGD, Farmers Association, Leyte)

The project also relied on logistics and finance systems that were not well equipped for the fast paced and competitive environment post-Haiyan. From the logistic and finance teams’ point of view the issues with logistics were largely connected to weak financial planning and forecasting. They note that changes in the equipment and material demanded in response to community requests made it difficult for Plan to plan properly and buy items in bulk. This increased the price of items, generated additional paper work and resulted in delays in the procurement and delivery of goods. The logistic and finance teams’ also note the increased competition from other organisations, fluctuations in the exchange rate, difficulties securing local suppliers and difficulties paying local suppliers as further challenges during the implementation period.

From program teams’ point of view, the issue was with the procurement system itself. They note that the system was developed for a regular programming environment and was not well suited to the situation and the demands of the project. There was little flexibility built into the system, such as waivers, to enable the delegation of authority and to fast-track key goods or small cash transfers, such as those required for the cash for work activities. As a consequence, a number of beneficiaries participating in cash for work activities, who were living day-to-day following Yolanda, were forced to wait up to two months for their payments from Plan. The slow transfer of funds also made several suppliers wary of working with Plan, and forced the organisation to source material further afield.

To further complicate matters, Plan adopted a new global finance management software called SAP during the roll out of DEC 2 Project. The adoption of the new software was dictated by Plan's head office and was mandatory for all country offices and programs. While this software is reported to be superior and more comprehensive than the old financial system, it was unfortunate timing for the Haiyan response. Migrating to the new system generated more work in terms of data entry and a learning curve for staff to adopt the new system. This created further delays for the procurement of materials and equipment for DEC 2.

4.2.8 How effective was the project in ensuring gender inclusion?

Plan performed well in targeting and reaching women through the DEC 2 Project. A cursory review of the monitoring data shows more than 50% female participation rate in most of the activities implemented by Plan under the DEC 2 Project.

“Coverage was good. In terms of participation from women, there were many more women than men...Through this project the women were able to learn in areas previously male dominated. Women are making organic manure. Women are more active in organisations. More confident.” (KII, Plan Staff)

Plan also had some success in integrating gender issues into the different components of the project. Gender issues were integrated into the Effective Parenting Training delivered under the Health and Nutrition Component, into the Community Based Costal Resource Management Plans developed under the Food Security and Livelihood Component and into messaging for the Universal Birth Registrations Component. Additionally training was provided to male Plan staff in gender based violence and protection issues, following which a group named Men Opposed Violence of Women and Children Everywhere to champion gender issues across the project and in the community was established.

The work in addressing gender issues was reported to be having some effect on beneficiaries.

“We are now advocates for gender equity and we train others in the community. There was a big difference because of this. There were high rates of violence against children. We were able to intervene in some cases.” (KII, Barangay Official, Eastern Samar)

4.2.9 How have lessons been incorporated during project implementation?

There were attempts to identify and incorporate learning throughout project implementation including a modification to the design, modifications as a response to community feedback through accountability mechanisms, and through the completion of an internal mid-term review.

According to Plan staff, DEC was a flexible partner who enabled Plan to trial different approaches and incorporate learning.

“They consider themselves more of a partnership. They are ‘all ears’ and very practical. If the rationale is there, they are happy.” (KII, Plan Staff)

DEC was responsive to the project and provided practical advice based on their experience in other emergencies. Following feedback on the suitability of the original GBV Component, the Plan redesigned the project to integrate gender issues, introduce demonstration farms, introduce CSGs and enhance OSY employment ready activities¹⁴.

The DEC 2 Project also sought to undertake an internal mid-term review in early 2016 led by the M&E staff. This review identified a series of operational and sustainability issues which have been taken on board by project management. However, it is unclear the extent to which these lessons have been addressed to date. Given the late completion of the mid-term review, there appears to have been insufficient time for the project to adapt.

¹⁴ see Section 4.1.4

3.3. Outcomes, Impact and Sustainability

Which project outcomes are likely to be sustainable and/or result in longer term impact?

4.3.1 What have been the main outcomes for the project?

There have been numerous outcomes reported for the DEC 2 Project. These are outlined briefly below.

Improved access to health services in 16 barangays through the construction and repair of health facilities and training of community based health workers. Using 2010 census data Plan estimates the BHS will provide improved access to health services for 21,494 people and that the HNP will provide improved access to health services to 8,381 people in 12 barangays. As of April 2016, Plan report that 1,951 people have accessed services at the BHS and 9,319 people have accessed services at the HNP.

According to beneficiaries this has resulted in a range of positive outcomes for the community members including reduced costs and time for seeking health care, more responsive health service delivery, greater uptake of services, greater privacy (especially for births), greater confidence in the health services and improved preventative health and wellness management practices (through increased access to immunizations and nutrition information). The health facilities have also been reported to have relieved the pressures on Regional Health Units, provide a space for the community to meet and learn, and, in at least one case, serves as the barangay's emergency shelter. Health workers report enhanced skills, knowledge and confidence because of the project.

"I have been a BHW for a long time; I can say that there is a big difference to before because of the training. We use to suggest to the pregnant women to immunized, but they were sometimes resistant. They would complain about the side effects; the fever and not feeling well. Now we impose on them more because of the training. We don't stop until we convince them. If the mother is really hard headed, we bring in the midwife to intervene. The midwife will educate them; advise them of the benefits of immunization and consequences of not getting immunized. Now we are at 100% rate for immunization among pregnant women, before it was about 90%." (FGD, Health and Nutrition Post, Eastern Samar)

Improved food security and livelihoods through the OSY training and support, establishment of CSGs and support for farmers through the provision of equipment, training, strengthening of farmers association and construction of common service facilities.

As of May 2016 Plan report that:

- 42% of the 300 OSY that participated in their project have gained employment, 74% of which are in full-time employment¹⁵
- 84% of the 50 farmers associations have been able to earn a net income of 125,117 pesos (approximately £1,800) renting the machinery supplied by Plan in the first cropping season
- 12 demonstration farms in the lowland areas have earned an average income of 7,000 pesos and 13 demonstration farms, affected by the drought, have been able to supply food for their families
- There are 1,030 active members of CSGs with an average saving of 2,200 pesos per member and an average loan of 2,400 pesos. Loans have been used to pay school fees, health expenses, food costs and to support livelihood activities.
- 120 community based technicians have been trained and many are encouraging the uptake of sustainable and organic farming practices

Beneficiaries report that these activities are having results, albeit slowly. They report that there is an increasing uptake of organic and sustainable farming practices which will help the community to be more resilient and healthier in the future.

¹⁵ Note: there is no information on the sustainability of employment

“The organic fertiliser is good for health, but not all are using the organic techniques. About 40% are using it on the vegetables. Some are reluctant to use organic techniques because they do not produce as much produce. We are also limited in the amount of organic fertiliser that we can produce, it is not enough especially for rice farming. Other farmers have a ‘wait and see’ approach – they want to see the outcomes of the organic methods. We have only been implementing this for one year. The soil is softer because of the organic fertiliser. It is more fertile and healthy, no longer acidic. You can taste the difference in the produce.” (FGD, Farmer Association, Eastern Samar)

They also report that Plan has provided them with the skills and equipment which will help boost their own recovery and the local economy. For some young women, this has been life changing.

“If we did not have the training we would just be housewives. We would be just taking care of the kids.” (FGD, OSY, Eastern Samar)

The reconstruction of birth records and improved access to birth certificates. For the universal birth registry component Plan reports the reconstruction of 82 birth registry books, the reconstruction of 103,509 birth certificates, the digitalisation of 188,860 birth certificates and the encoding of 207,050 into a new database system. The database was developed and rolled out to eight local government units, along with training for eight civil registrars and 43 encoders.

According to registrars’ the database has improved the efficiency of the Municipal Registrar Office’s work and promoted greater access to a vital documents, specifically birth certificates, especially for those who lost their records during the Typhoon.

“Having their documents will help the people of the community to boost their identity. It is good that they have documents that they can use throughout their lives. There are much fewer opportunities for people who do not have all their legal documentation.” (KII, Municipal Official, Eastern Samar)

In this way the birth universal birth registry component has addressed a fundamental protection need for the Typhoon-affected communities and in the process established a sustainable model for improved registry service delivery. Registrars report being particularly satisfied that they can now back up the scanned copies of certificates and store them in a safe place so that they will be preserved in the event of a future disaster.

4.3.2 Have the alterations made during the project implementation had positive/negative effects on the achievement of project outcomes?

The alteration the DEC 2 Project made to integrate gender issues, introduce demonstration farms, introduce CSGs and enhance OSY employment ready activities appear to have largely positive effects on the project outcomes¹⁶. For example, the demonstration farms gave farmers an opportunity to witness and taste the benefits of organic farming techniques for produce.

“With the demo farms they can see which technology works and does not. They are able to learn. They become more interested to try new technology.” (KII, Plan Staff)

The introduction of CSGs also filled a gap in the project, enabling farmers’ easier access to affordable credit and savings.

However, the mid-term review was completed too late in the project to have substantive influence on project implementation. This was a missed opportunity for the project. The mid-term review could also have been strengthened through the application of a more systematic technique and the incorporation of evaluation expertise.

¹⁶ see Section 4.1.4

4.3.3 Has the project had any unforeseen positive or negative outcomes?

A number of positive and negative unforeseen outcomes were noted by Plan staff and beneficiaries.

Some of the positives included improved relationships between Plan and Municipal/Barangay Officials; the 'spill over' of some project outcomes; and, the generation of employment opportunities for encoders hired and trained by Plan under the Universal Birth Registration Component. The improved relationships between government officials and Plan were highlighted frequently by both parties and may be capitalised on by Plan for future planning.

"When we implement a project we usually coordinate with the LGUs, but our relationships do not always flourish. With this project we were able to improve our partnership with municipality DDR and Agriculture." (KII, Plan Staff)

The spill over of project outcomes including the sharing of seeds, equipment and technologies between beneficiary and non-beneficiary barangays, although limited at this stage, is an exciting prospect for the projects sustainability and impact.

Institutionally, there has also been positive unintended outcome for Plan Philippines. Plan has been able to trial and document new standards and guidelines for activities which may serve as models for programming in other parts of the country through Plan's regular programmes or in other emergency responses. Some of the standards and guidelines that have been developed have been for OSY employment activities, CSGs and common service facilities.

An unintended negative outcome has included jealousy and resentment between beneficiaries and barangays. There appears to be a story of 'haves' and 'have nots' at the community level following Typhoon Haiyan. This was particularly evident during the focus group discussion with the non-beneficiary barangay who noted that they believed local politics meant that they received very little assistance from the international community while their neighbours received tools, equipment and fertiliser. Plan could not be expected to target every barangay, but this does re-inforce the need to ensure transparency and communication of the assessment processes used, as well as the need for Plan to be more focused in terms of geography or sectors.

Additionally, some local officials reported that beneficiaries from Plan's Sponsor Child Program in Eastern Samar had misunderstandings about the funding for Plan's assistance post-Haiyan. It was reported that some of the Sponsor Child families did not understand that Plan had different donors and believed that Plan was miss-using money that should have been directed to them. This implies a need for Plan to re-engage with these families and address this misinterpretation.

4.3.4 Has the project been able to strengthen partner and community capacities?

There have been numerous descriptions from individuals, barangay officials, municipality officials of how the project has strengthened partner and community capacity under all three components of the project reported through the KIIs and FGDs. Many informants note that has been achieved through training, mentoring and the application of learning to real life situations.

For example¹⁷:

"We have been able to use what we have learned. For example, the integrated management of childhood diseases training, we were able to use it here when the doctor is not available and the children have a fever and diarrhoea. They also provided nutrition training, breast feeding training. We have birthing facilities and we are able to give demonstrations to the women." (KII, Municipal Official, Eastern Samar)

¹⁷ Other examples of this can be seen in Sections 4.2.3 and 4.3.1 of this report.

From the examples reported, it appears that many of the efforts to build partner capacity under all of the components of the project have been successful, at least in the short term. How these activities will manifest in terms of longer term change and sustainable outcomes is yet to be seen.

4.3.5 Has the project put in place systems to enable sustainability?

Sustainability was clearly a key consideration in the DEC 2 Project design and implementation. In implementing the project Plan have worked closely with municipal and barangay officials to negotiate priorities and put in place agreements with the aim of ensuring local ownership and sustainable outcomes. Training modules also took into account sustainability and were designed keeping in mind the need for ongoing the ongoing maintenance and management of machinery and groups.

For the Health and Nutrition Component, training was provided in collaboration with municipal health authorities, and agreements and handing over ceremonies were undertaken to promote barangay council ownership. At the completion of the component rural health units and other municipal authorities took part in an exit conference, where they committed to allocate budget to sustain health and nutrition interventions initiated under the DEC 2 Project, including the maintenance of the health facilities, equipment and support to the volunteers.

“As barangay chair, I cannot say that this health post is temporary. It is up to the barangay’s initiative to fix and repair the post, to provide maintenance. We will take action.” (KII, Barangay Official, Eastern Samar)

For the Food Security and Livelihood Component, Plan signed agreements with the municipalities and existing farmers associations. They worked diligently to incorporate municipal agriculture officers in the development and implementation of training, as well as the monitoring of project outputs and outcomes. This includes the oversight of farmers federations/associations and outputs of common service facilities. The common service facilities established took into consideration the need for ongoing revenue to sustain operations by incorporated rental charges and management training as part of the activity. The CSGs were designed to self-sustainable. The farming practices taught were design to capitalise on locally available and free/low cost material to promote economic sustainability, while also encouraging the use of organic material to enhance environmental sustainability. Lastly, the OSY activity sought to link OSY with appropriate qualifications and start-up materials for small business, coupled with small business management training. As the project draws to a close, the team are working with the farmers associations and municipal officials to put in place sustainability plans.

“Part of our commitment is to sustain the program, to ensure that the benefits are shared by the association members.” (KII, Municipal Official, Eastern Samar)

The Universal Birth Registration Component also sought to work within and enhance existing government systems with the aim of promoting greater sustainability. At the exit conference for the component held in February 2016, municipal registrars developed draft sustainability plans. Registrars charge a fee for their services which can be used to maintain the services they provide. In terms of future information technology support, Plan has offered to provide ongoing support to the registrars, but it is unclear at this time how they will maintain this support once the project ends.

“What they put in place is sustainable. The municipality will cover the cost of maintenance.” (KII, Municipal Official, Leyte)

4.3.6 Which outcomes are likely to be sustainable?

Some project components were ongoing at the time of the evaluation and others had only recently been closed out, so it is difficult to assess objectively which outcomes are likely to be sustainable. Many key informants have differing view on this. A number of them observed that sustainability and impact will depend on local conditions and the mindset of the individuals.

It is the opinion of the evaluation team that the design of the DEC 2 Project was well conceptualised in terms of sustainability and that several key activities are likely to be maintained without assistance from Plan.

For the Health and Nutrition Component the sustainable outcomes are likely to be the concrete BHS/HNP, but not the light material HNP¹⁸, as well as training outcomes for barangay and municipal health workers and barangay health volunteers. Already, the HNP and BHS appear to be having improved health and nutrition related outcomes on barangays, and many of the health workers are capturing data to support this.

For the Food Security and Livelihoods Component, based on the testimonies acquired in KIIs and FGS, it seems likely that the OSY skill training for employment, the CSGs, the farmers associations, profitable organic farming methods and profitable common service facilitates¹⁹ will be sustainable and result in long term improved livelihoods and food security. However, given that several activities are ongoing and the seasonal nature of farming, it is still early to judge exactly which outcomes will be sustainable. The acceptance of organic produce in the wider community and their willingness to pay for such produce will be a critical factor in the success of several elements of this component, as will continued stability in weather patterns for the coming seasons. Of note is that several beneficiaries pointed out that the project did much to bring the community together and work together in a way that they had never had before. They said that this would make them stronger and more resilient in the future.

For the Universal Birth Registration Component, it is likely that the systems developed will largely maintained by the Registrars for the foreseeable future. However, there is a concern that if the database should crash there will not be sufficient support to re-install it and that the system does not currently integrate with the National Statistics Authority system.

¹⁸ One of the light weight material HNP visited by the evaluation team was already struggling with termites despite the wood being treated and the facility only being one-year old. It seems doubtful have the money and/or the will to ensure any major renovations needed for HNP upkeep.

¹⁹ At least while the equipment is functional and can be maintained

4. Conclusions, Lessons Learned and Recommendations

4.1. Conclusions and Lessons Learned

Over all the DEC 2 Project has been relevant, effective and is generating outcomes that are most likely sustainable.

Relevance

In terms of relevance, the different components of the DEC 2 Project have met different needs in the communities affected by Typhoon Haiyan and have generated real opportunities for improved access to health services, enhanced food security and sustainable livelihoods, and improved access to vital documents. The project demonstrated a flexible 'gap-based' approach responded to the communities needs.

The Health and Nutrition Component met a clear need in restoring damaged and destroyed health facilities, provided a boost to barangays where facilities were not present before and capacitated a community-based health system with more effective workers and volunteers to address critical health and nutrition issues following Typhoon Haiyan.

The Food Security and Livelihoods Component, was relevant for rural communities reliant on farming and agriculture to rebuild. The component has sought to address several key issues affecting rural communities including start-up capital through the CSGs, youth unemployment through the OSY activities, as well as the economic and environmental sustainability of food production through the activities with farmers associations and common service facilities. It also addresses more immediate needs through the provision of cash for work opportunities and basic farming equipment.

The Universal Birth Registration Component responded to a clear and discrete protection need. It has provided communities with access to a basic identity document following loss of these documents along with their houses and all other possessions, thereby helping to address a critical gap in Government services.

The GBV Component, while based on a fair assessment of the situation at the time, ended up not being as relevant as first thought and resources were reprogrammed accordingly.

To improve the relevance of the project design, there are six lessons for Plan that should be considered in the future for other reconstruction and rehabilitation projects:

- Put greater emphasis on project design to ensure that clear layered causal pathways are articulated. The updating and communication of this design is also important to save confusion and contradictions during project implementation (see section 4.1.9).
- Gender as a cross-cutting issue for integration could have been more thoroughly considered from the outset of the project and included in the original design of the project rather than a separate component.
- Plan is more experienced in and did better with the capacity building activities than with the construction and provision of equipment related activities. Future projects should better align to Plan's strengths where the organisation is likely to be more effective.
- Documentation of the beneficiary selection processes could be improved. In addition to ensuring external accountability, there is a real opportunity for others to learn from Plan's community-centred approach and for Plan to better communicate its approach by better recording what it does and how (see section 4.1.5).
- There is an opportunity for Plan to build on the community engagement processes implemented in the design phase to ensure that they are followed right through the project cycle from design to phase out. Mismatch of equipment and community needs demonstrate a clear breakdown in communication and

are a waste of resources. Community members expressed a strong preference for in-person meetings as the primary means for engagement (see section 4.2.4).

- Anticipate the spread of good ideas as part of the design and allocate resources to pursue these when donors are open and flexible. For, example the uptake of organic farming techniques.

Effectiveness

The DEC 2 Project was effective in meeting many targets and producing positive short-term outcomes in the target communities. However, there were several real risks that threatened to undermine performance that could be strengthened for future responses. These include strengthened human resource management systems; finance, procurement and logistic support; and, M&E.

The project was delayed significantly for the first year. This can be largely attributed to the lack of a Project Manager dedicated to the DEC Project to coordinate and push the project forward. Once a Project Manager was on board, the project made considerable headway in a short amount of time. This highlights the need to have responsive human resource management systems that can quickly and efficiently recruit and retain key staff in the midst of an emergency response. Not having a dedicated Project Manager at the beginning or end of a project has significant impact on whether a project is implemented efficiently and effectively.

The finance, procurement and logistics systems need to be responsive during a reconstruction and rehabilitation project implemented in the wake of an emergency. The existing finance, procurement and logistics systems were not flexible and could not adapt to the context and need. This generated many challenges for project implementation, to the point where beneficiaries – already traumatised and vulnerable – were put out by late payments and delays in the timely delivery of assistance. In the case of DEC 2, the issues were compounded by the adoption of new financial management software midway through the project.

The DEC 2 Project appears to have created a solid foundation for producing positive outcomes on the targeted communities. However, many of these outcomes were not captured in the existing M&E system. Furthermore, the data compiled and reported to DEC is confusing and unclear at times. Part of the issue for this appears to relate to the human resource issues outlined above, and the project design, as outlined in the previous section. However, it may also be more easily overcome through the provision of M&E expertise at critical junctures in the project.

On a positive note, the DEC 2 Project did an excellent job in integrating gender issues. Gender issues were included in the project design, implementation and evaluation. Participation by women was high. The integrated approach to food security and livelihoods also offers an opportunity for learning and greater innovation. Combining OSY, CSGs, farming equipment, common service facilities, community-based technicians and enhancing the capacity of farmers associations may provide a model for others to learn from.

To improve the effectiveness of future reconstruction and rehabilitation projects, there are four lessons that can be learned from:

- It is of high importance to have a human resource management system that can recruit and retain key staff in the context of an emergency reconstruction and rehabilitation response (see section 4.2.2).
- It is important that finance, procurement and logistics are adequate for an emergency reconstruction and rehabilitation response and are used appropriately. Plan Philippines needs to invest more in finance, procurement and logistics systems that are fit-for purpose and can be rolled out and used effectively in post-emergency situations (see section 4.2.7).
- M&E systems need to be able to measure and capture project outcomes. Boosting M&E capacity in the early stages of a project is readily achievable through greater inclusion of M&E expertise in the project design and early stages of project implementation, as well as at the end of the project (see section 4.2.8).
- There is potential for other projects and platforms to learn from experiences under DEC 2 in terms of integrating gender issues and the integration of livelihoods and food security issues (see section 4.2.9).

Outcomes, Impact and Sustainability

While it is still early to verify many of the outcomes and impact of the DEC 2 Project, there are many positive signs for the project. Not the least of which was the commitment of municipal, barangay and farmers association leaders to sustaining and expanding where possible the project outcomes. The design of the project considered sustainability carefully, and made the choice to work with local institutions rather than pushing ahead independently as many other INGOs were reported have done. Working through existing structures yielded positive relationships that may be helpful for the organisation in the future and buy-in from the various levels of local government.

The project is contributing to improved access to and quality of community-based health services, food security and enhanced livelihoods among target groups, and has played an important role in re-establishing birth certificate records and systems, which will afford greater protection to children and adults in the Typhoon Haiyan affected communities.

One area for improvement is managing the expectations of non-beneficiaries and Sponsor Child Program families better.

In terms of lessons for sustainability, they include:

- Ensuring communication and messaging with non-beneficiaries and Sponsor Child Program families is consistent and clear.
- Working through existing institutions has brought great value to the project, enhanced outcomes and will improve the likelihood of sustainability.

4.2. Recommendations

1. Plan UK and Plan Philippines focus more on capacity building and community engagement in future reconstruction and rehabilitation projects and less on construction and the supply of equipment.
2. Plan Philippines should prioritise the design of future reconstruction and rehabilitation projects and either take a more holistic approach in a smaller number of communities, or target one to two specific sectors across a broad number of municipalities. This would help improve efficiency and effectiveness.
3. Plan Philippines simplifies the beneficiary selection process, and improves the documentation and communication of processes to ensuring greater external transparency and sharing lessons learned.
4. Plan Philippines works to ensure better communication and messaging with non-beneficiaries and Sponsor Child Program families in the future projects.
5. Plan Philippines work to ensure that community engagement processes are maintained throughout the project lifecycle, especially on projects that involve the construction of facilities and the provision of equipment.
6. Plan International considers allocating resources in project proposals designs to pilot, adapt and scale up best practices.
7. Plan International works with Plan Philippines to strengthen their finance and procurement systems, to ensure that they are fit for purpose and able to respond to the needs of post-emergency projects.
8. Plan International works with Plan Philippines to develop strengthen human resource management systems so that are more effective in ensuring the timely recruitment and retention of key local staff (especially Project Managers) for post-emergency projects.
9. Plan UK include monitoring, evaluation and reporting expertise that can be deployed during emergency reconstruction and rehabilitations projects to enhance reporting, learning and accountability.
10. Plan Philippines document and share the projects experiences integrating gender and the innovations of the Food Security and Livelihood Components, including the establishment of common service facilities, capacity

building of farmers associations, establishment of Community Savings Groups and the use of demonstration farms.

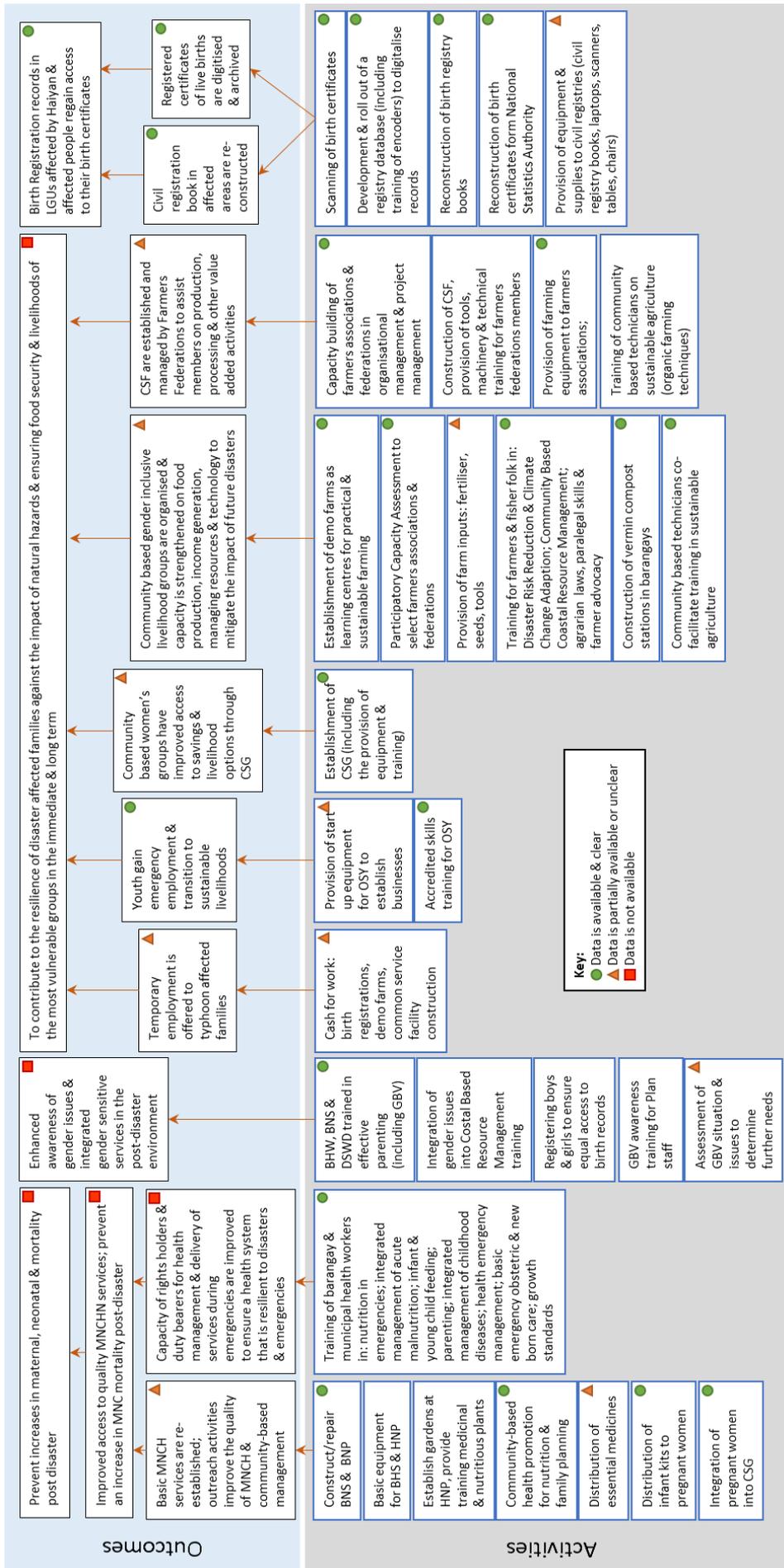
11. Plan Philippines continue to partner with existing institutions to enhance outcomes and improve the likelihood of sustainability. Plan document learn from Plan Philippines experience in this regard.

5. Annexes

5.1. Annex 1: Information Collection Matrix

KEQs	Sub-Questions	Information Required	Method/Information Source
<p>Relevance Was the project relevant in meeting the needs of Haiyan-affected communities?</p>	<ul style="list-style-type: none"> • Were the project objectives valid and appropriate? • Were the project activities relevant for the project objectives? • Has the project complemented and been compatible with the government approach? • Has the project approach or design changed to ensure continued relevance in a changing context? • Was the targeting of the beneficiaries appropriate? • Was the community involved in determining the selection criteria? • Did the project address the needs of all intended beneficiaries in a consistent manner as per project design? • How has gender been considered in the project design and roll out? • How could the relevance of the project design been strengthened? What could have been done differently? 	<p>Key stakeholder perceptions of the context, the relevance of activities and objectives, the government approach, project adaptation, targeting, community involvement, the integration of gender issues and potential improvements.</p> <p>Information on the project context, design and implementation.</p>	<p>Document review – proposal, project design documents (including project logic), project reports, mid-term assessment</p> <p>KIIs – Plan Management, project staff, partner agency, local government partners, community representatives, beneficiaries</p> <p>FGDs – beneficiary communities in Leyte, Eastern Samar and Western Samar</p> <p>Field Observations</p>
<p>Effectiveness How effective has the project been in strengthening healthcare, restoring registration services, supporting and diversifying livelihoods, and addressing gender-issues in target areas?</p>	<ul style="list-style-type: none"> • Were objectives of the projects achieved? • Were activities implemented in a timely manner? • Were the activities effective in generating results? • Were the community/beneficiary engagement processes effective (in incorporating community feedback into project design, decision-making, targeting, implementation and evaluation)? • How effective was communication, coordination and collaboration between Plan and partners (Government, UN coordination/clusters, other NGOs)? • How can the quality of assessments be strengthened? • How effective was logistical support? • How effective was the project in ensuring gender inclusion? • How have lessons been incorporated during project implementation? 	<p>Key stakeholder perceptions of the project activities, objectives, engagement processes, logistics and assessment process.</p> <p>Information on the project design and implementation.</p>	<p>Document review – proposals, contracts, project design documents (including project logic), project reports, mid-term assessment, monitoring data</p> <p>KIIs – Plan management, project staff, partner agency, local government partners, community representatives, beneficiaries</p> <p>FGDs – beneficiary communities in Leyte, Eastern Samar and Western Samar</p> <p>Field Observations</p>

5.3. Annex 3: Availability of Data for the DEC 2 Project



5.4. Annex 3: List of Focus Groups and Key Informant Interviews

Focus Groups	Male	Female	Location	Date
FGD 1: Barangay Health and Nutrition Post	1	10	Alegria, Julita, Leyte	6-Sep-16
FGD 2: Farmers Association	4	5	Tagkip, Julita, Leyte	6-Sep-16
FGD 3: Farmers Association	5	6	Salvation, Mc Arthur	7-Sep-16
FGD 4: CSG and Farmers Association	7	18	Casuawagan, Mc Arthur, Leyte	7-Sep-16
FGD 5: Out of School Youth	1	6	Roxas Barangay, Giporos, Eastern Samar	8-Sep-16
FGD 6: CSG and Farmers Association	3	7	Santa Rosa, Balangiga, Eastern Samar	9-Sep-16
FGD 7: CSG	7	6	Pob 1, Balangiga, Eastern Samar	10-Sep-16
FGD 8: Non-beneficiaries	5	2	Calipayan, Mayorga, Leyte	11-Sep-16
FGD 9: Barangay Health Station	3	6	Matarinao, Salcedo, East Samar	12-Sep-16
FGD 10: Barangay Health and Nutrition Post	0	6	Jagnaya, Salcedo, East Samar	12-Sep-16
Total	36	72		

Interviews	Male	Female	Location	Date
KII 1: Plan Staff, Livelihood Program Supervisors	2	1	Plan Office, Tacloban	5-Sep-16
KII 2: Plan Staff, National Program Manager for Food Security and Livelihoods	1		Plan Office, Tacloban	5-Sep-16
KII 3: Plan Staff, Operations Support Manager	1		Plan Office, Tacloban	5-Sep-16
KII 4: Plan Staff, Emergency Response Manager	1		Plan Office, Tacloban	5-Sep-16
KII 5: Barangay Health Post Staff		3	Alegria, Julita, Leyte	6-Sep-16
KII 6: Civil Registrar		1	Dulag Municipality Office, Leyte	6-Sep-16
KII 7: Municipal Agriculture Office Staff	1	2	Mayorga Municipality Office, Leyte	7-Sep-16
KII 8: Para-Technician		1	Parena, Giporlos, Eastern Samar	8-Sep-16
KII 9: Municipal Agriculture Agriculturalist	1		Lawaan Municipality Office, Eastern Samar	8-Sep-16
KII 10: Municipal Agriculture Officer	1		Plan Office, Tacloban	9-Sep-16
KII 11: Health and Nutrition Post Staff	1	2	Barangay 3, Balagnkayan, East Samar	10-Sep-16
KII 12: Regional Health Unit Staff		1	Salcedo Regional Health Office, Eastern Samar	13-Sep-16
KII 13: Health and Nutrition Post Staff		1	Palanas, Salcedo, Eastern Samar	13-Sep-16
KII 14: Civil Registrar		1	Hernani Municipal Office, Eastern Samar	13-Sep-16
KII 15: Plan Staff, Field Engineer		1	Plan Office, Tacloban	14-Sep-16
KII 16: Plan Staff, M&E Officer	1		Plan Office, Tacloban	14-Sep-16
KII 17: Plan Staff, Logistics Officer	1		Plan Office, Tacloban	14-Sep-16
KII 18: Plan Staff, Finance Officer		1	Plan Office, Tacloban	14-Sep-16
KII 19: Plan Staff, Grant Management Officer		1	Skype Interview	14-Sep-16
KII 20: Plan Staff, Program Manager (UK)		1	Skype Interview	16-Sep-16
KII 21: Plan Staff, Program Officer (UK)		1	Skype Interview	16-Sep-16
KII 22: Plan Staff, DEC Project Manager		1	Skype Interview	20-Sep-16
Total	11	19		

5.5. Annex 4: List of Documents Reviewed

Government of the Philippines, 2013, *Reconstruction Assistance on Yolanda: Build Back Better*

Finnegan, L. (2013), *After Yolanda: What Children Think, Need and Recommend*

Philippines Humanitarian Country Team, 2013, *Typhoon Haiyan (Yolanda) Strategic Response Plan, The Philippines, 10 December 2013*

Plan International, 2014, *Gender Based Violence Mapping in Typhoon Haiyan Affected Areas*

Plan International, 2014, *Yolanda Recovery and Rehabilitation Strategy: Building Back Better, Stronger and Together, June 2014- May 2017*

Plan Philippines, 2013, *Typhoon Haiyan Six-Month (November 2013 To May 2014) Emergency Response & Early Recovery Plan (December 2013)*

Plan Philippines, 2016, *DEC Project: Internal Midterm Program Review Report*

Plan Philippines, 2016, *DEC: Internal Monitoring Tool (August 2016)*

Plan Philippines, *Basey (community assessment scoring)*

Plan Philippines, *Beneficiary Selection Process*

Plan UK, 2014, *DEC Form 11a Phase 2: Philippines Typhoon Appeal Narrative (31 March 2014)*

Plan UK, 2014, *DEC Form 11b Phase 2: Philippines Typhoon Appeal GBV Component Indicator Table (31 March 2014)*

Plan UK, 2014, *DEC Form 11b Phase 2: Philippines Typhoon Appeal Indicator Table (31 March 2014)*

Plan UK, 2014, *DEC Form 12 Phase 2: Financial Plan (31 March 2014)*

Plan UK/Philippines, 2014, *DEC Form 15a Phase 2 Narrative Report 3 (November 2014)*

Plan UK/Philippines, 2014, *DEC Form 15b Phase 2 Narrative Report 3: Indicator Table (November 2014)*

Plan UK/Philippines, 2014, *DEC Form 16 Phase 2 Financial Report 3 (November 2014)*

Plan UK/Philippines, 2014, *DEC Form 4 Agency Appeal Risk Register (November 2014)*

Plan UK/Philippines, 2015, *DEC Form 15a Phase 2 Narrative Report 3b (February 2015)*

Plan UK/Philippines, 2015, *DEC Form 15b Phase 2 Narrative Report 3b: Indicator Table (February 2015)*

Plan UK/Philippines, 2015, *DEC Form 16 Phase 2 Financial Report 3b (February 2015)*

Plan UK/Philippines, 2015, *DEC Form 17a Phase 2 Narrative Report 4 (November 2015)*

Plan UK/Philippines, 2015, *DEC Form 17b Phase 2 Narrative Report 4: Indicator Table (November 2015)*

Plan UK/Philippines, 2015, *DEC Form 18 Phase 2 Financial Report 4 (November 2015)*

Plan UK/Philippines, 2016, *DEC Form 17a Phase 2 Narrative Report 4 (May 2016)*

Plan UK/Philippines, 2016, *DEC Form 18 Phase 2 Financial Report 4 (May 2016)*

Plan UK/Philippines, 2016, *DEC Form 18b Phase 2 Narrative Report 4: Indicator Table (May 2016)*

Sarmiento, G. for Plan International, 2015, *Baseline Study Report: On Select Municipalities of Leyte, Samar, and East Samar*

UN OCHA, 2013, *Cash Coordination: Response To Typhoon Haiyan (Yolanda) December 2013*

UN OCHA, 2013, *Multi-Cluster/Sector Initial Rapid Assessment*

UN OCHA, 2013, *Philippines: Typhoon Haiyan, Situation Report No. 25 (as of 20 December 2013)*

5.6. Annex 6: Terms of Reference



Plan International UK

Disaster Emergency Committee

Terms of Reference for:

EXTERNAL EVALUATION FOR DISASTER EMERGENCY COMMITTEE supported Haiyan response in the PHILIPPINES

Type of Contract:	Plan International UK
Language:	English
Contract Length:	30 Days

BACKGROUND

Typhoon Haiyan (local nomenclature: Yolanda) made landfall near Guiuan municipality of Eastern Samar, Eastern Visayas Region of the Philippines on November 8, 2013. With sustained winds of 250 km/hour and gusts up to 315 km/hour, it devastated the region causing great loss of human lives, temporary displacement, massive damage to physical infrastructure and housing, and disruption of many services.

Plan has been implementing the DEC funded 36 months long project “Strengthening Healthcare and Protection Services and supporting the rehabilitation and diversification of livelihoods for Typhoon Haiyan affected populations” in Leyte, Eastern and Western Samar. Phase 1 of the response focused on immediate needs and ensuring the inclusion of children and vulnerable groups in the transition to early recovery. Phase 2 is focusing on reconstruction and rehabilitation of services in the sectors of health, protection and livelihoods.

PURPOSE OF EVALUATION

The purpose of the evaluation is to identify the impact, outcomes, best practice and lessons learned from the project to provide an evidence-base and practical recommendations for Phase 2 of the project.

It will be shared with the funder of the project (DEC) as one of several sources of verification during the project reporting process.

The evaluation will be used by Plan International (PI) to document best practices and lessons learnt.

The evaluation will also be shared with project implementing partners at a local level, to be shared with community representatives, and to enable replication of successful activities at a local scale. Other stakeholders, including local government, and other organizations working on similar activities in Philippines, will also receive a copy of the evaluation upon request.

EVALUATION OBJECTIVES

The evaluation will focus on the logframe and project design - activities, outputs, outcomes etc. It covers the geographic areas, target groups and sectors reflecting the activities undertaken.

Project Sectors are related to health, food security and livelihood and protection.

The evaluation will assess the project under the criteria of effectiveness, efficiency, relevance, sustainability, impact, replicability & scale, coverage and targeting and will answer the following questions:

Effectiveness

- Have the activities been undertaken in a timely manner? Were objectives achieved on time?
- Quality of assessments: what was missing; what can we do differently next time?
- How appropriate and useful were the interventions and/ activities implemented?
- Were the beneficiaries able to provide feedback during the operation?
- Was the feedback from beneficiaries able to be incorporated into the project design?
- Have the alterations made during the project implementation had positive / negative effects to the achievement of the outputs & outcomes?

Efficiency

- Cost-benefit analysis / Has the scale of benefits been consistent with the cost?
- To what extent has the funding been utilised to directly assist beneficiaries - has project support and operational costs been reasonable (%) compared to entire budget?
- How well were the inputs (funds, people, materials and time) used to produce results?
- Efficiency in terms of logistical support for any procurement done?

Relevance

- Have the project objectives proven to be valid and appropriate in meeting the most pressing needs of those affected by typhoon Haiyan? If not what should have been done instead?
- Has the project been consistent with the needs and priorities of the intended beneficiaries (most vulnerable in the communities)?
- Has the project complemented and been compatible with government approach?
- Has the project approach or design changed to ensure continued relevance in a changing context?

Accountability

- Have appropriate and accessible feedback mechanisms been established?
- How the feedback mechanism had been designed and implemented?
- Have affected communities been able to participate in the decision making, design, targeting, implementation and evaluation of the project
- Has Plan maintained good and consistent communication with affected communities?
- Has the project been implemented in good coordination with government actors and other stakeholders?
- How have lessons throughout the project been captured and used?

Sustainability

- Has the project managed to put in place systems to enable sustainability, for example? in relation to the livelihood component?

Impact

- Results achieved vs planned results, if discrepancy- why?
- Has the project had any unforeseen positive and/or negative institutional impacts which have influenced Plan, prompted changes in partners' ways of working etc.?

- Has the project been able to strengthen partners' and communities' capacities?

Coordination / Communication

- How effective was the coordination/collaboration between Plan and partners?

Coverage and targeting

- Was the targeting of the beneficiaries appropriate? Was the selection criteria implemented? Was the community involved in determining the selection criteria and well informed about the decisions?
- Did the project address the needs of all intended beneficiaries in a consistent manner as per project design?
- How has gender been considered in the project design and roll out?

Replicability & scale

- What would be the main considerations when replicating and scaling up/down this project design for future emergencies to ensure a better quality of response (e.g. main lessons learnt)

GEOGRAPHICAL SCOPE

The evaluation will cover a sample of communities that have been part of the project interventions in Eastern and Western Samar and Leyte (communities selected to be determined).

KEY ACTIVITIES

- Conduct background reading, briefing discussions with project team and preparation of resource materials;
- Develop an evaluation study design (work-plan) inception report identifying information needs and including the draft data-gathering and analysis instruments;
- Undertake data-collection at the office and field level including through participatory evaluation methods and meeting with project staff, community members, and other stakeholders;
- Conduct data processing, analysis and draft the report preparation;
- Present the evaluation results to the project team and the draft report to Plan UK office;
- Finalise the evaluation report following comments received from project staff and Plan UK on the draft report.

METHODOLOGIES

The final evaluation schedule will be determined following discussions between the consultant and the project team from Plan prior to the commencement of the evaluation study. The evaluation study design (plan) and tools will be approved by Plan prior to implementation based on the inception report.

The consultant is expected to be proficient in using a range of participatory tools for data gathering and analysis, including quantitative and qualitative survey techniques, conducting key informant interviews and leading focus group discussions. The evaluation will ensure unbiased data collection from a representative sample that can be used to compare with available baseline or control group data. The consultancy will also involve substantive documentation review, report writing, and workshop presentation.

Team leader will take responsibility to submit the inception report and final report and presentation.

TEAM COMPONENT

The evaluation will be conducted by a team composed of maximum 3 members (2 team members and 1 team leader) with speciality for three sectors (Health, Food Security and Livelihood and Protection).

Team leader will take responsibility to submit the inception report and final report and presentation

DURATION AND TIMELINE

- The contract will be for 30 working days between August 2016 and September 2016 (including field visits and all deliverables).
- Provisional indication of timeline as follows (specific dates to be discussed with consultant/s) :

		August				Sept			
Preparation		W1	W2	W3	W4	W1	W2	W3	W4
1	Review of project documents & reports, secondary data...	•							
2	Working plan & working schedule with stakeholders arranged	•							
3	Inception report provided to Plan UK for discussion		•						
Field Work									
6	Data collection in the project areas		•	•					
Report Writing									
8	Collation & standardizing of report			•	•				
9	Presentation of preliminary results to Project Team and receive feedback				•				
10	Final report consolidation to be submitted					•	•		

DELIVERABLES

The evaluation will result in three outputs/deliverables:

- **A short inception report** highlighting the evaluation framework, work plan, tools and methodologies used for the evaluation exercise and updated evaluation questions from the TOR
- **Report** containing an executive summary and comprehensive but concise outline of the results of Plan's programme across all fields of focus mentioned above (*Relevance/ appropriateness, Efficiency, Effectiveness, Sustainability and Impact and Accountability*). The report will include details on the methodology, document review, findings, and limitations. Key lessons learnt, recommendations and tools for improving humanitarian response should be identified in English and annexed if appropriate. Annexes should include but are not limited to:
 - Evaluation work plan
 - TORs of the evaluation
 - List of those interviewed
- **Presentation** of the findings, lessons learnt and recommendations

APPLICATION PROCESS

Interested consultants should submit expressions of interest to Savita Garg savita.garg@plan-uk.org by **26 July 2016** with "Evaluation: Haiyan response in the PHILIPPINES" in the subject line.

Expressions of interest must include:

- CV/s of the team leader/team members
- Financial proposal inclusive of budget and all detailed costs (including daily rate) in GBP. **All costings to include VAT.**
- Work plan and proposed timeline
- 2 examples of relevant work

- Details of 2 references

SELECTION CRITERIA

The following criteria will be used to select the consultant/s:

- University degree in political science, sociology, international relations, anthropology, public administration, development studies, gender studies or other relevant fields.
- Experience in carrying out program evaluations and good analytical and report writing skills
- Experience in the field of Health, Food Security and Livelihood and Protection
- Fluency in English and any of the local languages spoken in the project locations is desirable
- High quality technical proposal submitted

PLAN'S CHILD PROTECTION POLICY

Plan creates safe environments for children in all aspects of its work whether fundraising or program implementation, where children are respected, protected and empowered as their capacities evolve to contribute actively to the development of Child protection measures within Plan. Everyone who works with and engages with Plan has a responsibility to ensure that children are protected. Any consultant entering into agreement with Plan must adhere to its Child Protection Policy. All consultants visiting Plan communities must submit to a full background check.

Plan's Child Protection Policy and Code of Conduct ensures that staff, associates, and visitors are clear about expectations placed on them to prevent and respond to child abuse and the consequences of failing to do so.

As such, Plan is requiring possible consultants to include ethical and child protection statements in their proposals detailing how such measures will be implemented during the data collection and assessment processes.

Annexes:

Full project documents will be provided once the consultancy is instructed: