



The Asia Foundation

TERMS OF REFERENCE

For consultants to carry out the final evaluation of the project: “Developing a Sustainable Civil Sector in Vietnam”

Time frame: June – August 30, 2016
Location: Hanoi, Vietnam

I. GENERAL BACKGROUND

The Asia Foundation is a nonprofit international development organization committed to improving lives across a dynamic and developing Asia. The Asia Foundation has maintained an office in Hanoi since 2000 and is recognized in Vietnam for its analytical strength, innovative programming and for its ability to collaborate with and build alliances between partners in government, the private sector and civil society. For further information about The Asia Foundation, please visit our website at: www.asiafoundation.org

The Asia Foundation is looking for a qualified team of consultants/individual consultant to conduct a final evaluation of the project “*Developing a Sustainable Civil Society Sector in Vietnam*”, which is funded by Irish Aid under its Vietnam Civil Society Facility (VCSF), for a period 2014-2016. The project’s goal is to develop domestic resources to sustain Vietnam’s civil society sector. Three specific objectives supporting the accomplishment of this goal include:

- (1) strengthening the fundraising strategy and capacity of civil society organizations (CSOs) in Vietnam;
- (2) promoting business understanding and engagement with strategic giving;
- (3) supporting advocacy for an improved policy environment for CSO funding.

A set of comprehensive and mutually-reinforcing interventions has been designed to achieve the project outcomes in realization of the above objectives, namely, increased capacity and effectiveness of Vietnamese CSOs to develop domestic fundraising strategies; improved knowledge and understanding of strategic giving among Vietnamese businesses; and enhanced awareness of current policy gaps and proposals for improving the framework of raising domestic resources for CSOs. The project is being implemented in partnership with two key local implementing organizations: the Center for Community Empowerment (CECEM) and the Center for Education Development (CED). The project also worked with other local partners with which The Asia Foundation has previously cooperated, including VCCI, LIN Center, CECODES, and business clubs/associations which supported various project activities in concert with the key local implementing partners.

II. OBJECTIVE OF THE FINAL EVALUATION

The objectives of this final evaluation are to assess the relevance of the project outputs and outcomes to the goal and objectives of the project as well as to The Asia Foundation and Irish Aid's overall policy goal and objectives. The evaluation will also assess the long term impact and sustainability of the project; the value of results to the local implementing partners and intended beneficiaries, in particular the most vulnerable groups (e.g. the chronically poor, ethnic minorities, people with disabilities, etc.).

The evaluation seeks to document lessons learned from the implementation of the project, and explain the extent to which project interventions and its modalities have succeeded or failed and the reasons why. The Asia Foundation also expects the evaluation will come up with practical and specific recommendations at strategy and operational levels for future programming on development of sustainable civil society sector through promotion of corporate philanthropy and strategic partnership between business and civil society sectors in Vietnam.

The following are key questions to be answered by the evaluation:

Relevant:

- 1) To what extent has the project addressed the needs and priorities of the project's target beneficiaries?
- 2) How does the project fit within The Asia Foundation's program priorities and and Irish Aid policy priorities?

Effectiveness:

- 3) To what extent was the project design the most effective means of achieving the objectives and to what extent have the objectives been reached taking into account the relative importance of each objectives?
- 4) What major factors are contributing to the achievement or non-achievement of the objectives?
- 5) Was the cooperation between The Asia Foundation and local partners effective?

Efficiency:

- 6) Can costs of the project be justified by the results, taking into consideration other alternatives (i.e. project activities, partners and approaches)?

Impact:

- 7) Has the project improved the capacity of beneficiaries of the project representing civil society and business to form strategic partnership in Vietnam?
- 8) Has the project improved the capacity of participating CSOs to raise funds through partnership opportunities with businesses in Vietnam?
- 9) Has the project contributed to an increased understanding among a range of stakeholders about the needs as well as policy and institutional barriers related to corporate philanthropy and strategic business-CSO partnerships?
- 10) Are there any unexpected negative or positive effects of the project?

Sustainability:

- 11) Can the project's website continue to sustain its visibility beyond the lifetime of the project?
- 12) Has the project developed the capacity of both The Asia Foundation and its key implementing partners to promote corporate philanthropy and strategic business-CSO partnerships among a wide range of stakeholders?

Replicability:

13) Can the project model or any successful aspects be expanded or replicated?

III. SCOPE OF WORK

Duties and responsibilities:

The evaluation should preferably use participatory approaches and there should be consultation with a wide range of stakeholders including beneficiaries, staff, management, government officials, etc. The Evaluation Consultant(s) in collaboration with The Asia Foundation staff will be responsible for carrying out the following tasks under this assignment:

- Develop and submit a proposal on the final evaluation in English (including detailed methodologies, work plan, detailed budget, etc.) to The Asia Foundation for further comments;
- Revise the proposal, which includes the evaluation methodology and work plan, based on discussion and agreements with The Asia Foundation program staff;
- Conduct a review of secondary information and data collected from available sources. The Consultant(s), in collaboration with The Asia Foundation's local partners who may help in arrangement of meetings and interviews, will conduct collection of primary information/data from relevant key informants/stakeholders using the agreed methodologies as laid down in the consultant(s)'s proposal for this evaluation;
- Draft the final evaluation report based on analysis of the collected information/data and findings;
- Make all necessary revisions in the draft report, incorporating the comments from The Asia Foundation and other project partners (if any);
- Finalize the final report (in English) and submit to The Asia Foundation;
- Provide debriefing(s) on the evaluation results upon the request of The Asia Foundation or/and Irish Aid.

Deliverables:

The final deliverables for this evaluation will include:

- The revised proposal for the evaluation for review and approval by The Asia Foundation;
- The draft evaluation report for review by The Asia Foundation and other partners;
- The final evaluation report which takes into account entire evaluation process and findings; The report should be prepared in English and submitted to The Asia Foundation in an electronic format. The report should include the following sections:

An executive summary: provides a synopsis of the evaluation emphasizing the principle findings and the evaluation's conclusion, recommendations and lessons learned. It should be written in concisely and with consideration of the fact that some readers may only read this section.

Introduction: present the purpose of the evaluation, including information on by whom and how the document will be used, the evaluation criteria, the principle questions to be answered, and the methodology used. The introduction should also set out the structure of the evaluation report.

The evaluation: describe the principle characteristics of the project, its location, a brief history, a description of The Asia Foundation as the project's primary VCSF grantee, local implementing partners, beneficiaries and other stakeholders. This section should convey the principle problems addressed by the project, the project objectives and its logic of cause and effect. It should include a description of activities which were undertaken and the gained results. This section also includes any assumptions made in relation to external

factors in planning the project and the accuracy of these assumptions. The section should summarize findings and conclusions from any previous review or evaluation conducted under this project.

Findings: consist of responses to the questions posed by the evaluation Terms of Reference based on evidence (data and examples) from the evaluation. This section constitutes the main part of the report and evidence should be presented in a systematic way to enable readers to form an opinion on the strengths and weakness of the conclusions of the evaluation.

Conclusions: present an assessment of the project and its results against the evaluation criteria set out in the Terms of References (relevance, effectiveness, efficiency, impact, sustainability and replicability), and against standards of performance and established policies.

Lessons learned: present the findings and conclusions that have a potential for wider application and use.

Recommendations: specify the actions that should be taken on the basic of the evaluation. These may relate to policy and program design, contract arrangements, and relationships with and among the implementing partners. The recommendations should include any suggestions at strategy and operational level for the future programming on promotion of corporate philanthropy and partnership with CSOs. The recommendations should be specific and directed to relevant partners.

Annexes: Terms of Reference, evaluation instruments, list of interviewers.

- Databases of the evaluation data.

IV. TENTATIVE TIMEFRAME

The final evaluation mission is expected to be conducted from beginning of the 4th week of June 2016 and to be completed by the end of August 2016. The total time allocated for the assignment is up to 30 days. The assignment will be home-based with necessary travel for meetings and interviews within Hanoi, HCMC and nearby provinces (to be discussed with The Asia Foundation and its local partners).

Activities	Number of days	Proposed timeline
1. Finalization and agreement on the detailed proposal	2	By June 24, 2016
2. Conduct the evaluation (collection of information/data, interviews, analysis and consolidation, etc.)	10	From the 4 th week of June 2016
3. Preparation and submission of the first draft	7	By July 30, 2016
4. Revision and finalization of the second draft (including debriefing)	6	By August 20, 2016
5. Revision and submission of the final report	5	By August 30, 2016
6. TOTAL	30 days	

V. SCHEDULE OF PAYMENT

Payments will be realized based on the days worked. The consultancy fee is negotiable and it will be based on the EU Cost norm 2012 and the qualifications of the Consultant(s). Payments will be made in installments based upon satisfactory completion of the agreed deliverables.

The Asia Foundation

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Ha Noi, Vietnam

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VI. QUALIFICATION OF THE CONSULTANT/TEAM OF CONSULTANTS

The consultant(s) should have the following qualifications to effectively carry out the proposed tasks:

- Post-graduate degree in social sciences, development studies or other related fields;
- At least 5-7 years of proven experience working in development sector, particularly in working with CSOs and conducting evaluations of large projects/programs, and delivering high quality reports and analytical papers;
- Knowledgeable and experience in CSR and corporate philanthropy is a must;
- Experience in working with The Asia Foundation or Irish Aid funded projects is an advantage;
- Excellent communication and presentation skills;
- Excellent analytical and writing skills in both English and Vietnamese;
- Ability to be flexible with time and work schedule.

VII. APPLICATION PROCESS

Interested consultant(s) or organization should submit the application package in English:

- A brief proposal detailing the proposed methodologies, time frame, proposed team, a short cost justification – including the daily rate from your last three consultancies;
- The latest CVs for all consultants involved (if the team of consultants is applying, please indicate the roles to be played in the team for conducting of this consultancy);
- A 2-3 page statement of interest which outlines the candidate's key skills and experience relevant to this evaluation.

Note that The Asia Foundation may ask for examples of previous work after reviewing the application materials.

Please submit via email to:

Ms. Tran Giang Linh, Program Officer
The Asia Foundation
#10-03, Prime Center
53 Quang Trung, Hai Ba Trung, Ha Noi
Email: linh.tran@asiafoundation.org

*Closing time for applications is **5.00 PM (Hanoi time, GMT+7) on June 10, 2016.***

Please note that only shortlisted candidates/organizations will be contacted for interview.