

## **TERMS OF REFERENCE**

### **CONSULTING SERVICES FOR THE CONDUCT OF A SERIES OF TRAINING WORKSHOPS ON IMPACT EVALUATION UNDER THE M&E FUND**

#### **I. Background**

Acknowledging the importance of monitoring and evaluation (M&E) in development management, the DBM allocated PhP400 million for NEDA's M&E Fund for FY2015/FY2016. The Fund will finance various M&E initiatives that will gauge development interventions' successes, extract lessons from project/program implementation, and enhance existing ICT and database management systems. Since NEDA plays a major role in the M&E of policies, major capital programs and projects, as well as of government plans such as the Philippine Development Plan (PDP) and Yolanda Implementation for Results Plan (I4R), it is also expected to finance a series of M&E capacity building activities for selected NEDA units. These capacity building activities shall address the immediate capacity needs of NEDA to better respond to the growing demand for evaluation and evaluation results.

Understanding the need to capacitate NEDA staffs (central and regional) on impact evaluation, two types of impact evaluation training are being proposed to be carried out: (a) five-day introductory course; and (b) ten-day advanced technical course. These training courses are envisioned to highlight impact evaluation as a key instrument in determining project/program effectiveness, informing policy development and improving program designs. They shall cover commonly used econometric and statistical methods to evaluate impacts of social and other programs in developing countries, however, the degree of difficulty of the topics shall be customized to suit the training needs of the target participants.

In order to equip NEDA central and regional staffs with the appropriate and up-to-date tools and methodologies on impact evaluation, a consultancy firm shall be engaged to design and conduct said training courses.

#### **II. Objectives**

The services of a Consulting Firm shall be contracted to design and conduct a series of training workshops with the end view of:

- a. Strengthening the capacity of NEDA officials and staffs in designing, conducting and managing impact evaluations;
- b. Providing a clearer understanding of what impact evaluation is and its different designs;
- c. Equipping NEDA staffs on impact evaluation tools and methodologies;
- d. Enabling NEDA staffs to recommend when impact evaluation is and is not appropriate to use; and,
- e. Building the capacities of NEDA officials and staffs in assessing program/project delivery of results at outcome and impact levels.

### III. Scope of Work and Job Specifications

#### A. Consulting Firm

Understanding the need of NEDA to be equipped with the appropriate impact evaluation tools and methodologies and to build its capacity on impact evaluation, a consulting firm shall be engaged for 145 working days, over a period of 200 days to complete the following tasks (see **Annex A**):

1. Design and Reproduce Impact Evaluation Training Course Modules
  - a. Conduct of diagnostic assessment for selected NEDA Central and Regional participants to identify their level of understanding/know-how on impact evaluation, and determine the appropriate content of each training module;
  - b. Design and prepare customized impact evaluation training modules based on results of the diagnostic assessment, as follows: (i) introductory course; and (ii) advanced technical course, subject to the review and approval by NEDA. Details provided in the table below.

Training	Minimum Content Requirement
<b>Introductory Course on Impact Evaluation (for middle level officials – central office and regional offices)</b>  No. of days: 5 No. of batches: 3 No. of participants per batch: 33 (batch 1&2) and 34 (batch 3) Indicative Venue: Manila or nearby cities  <b>Key Objectives:</b> <i>By the end of the course, participants shall be able to:</i> <i>-Understand themes, concepts, types, and methodologies used in impact evaluation;</i> <i>-Understand how to manage an impact evaluation study</i>	i. Introduction to evaluation, types, theories and concepts; ii. Theory of change, formulation evaluation questions and identification of appropriate outcome of interest and performance indicators; iii. Design and conduct of impact evaluations by selecting and utilizing the appropriate framework, estimation equation, method or combination of methods, including: randomization and quasi-experimental methods; iv. Computing appropriate sample size including power calculations, minimum effect size, standard errors and level of confidence; v. Determining the appropriate level of randomization and various threats to validity; and, vi. Use of statistical software (e.g. hands-on exercises on the use of STATA, R, or E-Views)
<b>Advanced Technical Course on Impact Evaluation (for technical level development specialists – central office and regional offices)</b>  No. of days: 10 No. of batches: 3 No. of participants per batch: 33 (batch 1&2) and 34 (batch 3) Indicative Venue: Manila or nearby cities  <b>Key Objectives:</b> <i>By the end of the course, participants shall be able to:</i> <i>-Understand themes, concepts, types, and</i>	i. Introduction to evaluation, types, theories and concepts; ii. Formulating theory of change, evaluation questions and identification of appropriate outcome of interest and performance indicators; iii. Inferential statistics and regression analysis iv. Designing and conduct of impact evaluations by utilizing the appropriate design, framework, estimation equation, method or combination of methods. v. Computing appropriate sample size including power calculations, minimum effect size, standard errors and level of confidence; vi. Determining the appropriate level of randomization and various threats to validity; vii. Understanding methods of data collection (e.g. direct observation, surveys, sampling, KIs and FGDs) both for quantitative and qualitative data, including designing

Training	Minimum Content Requirement
<i>methodologies used in impact evaluation; -Design, implement and manage an impact evaluation study</i>	questionnaires; viii. Interpreting statistical data and evaluation results; ix. Use of statistical software (hands-on exercises on the use of STATA, R, or E-Views); x. Communicating/packaging impact evaluation results; xi. Managing impact evaluations including preparation of TOR for impact evaluations; and, xii. Application of theories and concepts through at least two case studies and workshops.

- c. Design and prepare pre- and post-training evaluation forms per module for review and approval by NEDA, to be administered to all participants in order to measure (1) the degree of improvement in the participants' understanding of the topics per module, (2) the participants' assessment of the contents of the module (and recommend improvements or adjustments), and, (3) the participants' assessment of the quality of the resource speakers/trainers;
- d. Package and reproduce customized training kits subject to NEDA's prior review and approval.

## 2. Conduct of Impact Evaluation Training-Workshops

- a. Prepare a training plan for review and approval by NEDA, reflecting the necessary activities and schedules, required inputs/resources, potential venue, and defining roles/responsibilities and accountabilities on expected outputs and outcome, and adjust/update accordingly, as necessary;
- b. Provide training venue(s) conducive to learning (i.e., an area which can fit expected number of participants and enable access and use of computers/equipment for hands-on exercises), preferably in Metro Manila and nearby cities;
- c. Conduct two types of training-workshops, with the indicative number of participants:

Training	No. of days	No. of Participants			
		Set 1	Set 2	Set 3	Total
Introductory Course on Impact Evaluation	5 days	33	33	34	100
Advanced Technical Course on Impact Evaluation	10 days	33	33	34	100
<b>Total No. of Participants</b>					<b>200</b>

The sessions shall be based on the approved design and training plan, and consistent with the approved budget; and,

- d. Administer pre- and post- evaluation survey forms and prepare required post training reports, after each training session, incorporating the evaluation results and the trainers' insights on lessons learned and recommendations.

### 3. Perform Management and Administrative Functions

- a. Under the direct supervision of the NEDA-MES, provide overall administration and management of the training and related activities as specified under this TOR;
- b. Prepare and submit an Inception Report which includes a training plan summary (Gantt chart), the training methodology, work and resource plan;
- c. Coordinate and manage the inputs, activities and outputs of the training workshops as defined under the approved work and resource plan and consistent with the Contract Amount;
- d. Take charge in the procurement and preparation of the venues (preferably in Metro Manila and nearby cities), including meals (preferably buffet set-up for lunch), accommodation (preferably twin-sharing arrangement) and transportation arrangements (including flights of regional participants and land transportation), coordination/ communication with participants, and other logistic requirements, as may be necessary, for the efficient conduct of the training-workshops, including all preparatory and on-site secretariat process, documentation of training modules, and coordination work involving all concerned parties;
- e. Conduct the training-workshops as scheduled and agreed upon with the NEDA by providing the necessary resource persons, training experts, facilitator and administrative support, etc.;
- f. Maintain all financial records (including official receipts and other transactions) for accounting and auditing purposes; and
- g. Prepare a Final Report after project completion, consisting of: (a) Final Statement of Expenditure which reports on the use of the total contract amount; (b) Completion Report, of such scope and in such detail as the NEDA shall reasonably request, on the execution of this TOR, its costs, the activities undertaken, the results and benefits derived and to be derived from it.

#### ***Summary of Major Deliverables and Timelines***

<b>Deliverables</b>	<b>Description</b>	<b>Completion</b>
Inception Report	Includes a summary of the training plan and methodology, and overall work and resource plan	20 working days after issuance of NTP
Diagnostic Assessment Report	Report based on the results of the diagnostic assessment to gauge participants' understanding/knowledge of impact evaluation. The results shall determine the overall design and content of the modules.	10 working days after acceptance of inception report
Detailed Training Plan	Contains necessary activities and schedules, required inputs/resources, potential venue, criteria for selection of participants, names/offices of participants, delineating roles/responsibilities and accountabilities	15 working days after acceptance of diagnostic assessment report

Deliverables	Description	Completion
	on expected outputs and outcome as well as the training programs.	
Customized Training Modules	Aside from the training modules itself, the modules should include pre- and post-training evaluation forms.  Training manuals on the 10-day and 5-day modules shall be provided to the participants and (5) extra sets submitted to NEDA-MES.	35 working days after the acceptance of detailed training plan
Actual conduct of Training Workshops	Three batches each of the following: (a) five-day introductory course; and (b) ten-day advanced technical course.	85 working days after acceptance of customized training modules
Final Report/Project Completion Report	See III.A.3.g of the TOR	15 days after last batch of training workshops

## B. NEDA

NEDA shall:

1. Be the executing agency for the engagement of the consultant;
2. Provide relevant documents and information necessary to substantiate the design of the training courses;
3. Provide a contact person who will coordinate with the consultants on both technical and administrative matters;
4. Select participants from the NEDA Central and Regional Offices;
5. Coordinate with NEDA Central and Regional Office staffs regarding their participation in the training workshops;
6. Supervise and provide the over-all guidance to the consultant on the general direction of the expected deliverables based on the training objectives;
7. Be responsible in the approval/acceptance of all deliverables/outputs of the consultant;
8. Define the acceptability of the deliverables and approve major operations-related activities (e.g. final list of participants, design and content of training modules, training kits, and venue, meals and accommodation);
9. Evaluate request for payments/billings and determine the acceptability/correctness of the same; and,
10. Review and process request for payments of the consulting firm based on submitted progress billings.

## IV. Qualification Requirements

The Consulting Firm to be contracted under this TOR should comply with eligibility requirements set forth under Section 24 of the Revised Implementing Rules and Regulations

of the Republic Act No. 9184, of the Government Procurement Reform Act (GPRA). The Consulting Firm is also required to:

1. preferably have 36 months experience in conducting similar or relevant training programs, and have conducted at least five (5) similar or related training programs.
  - a. Similar training programs refer to impact evaluation training programs; and,
  - b. Relevant training programs refer to training programs on process evaluation, thematic evaluation, sector evaluation, policy evaluation, ex-ante evaluation, ex-post evaluation, statistical methods/tools (e.g., regression analysis, sampling data collection) and use of statistical software (e.g., State, E-views).
2. preferably have 60 months experience in conducting impact evaluation or other related evaluation studies, and have conducted at least five (5) impact evaluation or other related evaluation studies (e.g., process evaluation, thematic evaluation, sector evaluation, policy evaluation, ex-ante evaluation, ex-post evaluation studies).
3. comply with the following minimum staffing requirements.

Staff/Position	Indicative Responsibilities
Team Leader	<ul style="list-style-type: none"> <li>• Take the lead in implementation of all the activities included in the TOR:               <ul style="list-style-type: none"> <li>- drafting of the inception report</li> <li>- conduct of the diagnostic assessment</li> <li>- drafting of the diagnostic assessment report</li> <li>- drafting of the detailed training plan</li> <li>- drafting of the customized training modules</li> <li>- conduct of the 5-day and 10-day workshops</li> <li>- drafting of final report</li> </ul> </li> <li>• Review and approve all the firm's outputs/deliverables, before submission and final acceptance of NEDA.</li> <li>• Prepare the final report.</li> </ul>
Resource Persons consisting of experts in, but not limited to the following impact evaluation topics: <ul style="list-style-type: none"> <li>• evaluation theories and concepts</li> <li>• randomization/experimental method</li> <li>• quasi-experimental methods</li> <li>• statistical tools/methods, data collection methods and sampling</li> <li>• managing and communicating evaluation results</li> <li>• use of statistical software</li> </ul>	<ul style="list-style-type: none"> <li>• Provide inputs on the course content during the drafting of the detailed training plan and customized training modules.</li> <li>• Serve as lecturers during the actual conduct of the trainings, based on the design indicated in the training modules.</li> <li>• Deliver the lectures on the use of statistical software</li> <li>• Assist the participants during computer/hands-on statistical software exercises</li> </ul>
Training Associate	Assist the Team Leader in the following tasks/activities: <ul style="list-style-type: none"> <li>• Preparation of the diagnostic assessment tool and administer the diagnostic assessment, in coordination with NEDA.</li> <li>• Collection and processing of the results of the diagnostic assessment, in coordination with NEDA.</li> <li>• Preparation of the diagnostic assessment report.</li> <li>• Preparation of the detailed training plan and the customized training modules.</li> <li>• Conduct of the training workshops.</li> <li>• Preparation of the final report.</li> </ul>

Staff/Position	Indicative Responsibilities
Administrative Assistant	<ul style="list-style-type: none"> <li>• Provide administrative assistance to the team leader and training associates during preparation stage (e.g., booking accommodation, venue, confirmation of attendance, reproduction of training kits among others)</li> <li>• Provide administrative assistance during actual conduct of trainings (e.g., support during participants' registration, ensure venue is in order)</li> <li>• Assist in the preparation of the final report (e.g., provide inputs on budget and expenditures)</li> </ul>
Training Facilitator	<ul style="list-style-type: none"> <li>• Ensure that the training workshops are conducted smoothly (e.g., serve as moderator, keep time, inform participants of house rules)</li> </ul>
Documenter	<ul style="list-style-type: none"> <li>• Take the lead in documenting workshop proceedings</li> <li>• Administer pre- and post-survey forms and process results for feedbacking to the team leader, resource persons and associates.</li> </ul>

Minimum qualifications of the team leader and resource persons are as follows:

Position	Education	Training	Experience
Team Leader	At least a Bachelor's Degree in economics, statistics, engineering, mathematics, development studies/management	At least 120 hours relevant training on impact evaluation or other relevant training programs	<ul style="list-style-type: none"> <li>- Preferably with 12 man-months experience in the conduct of impact evaluation trainings or other relevant training programs, with at least 3 man-months as team leader/ manager</li> <li>- Has conducted/participated in the conduct of at least two (2) impact evaluation trainings or other relevant training programs</li> <li>- Preferably with 24 man-months experience in the conduct of impact evaluation studies or other related evaluation studies</li> <li>- Has conducted/ participated in at least three (3) impact evaluation studies or other related evaluation studies</li> </ul>
Resource Persons	At least a Bachelor's Degree in economics, statistics, engineering, mathematics, development studies/management	At least 80 hours relevant training on impact evaluation or other relevant training programs	<ul style="list-style-type: none"> <li>- Preferably with 24 man-hours experience as resource person/speaker in the conduct of impact evaluation trainings or other relevant training programs.</li> <li>- Served as a Resource Person/Speaker in the conduct of at least three (3) impact evaluation trainings or other relevant training programs.</li> <li>- Preferably with 24 man-months experience in the conduct of impact</li> </ul>

Position	Education	Training	Experience
			evaluation studies or other related evaluation studies.  - Has conducted/ participated in at least three (3) impact evaluation studies or other related evaluation studies

## V. Criteria for Selection

The Consulting Firm will be evaluated based on a quality-cost evaluation process using the following:

### Criteria for shortlisting:

Criteria	Rating (%)
Qualification/experience of firm	50
Qualifications of key personnel who may be assigned (i.e., relevant education, experience, training)	30
Job capacity of the firm	20
<b>TOTAL</b>	<b>100%</b>

### Criteria for bid evaluation:

The shortlisted consulting firms shall be required to submit their technical and financial proposals. Particularly, the technical proposal should contain clear descriptions of the content, approaches, and methodologies to be used for the training workshops, in compliance with this TOR.

Bids shall be evaluated using the Quality-Cost Based Selection (QCBS) procedure under RA 9148 and its IRR. The weights are allocated as follows: Technical 80% and Financial 20%.

## VI. Mode of Procurement and Approved Budget for the Contract (ABC)

The procurement of the consultancy services shall be through **Competitive Public Bidding**. The **ABC** is **PhP15,510,636.36**, inclusive of all applicable government taxes and charges, professional fees, and other incidental and administrative costs (i.e. accommodation, transportation, printing and reproduction of reports, and office supplies for the training workshops and meetings) (see **Annex B**). The consulting contract is a fixed price contract. Any extension of contract time shall not involve any additional cost to NEDA. All manuals, reports, materials, references (including digital files) acquired for the Project shall be turned over to NEDA at the conclusion of the Project.

## VII. Payment Schemes and Schedules

Payment of consultant remuneration shall be made according to the following:

Deliverables	Remuneration Payment Schedule
Upon issuance of Notice to Proceed	15%
Upon NEDA's acceptance of Inception Report	15%
Upon NEDA's acceptance of Training Needs Assessment Report	10%
Upon NEDA's acceptance of approved detailed training plan	20%



Upon NEDA's acceptance of final report (expenditures incurred and accomplishments)	40%
<b>TOTAL</b>	<b>100%</b>

An advance payment shall be made to cover mobilization costs, but shall not exceed **FIFTEEN (15) PERCENT of the contract amount**, subject to the posting of an irrevocable standby letter of credit issued by an entity acceptable to NEDA and of an equal amount to the advance payment. The advance payment shall be repaid by the Consulting Firm by deducting from his subsequent billings/payments such sum as agreed upon during contract negotiations until fully liquidated within the duration of the contract.

Moreover, billing for the reimbursable items may be requested not more than once a month based on the actual expenses incurred and supported by official receipts/documents. In the absence of official receipts/documents when claiming for reimbursable costs, the consultant may also be allowed to submit a certification of actual disbursements made under oath.

#### **VIII. Retention Payment**

A retention payment of ten (10) percent shall be withheld. It shall be based on the total amount due to the consultant (i.e., consultant remuneration) prior to any deduction and shall be retained from every progress payment, as determined by NEDA. The total "retention money" shall be due for release upon submission and approval of the final report.

#### **IX. Liquidated Damages**

Where the consulting firm refuses or fails to satisfactorily complete the work within the specified contract time, plus any time extension duly granted and is hereby in default under the contract, the consultant shall pay NEDA for liquidated damages, and not by way of penalty, an amount, as provided in the conditions of contract, equal to at least one tenth (1/10) of one (1) percent of the cost of the unperformed portion of the works for every day of delay. *Should the amount of liquidated damages reach ten (10) percent of the contract amount, NEDA shall at its own discretion terminate the contract without prejudice to any further action it may take to recover whatever losses incurred due to non-performance of the consultant.*

To be entitled to such liquidated damages, NEDA does not have to prove that it has incurred actual damages. Such amount shall be deducted from any money due or which may become due the consultant under the contract and/or collect such liquidated damages from the retention money or other securities posted by the consultant whichever is convenient to NEDA.

## Annex A

### IMPLEMENTATION TIMELINE FOR THE CONDUCT OF A SERIES OF TRAINING WORKSHOPS ON IMPACT EVALUATION UNDER THE M&E FUND

Activities	Duration	M 1				M 2				M 3				M 4				M 5				M 6				M 7				M 8				M 9				M 10			
		W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4				
Prepare inception report	15 days spread over 20 days																																								
Prepare diagnostic assessment	5 days spread over 10 days																																								
Prepare detailed training plan	10 days spread over 15 days																																								
Prepare customized training modules	30 days spread over 35 days																																								
Preparatory activities before trainings	30 days (for 6 batches)																																								
Introductory Training Workshops	15 days spread over 30 days																																								
Advanced Training Workshops	30 days spread over 45 days																																								
Prepare final report/project completion report	10 days spread over 15 days																																								
	Legend:																																								
	Target Duration																																								
	Target Duration (with contingency)																																								

**ANNEX B****Detailed Breakdown of the Approved Budget for the Contract (ABC)**

Item	Total Cost
<b>Remuneration</b>	<b>5,657,636.36</b>
<b>Reimbursable</b>	<b>9,853,000.00</b>
Accommodation for Training Team	
Accommodation for Participants	
Venue for Training Team	
Venue for Participants	
Supplies	
Training Kits	
Travel Expenses	
<b>Total</b>	<b>15,510,636.36</b>

- There will be 3 sets of 5-day training workshops (introductory course) to be conducted in Metro Manila or nearby cities
- There will be 3 sets of 10-day training workshops (advanced technical course) to be conducted in Metro Manila or nearby cities
- Accommodation for Luzon (from those outside Metro Manila), Visayas and Mindanao participants included in the cost computation (twin-sharing)
- Cost of venue (in Metro Manila) for all 6 training batches are included
- Travel expenses for the training team included in the cost computation under reimbursable items
- Rate for training venue includes 2 snacks, lunch and dinner.
- Transportation of participants included in cost computation under reimbursable expenses.