

TERM OF REFERENCE
For consultants to undertake the final evaluation
of “Green skills for urban youth in Vietnam” project in Hanoi, Vietnam
Duration: Sep -Dec 2016

1. Background and Context

1.1. Context:

Located in the Southeast Asian typhoon belt with frequent rain and heavy wind, Vietnam is prone to high frequencies of natural disasters, such as flash floods, storms, landslides, and typhoons. According to World Bank, Vietnam ranks the fourth of 162 countries in terms of exposure to flooding and the tenth of 89 countries regarding exposure to hurricanes.

Vietnam’s moving toward to a green economy is an effective adaptation measure in response to the climate change impact. However, the skill shortage in labor force is hampering Vietnam’s transformation to green economy. The current labor force of Vietnam is not equipped for potential green jobs due to an acute skills gap and lack of adequate environmental awareness among young job seekers. Statistics illustrates 75% of the labor force was unskilled, only 3.5 % had professional certificates, and 5.4 percent had an academic background beyond basic education and a high unemployment rate among persons aged 15 to 24 years.¹ Women and young people have been identified as the most vulnerable groups in the labor force.²

Although the national green growth strategy came effective in 2012, environment issues as climate change, environment protection or green skills have not been mentioned in the national strategies of education, vocational training or human resource development in the period of 2011 and 2020.³ That asynchronous legal framework in sustainable development is the obstacle in developing and integrating green skills in mainstream education and vocational training programs.

1.2. Background about Plan International and the project

About Plan International: Plan International is an international humanitarian, child development-focused organization without religious, political or governmental affiliation. Plan's vision is of a world in which all children realize their full potential in societies which respect people's rights and dignity. Working with children, their families, and communities in 50 program countries, Plan is one of the world’s largest international development organizations, committed to the well-being of children and supporting the Convention on the Rights of the Child. Plan has been in Vietnam since 1993, works in long term partnership with local people, organizations, and government bodies at all levels.

About the project:

¹ http://www.fes-asia.org/media/publication/2012_GreeningDoiMoi_FES-EoT_Study_Nguyen.pdf

² http://www.gso.gov.vn/default_en.aspx?tabid=515&idmid=5&ItemID=13474

³ <http://www.cantholib.org.vn/Database/Content/2170.pdf>

The project “**Green skill for urban youth in Vietnam**” is the initiative of Plan Vietnam in providing a great opportunity for integrated programming in youth economic empowerment initiatives for climate change adaptation. The project started in May 2015 and will end in December 2016; Live and Learn and REACH are the key implementing partners of the project.

The project’s objective is to strengthen the linkages between industries and vocational training programs, providing job-related green skills to the entry-level labor market for the creation of a modern job market towards sustainable green growth. The project aims to equip vocational trainees of Food & Beverage (FB) and Housekeeping (HSKP) training courses with job-relevant green skills (Outcome 1), increase business participation (Outcome 2), and advocate for perception and behavior changes toward green skills in the wider society (Outcome 3).

The project includes three outcomes as follows:

- **Outcome 1.** Employability and job-related green skills are integrated into existing vocational training program of REACH to increase disadvantaged youth’s competitiveness in the young labor market
 - *REACH’s existing training curriculum reflects green skills and environmental sustainability issue*
 - *REACH trainers demonstrate capacity in integrating green skill and environment knowledge into teaching plans*
 - *Trainees demonstrate increased knowledge on environmental and sustainability issues and job-relevant green skills*
- **Outcome 2:** Increased support of local businesses to green skills and sustainable green growth.
 - *Participation of businesses as guest trainers in REACH 'greened up' training courses*
 - *Businesses applied 'green' practices (reduced energy consumption, improved waste management)*
 - *Successful job placement for graduated trainees*
- **Outcome 3:** Integration of green skills in vocational training and business practices is promoted for potential scale up.
 - *Evidence-based 'greened up' vocational training model documented and disseminated.*
 - *Evidence-based green business model documented and disseminated*

The project is on-track within the project timeframe towards the closure on December 2016. As of September 2016, the project has reached 718 disadvantaged vocational trainees as primary beneficiaries and two piloted businesses for greening solutions. So far, the key activities have been implemented as follows: need assessment on green application with businesses and teachers and students of REACH was conducted at the beginning of project and followed by the development of the green skill training manual. The manual composes one part of basic knowledge on environment and how to use and manage the daily-used resources effectively and another part focusing on the specific green skills in FB and HSKP field. Teachers have been trained on how to use green skill training manual for their teaching duty and all the FB and HSKP students in the course of project life span have been equipped with green skills.

Furthermore, two businesses were piloted to carry out green business solutions with the practical interventions on awareness raising and behavior change to employee on how to use the resources of electricity, water and materials effectively; policies or regulations related to human resources, good

purchasing or equipment management have been greened up; influencing their customers with the green communication strategies. Five green initiatives were developed by REACH graduates were appreciated by their employer and were applied in their working places. The whole process of interventions is being documented.

2. Purpose of the evaluation

- 2.1. This is a mandatory final project evaluation required by project donor. In the project’s proposal, it is planned that a final evaluation will be conducted before the project’s closure. The evaluation will provide the lesson learnt of pilot model and its scale up implication for Plan International and its partners
- 2.2. The outcome of the evaluation helps providing recommendations for Plan, project partners and relevant government agencies as well as private or government own vocational training centers in the field of job related green skills application.

For those above mentioned reasons, Plan International Viet Nam is seeking a consultant or consultant team qualified and experienced in both qualitative and quantitative data analysis and evaluation to conduct a final evaluation for the Green skill for urban youth project in Hanoi, Vietnam.

3. Evaluation objectives and scope

3.1. Objectives of the evaluation:

- To assess the results of the project with a strong focus on the changes in at individual and institutional level of all the project stake holders
- To generate key lessons and identify promising practices for learning on area of green skills for vocational training
- To provide recommendations to continuation of the initiative and scaling up the model

3.2. Scope of evaluation:

- Timeframe: this evaluation needs to cover the implementation period from the beginning of the project to the time of evaluation.
- Geographical coverage: this evaluation has to be conducted in Hanoi, Hai Duong and Da Nang/Hue/Hoi An.

4. Evaluation questions

The key questions that need to be answered by this evaluation include the following, divided into seven categories of analysis. The six overall evaluation criteria – relevance, effectiveness, efficiency, sustainability and impact, knowledge generation – will be applied for this evaluation.

Evaluation criteria	Mandatory Evaluation Questions
1. Effectiveness	<ol style="list-style-type: none"> 1. To what extent were the intended project goal, outcomes and outputs achieved and how? 2. To what extent did the project reach the targeted beneficiaries at the project goal and outcome levels? How many beneficiaries have been reached?

	<ol style="list-style-type: none"> 3. To what extent has this project generated positive changes in the job opportunity of targeted beneficiaries in relations to competitiveness in job attaining and job promotion by this project? Why? What are the key changes in the job opportunity of those girls? 4. What changes have the project beneficiaries (students, teachers and staff of REACH, LL's staff and piloted businesses) made in themselves and in their spaces and in what ways? 5. What internal and external factors contributed to the achievement and/or failure of the intended project goal, outcomes and outputs? How? 6. How has the project contributed to make these differences?
2.Relevance	<ol style="list-style-type: none"> 1. How consistent is the project with the local Plan strategy (CSP/regional strategy)? 2. How consistent is the project with key aspects of Plan's CCCD approach? 3. To what extent was the project strategy and activities implemented relevant in responding to the needs of targeted beneficiaries? 4. To what extent do achieved results (project goal, outcomes and outputs) continue to be relevant to the needs and expectations of the targeted beneficiaries?
3.Efficiency	<ol style="list-style-type: none"> 1. How much has the programme/project cost to date? 2. Were activities delivered on time and within agreed budget? 3. How efficiently has this project been implemented and managed in accordance with the project document? 4. How well has the internal monitoring system contributed to the evaluation and to ongoing project implementation?
4.Sustainability	<ol style="list-style-type: none"> 1. How are the achieved results going to be sustained after this project ends? 2. Does the project clearly articulate plan, process and fund for sustainability? 3. What is the perception of government on the long-term benefit of such program? What are the potential challenges? How has program strategized to address those?
5.Impact	<ol style="list-style-type: none"> 1. What are the intended and unintended consequences (positive and negative) resulted from the project?
6.Knowledge generation	<ol style="list-style-type: none"> 1. What are the key lessons learned that can be shared with other vocational training centers, services businesses and government agencies? 2. Are there any promising practices? If yes, what are they and how can these promising practices be replicated in other projects and/or in other countries that have similar intervention?
7. Learning and scaling up	<ol style="list-style-type: none"> 1. What were the key challenges experienced during project implementation and what were the lessons learnt? How can the project design be improved to better achieve the project objectives? 2. How have changes been institutionalized at different levels? What is the potential for scaling up the project?

5. Evaluation methodology and sample size

A participatory methodology is needed, whereby the work engages all key project beneficiaries and relevant stakeholders who should be given the opportunity to provide inputs and comments to the final evaluation.

The recruited consultant/consultant team will be expected to propose a detailed methodology (based on the information given in this TOR) to meet the objectives of the evaluation above detailed. It is expected that the methodology will include both qualitative and quantitative data collection methods and will consider both primary and secondary data sources. Information from these different sources will be triangulated to increase its validity.

The consultant/consultant team will be expected to review project documentation, interview project team and all relevant partner organization, as well as teachers and students of REACH centers, businesses providing job opportunity to REACH's students and 02 piloted businesses in Ha Noi. The consultant/consultant team must design methodology specifically to ensure gender and disability inclusion. Methodology and sample size of the evaluation will be finalized based on proposal from the consultants.

6. The intended users of the evaluation and the key stakeholders that will be involved

6.1. The evaluation report will be used to reflect on the overall impact of the project strategies employed in this action. Plan International and all relevant stakeholders including REACH, Live & Learn and piloted businesses will be the primary users of the report. It also provides the best practices and lessons learnt from project's models for practical and useful documentation.

The final evaluation report could be also an important reference for other stakeholders and donors interested in the field of job related green skill application. The report provides rationale to Plan International Vietnam and the potential donors to make decisions on the continuation/extension/support of the funding.

6.2. All relevant stakeholders (management staff, teachers and students of 5 REACH centers) will be involved in the whole evaluation process. Management staff and employees of 2 piloted businesses also are key informants of the evaluation.- REACH and Live & Learn will work closely with Plan International Vietnam in reviewing and approving the evaluation inception report and final evaluation report.

7. Evaluation Ethics

The evaluation must be conducted in accordance with Plan International Ethical Guidelines. The evaluators must consult with relevant documents prior to development and finalization of data collection methods and instruments.

It is imperative for the consultants to:

- Guarantee the safety of respondents and the evaluation team;
- Apply protocols to ensure anonymity and confidentiality of respondents;
- Select and train the evaluation team on ethical issues;
- Provide referrals to local services and sources of support for women that might ask for them;
- Ensure compliance with legal codes governing areas such as provisions to collect and report data, particularly permissions needed to interview or obtain information about youth;
- Store securely the collected information.

Plan is committed to protect children and to prevent them from any harm they may be exposed to through its work. As the successful applicant (consultant/consultant team) will have contact and interaction with children, they will be requested to sign and comply with Plan’s Child Protection Policy.

8. Key deliverables of evaluators and timeframe

	Deliverables	Description of Expected Deliverables	Timeline
1	Evaluation inception report (language of report: English)	<p>The inception report provides Plan International Vietnam and the evaluators with an opportunity to verify that they share the same understanding about the evaluation and clarify any misunderstanding at the outset.</p> <p>An inception report must be prepared by the evaluators <u>before</u> going into the technical mission and full data collection stage. It must detail the consultant’s understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection/ analysis procedures.</p> <p>The inception report must include a proposed schedule of tasks, activities and deliverables, designating a team member with the lead responsibility for each task or product.</p> <p>The structure must be in line with the suggested structure of the annex of this TOR.</p>	October 2016
2	Draft evaluation report (language of report: English and Vietnamese)	<p>Consultant/consultant team must submit draft report for review and comments by all parties involved. The report needs to meet the minimum requirements specified in the annex of this TOR.</p> <p>The grantee and key stakeholders in the evaluation must review the draft evaluation report to ensure that the evaluation meets the required quality criteria.</p>	November 2016
3	Final evaluation report (language of report: English and Vietnamese)	<p>Relevant comments from key stakeholders must be well integrated in the final version, and the final report must meet the minimum requirements specified in the annex of this TOR.</p> <p>The final report must be disseminated widely to the relevant stakeholders and the general public.</p>	<p>10 December 2016</p> <p>25 December 2016 (by Plan International and stakeholders)</p>

The report should be written in a clear, precise and professional language, with correct terminology and grammar, and no factual errors. Data should be presented in graphs and tables if relevant. Technical details should be confined to appendices, which should also include a list of informants (when appropriate), and the consultant work’s schedule. Background information should only be included when it is directly relevant to the report’s analysis and conclusions. The final report should not exceed 20 pages in the main body and should include an executive summary and

recommendations. The consultant/consultant team should support their analysis of a project's achievements and gaps with relevant data and state how this has been sourced. Recommendations should also include details as to how they might be implemented.

The evaluation report should provide description and evidence of the active participation of stakeholders, both primary and secondary beneficiaries, throughout the evaluation process.

9. Consultant/consultant team required competencies

Plan Vietnam is looking for a consultant or a consultant team with a strong record in conducting evaluations related to excellent knowledge of monitoring and evaluation in theory and practice.

Consultant must have the following competencies:

- At least 5-year experience in Green Skills or related environment issues, preferable in relation to electricity and water management, waste management and treatment.
- Master degree and/or proven expertise in Energy Efficiency, Natural Resource Management, Environment and cleaner production.
- Knowledge of Food & Beverage and Housekeeping field and greening enterprises would be of great advantage.
- Evaluation experience at least 05 years in conducting external evaluations, with mixed-methods evaluation skills and having flexibility in using non-traditional and innovative evaluation methods;
- Strong qualitative and quantitative research skills
- A strong commitment to delivering timely and high-quality results, i.e. credible evaluation and its report that can be used;
- Language proficiency: Fluency in English is preferable.

10. Budget

The total budget for this evaluation is VND 120,000,000 as maximum for full consultancy package including consultancy fee, travelling cost and other logistics cost.

11. Proposal submission

While applying to this consultancy, the consultant is requested to submit a full proposal package. Specifically:

Study protocol:

- Methodologies to be used for this evaluation
- Proposed evaluation matrix
- Target groups, sample size and locations
- Persons to participate or be involved in the evaluation and in what way
- Detailed activities implementation plan including timeline, total working day and responsibilities of team member for each activity under this plan

Costs:

- Estimated total working days
- Estimated rate and costs for this consultancy package only

Human resources:

- List of consultant team members, expertise and task assignment in the frame of this consultancy. *All members of the team should not have been previously involved in the project at any time*

- Consultants' CVs

Recent sample of a similar work report written by the applicant

Ethical and child protection statements:

The consultant/consultant team must include statements on how they will ensure ethics and child protection in the evaluation process. This should also include considerations about risks related to the evaluation and how these will be mitigated. Especially dealing with violence, specific attention needs to be paid to the safety of the respondents. Furthermore, measures to prevent traumatization need to be incorporated into the design of the evaluation.

12. Selection criteria

The consultant/consultant team will be selected following the below criteria:

No.	Criteria	Percentage
1.	Evaluation and research skills, qualifications	10
2.	Experience in conducting similar evaluation	10
3.	Relevance and details in the methodology	20
4.	Realistic and detailed schedule/timeframe/availability	10
5.	Complementarity's of team member specialties (along with clear assignment of responsibilities) / multiple experiences in case of single consultant	20
6.	Report writing skills	10
7.	Budget and cost norm of consultants	10
8.	References	10
	Total	100

13. Responsibility of Plan International Vietnam

- The Evaluation Task Management group, particularly the Hanoi Program Unit Manager, will manage and monitor progress of this consultancy.
- Project team and Monitoring, Evaluation and Research Department will work closely with consultant/ consultant team in designing and planning the final evaluation, coordinating information feedback and response between reviewers, donors, and local partners.
- Plan International Vietnam will support the Consultant/consultant team with logistic arrangement for field trip, assist the evaluators with carrying out data collection and verification, and provide project reports, documents, and statistical records.
- Logistic support will follow norms and regulations of Plan International Vietnam for the Consultant/consultant team. Consultancy fee is negotiable and based on Plan policies and the qualification of the Consultant/consultant team.

14. Contact details

Consultant/ consultant team, who are interested in taking this consultancy, please submit the proposal package in English via email to:

Mr. Giang Hoang Hieu, M&E specialist; Email: hieu.gianghoang@plan-international.org

Ms. Pham Thi Bich Ngoc, Project Coordinator; Email: ngoc.phamthibich@plan-international.org

The deadline for submitting the proposal package will be on **8th October 2016**. Only short-listed consultant groups will be contacted for interview.

15. Annexes:

Annex 1: Key stakeholders and partners to be consulted

Annex 2: Documents to be consulted

Annex 03: Management arrangement of the evaluation

Annex 04: Timeline of the entire evaluation process

Annex 05: Structure of inception report

Annex 06: Proposed structure of final evaluation report

ANNEX 1: KEY STAKEHOLDERS AND PARTNERS TO BE CONSULTED

Key stakeholders and partners to be consulted

No.	Name of organization	Position
1	REACH organization	Management staff, project team and trainers Students of FB and HSKP courses
2	Plan, Live and Learn	Management staff and project team
3	Boo café	Management staff and employees
4	Essence hotel	Management staff and employees
5	Other businesses	Management staff and employees

List of FB and HSKP student beneficiaries of all five Centers of REACH organization

Time	Center	FB			HSKP			Grand Total
		Sub total	Boy	Girl	Sub total	Boy	Girl	
Batch 1 (Jul-Nov 2015)	Ha Noi	17	11	6	-	-	-	17
	Hai Duong	23	15	8	-	-	-	23
	Hue	57	30	27	28	12	16	85
	Hoi An	57	29	28	-	-	-	57
	Da Nang	54	31	23	27	9	18	81
	Total		208	116	92	55	21	34
Batch 2 (Nov2015 to Mar2016)	Ha Noi	25	13	12	-	-	-	25
	Hai Duong	19	11	8	-	-	-	19
	Hue	39	21	18	15	4	11	54
	Hoi An	76	31	45	-	-	-	76
	Da Nang	40	19	21	27	10	17	67
	Total		199	95	104	42	14	28
Batch 3 (Mar2016 to July2016)	Ha Noi	28	20	8	-	0	0	28
	Hai Duong	15	8	7	-			15
	Hue	43	26	17	19	5	14	62
	Hoi An	47	26	21	-			47
	Da Nang	40	22	18	22	9	13	62
	Total		173	102	71	41	14	27
Grand total		580	313	267	138	49	89	718

ANNEX 02: DOCUMENTS TO BE CONSULTED

The source of information for the project evaluation is listed, but not limited to the documents below

No.	Name of document	Type of document
1	Project proposal	Project document
2	Plan's CCCD guidelines	Project document
3	Plan's CSP document	Project document
4	Mid-term audit report	Project document
5	Year 1 project report to donor (narrative report and financial report)	Project document
6	Quarterly reports of Live and Learn and REACH	Project document
7	Need assessment report on green application in vocational training program and business	Project document
8	Baseline cost analysis and end-line cost analysis on piloted businesses	Project document
9	Law on environment protection, N0 55/2014/QH13	Reference document
10	The Vietnam Green Growth Strategy - Decision No.1393/QD-TTG	Reference document
11	National action plan on green growth in Vietnam	Reference document

ANNEX 03: MANAGEMENT ARRANGEMENT OF THE EVALUATION

Name of Group	Role and responsibilities
Evaluation Team (Consultant)	Consultant to conduct an external evaluation based on the contractual agreement and the Terms of Reference, and under the day-to-day supervision of the Evaluation Task Manager.
Evaluation Task Management group (Hanoi Program Unit Manager, M&E specialist; CCA specialist, Project Coordinator, Finance Officer from Plan International Vietnam)	<ul style="list-style-type: none"> - Lead the development and finalize of evaluation TOR in consultation with stakeholders - Manage the recruitment of the external evaluators - Lead the collection of key documents and data to be share with the evaluators at the beginning of the inception stage - Liaise and coordinate with the evaluation team, stakeholders throughout process to ensure effective communication and collaboration - Provide administrative support to the evaluation team and work closely with the evaluation team throughout the evaluation - Provide substantive technical support to the evaluation team and work closely with the evaluation team throughout the evaluation - Lead the dissemination of the report and follow up activities after finalization of the report - Prepare responses to the recommendations generated by the evaluation
Commissioning Group (Project Support Manager, Finance Manager from Plan International Vietnam)	<ul style="list-style-type: none"> - Allocate adequate human and financial resources for the evaluation - Guide the evaluation manager
Reference Group (Project team from partners and piloted businesses)	<ul style="list-style-type: none"> - Provide necessary information to the evaluation team and to reviews the draft report for quality assurance

ANNEX 04: TIMELINE OF THE ENTIRE EVALUATION PROCESS

The evaluation is expected to start in October and must end in December 2016. The dates and timelines below are approximate and will be reviewed upon inception of the consultancy.

Stage of evaluation	Key tasks	Responsible	No of working days	Timeframe
Preparation phase	Prepare and finalize the TOR with key stakeholders	Manager of Hanoi Program Unit	n/a	September-October 2016
	Compile key documents and existing data	Project Coordinator		
	Recruit consultant	Evaluation Task Management group		
Inception phase	Brief to consultant to orient the evaluators	Evaluation Task Management group	6 days	October 2016
	Conduct desk review of key documents	Consultant/consultant team		
	Finalize the evaluation design and methodology	Consultant/consultant team		
	Prepare an inception report	Consultant/consultant team		
	Review inception report and provide feedback	Evaluation Task Management group		
	Submit final version of inception report (no longer than 10 pages)	Consultant/consultant team		
Data collection and analysis stage	Conduct field data collection with students, teachers and management staff of REACH	Consultant/consultant team	15 days	1-25 November 2016
	Conduct field data collection with management staff and project staff of Live & Learn			
	Conduct field data collection with management staff and employees of piloted businesses. Conduct field data collection with management staff and employees of businesses providing job opportunity to REACH's students			
	Analyze and interpret key findings from field data collection			
Synthesis	Prepare and present the preliminary findings and	Consultant/consultant team	10 days	25 November-

and reporting stage	recommendations to the Evaluation Task Management group and project partners.			5 December 2016
	Prepare and submit a draft report with key findings and recommendations in English and Vietnamese	Consultant/consultant team		
	Review of the draft report for quality insurance	Evaluation Task Management group; Reference Group;		
	Consolidate comments from all the groups and submit the consolidated comments to consultant/consultant team	Project Coordinator		5 December 2016
	In-cooperate comments and revising the evaluation report	Consultant/consultant team		5-12 December 2016
	Submit the final report both in English and Vietnamese (narrative maximum 30 pages, not including annex), one power point presentation on the report in Vietnamese, as well as the raw data set	Consultant/consultant team		
	Review and approve the final report	Evaluation Task Management group; Reference Group; REACH and its students and teachers. Live & Learn Piloted businesses		15-20 December 2016
Dissemination and follow up	Publish and distribute the final report	Plan International Vietnam,	n/a	20-27
	Prepare management responses to the key recommendations of the report	Plan International Vietnam,	n/a	December 2016
	Organize the Final Review workshop	Plan International Vietnam,	n/a	
	Present the evaluation report at the Final Review workshop and facilitate discussions on scale-up and replication plan	Consultant/consultant team	1 day	
	Submit the final report to NNO	Plan International Vietnam,	n/a	January 2017
	Total number of working days			32

ANNEX 05: STRUCTURE OF INCEPTION REPORT

- 1) Background and Context of Project
- 2) Description of Project
- 3) Purpose of Evaluation
- 4) Evaluation Objectives and Scope
- 5) **Final version of Evaluation Questions with evaluation criteria**
- 6) **Description of consultant/ consultant team**, including the brief description of role and responsibilities of each team member
- 7) **Evaluation Design and Methodology**
 - a. Description of overall evaluation design
 - b. Data sources (accesses to information and to documents)
 - c. Description of data collection methods and analysis (including level of precision required for quantitative methods, value scales or coding used for qualitative analysis; level of participation of stakeholders through evaluation process)
 - d. Description of sampling (area and population to be represented, rationale for selection, mechanics of selection, limitations to sample); reference indicators and benchmarks, where relevant (previous indicators, national statistics, human rights treaties, gender statistics, etc.)
 - e. Limitations of the evaluation methodology proposed
- 8) **Ethical considerations**: a) Safety and security (of participants and consultant/ consultant team); and b) Contention strategy and follow up
- 9) **Work plan with the specific timeline and deliverables by consultant/ consultant team** (up to the submission of finalized report)
- 10) Annexes
 - a. **Evaluation Matrix**
 - b. **Data collection Instruments** (e.g.: survey questionnaires, interview and focus group guides, observation checklists, etc.)
 - c. List of documents consulted so far and those that will be consulted
 - d. List of stakeholders/partners to be consulted (interview, focus group, etc)
 - e. **Draft outline of final report**

ANNEX 06: PROPOSED STRUCTURE OF FINAL EVALUATION REPORT

Title page

Standard cover page

Acronyms and Abbreviations

Table of Contents

List of Tables and Charts

Acknowledgement

1) Executive summary

The purpose of the summary is to give readers, who don't want to read the full report, a good overview of the essential information in the report.

The summary should:

- Be short, “stand-alone” document of no more than 3-4 pages.
- Be easily read and easily understood
- Contain at least the following information:
 - Key facts of the programme/project work evaluated including location, objectives, main activities and expected results
 - Key facts about the evaluation process (objectives, dates, methodology, limitations)
 - Main findings with brief explanation of the type of evidence the findings are based on
 - Main conclusions
 - Key Recommendations (if any are given)

2) Goal, objectives and intended use

A clear explanation of the overall goal, objectives and the intended users of a report will help readers understand the choice of methodology and the way the information is presented.

This section should describe:

- Overall goal and objectives
- Type of evaluation
- The key questions to be answered by the evaluators

3) Description of the programme work evaluated

The description should include:

- Basic information of name of the project/programme, Plan impact area(s) covered; start and end date of the project/programme (as appropriate); location (country and PU's); NO support and GAD number as relevant; expenditure to date; number of adults and children reached (disaggregated as appropriate).
- The stated objectives and expected outcomes; a brief explanation of the programme/ project design and its theory of change (e.g. the issues the programme/project aims to address; the choice of approaches, interventions, target groups, partners); as well as any specific cross

cutting issues (e.g. gender, exclusion) that were given particular emphasis in the programme/project.

4) Methodology and Limitations

This explains how the evaluation was carried out, the methodology followed, the main stakeholders involved (disaggregated by at least sex), and any reservations the evaluators may have about the information and findings. The section should include:

- The evaluation questions and the approach taken to respond to them
- The methods of data collection and analysis, sampling, information sources, and efforts made to include the voices of children and different vulnerable or excluded people/groups (e.g. consultations or specific information from different identified groups).
- Ethical and child protection considerations
- Any limitations or difficulties (e.g. timing of evaluation, representativeness or quality of data, potential bias, weakness in methodology, or practical issues of access, support, budget, etc).

5) Main narrative of findings

- Reflects on and responds to the evaluation objectives and evaluation questions in the Terms of Reference
- Provides a comprehensive analysis of the programme/project including its fit and contribution to the relevant programme/country strategy and application of CCCD
- Brings together the different observations and data to a balanced and logical assessment
- Identifies any differences in opinion or conflicting views
- Demonstrates that the views of relevant stakeholders including those less powerful or excluded, have been sought and are reflected in the analysis
- Analyses (using disaggregated data) how, if at all, the programme/project has affected different groups of children, youths and adults
- Clearly explains and/or reference sources of information, quotes and opinions.

6) Conclusions and recommendations

The conclusions should be directly based on the findings, and:

- Be presented in a logical order and in a way that makes sense to the readers
- Clearly link back to the evaluation objectives and evaluation questions stated in the TORs
- Focus on issues of significance
- Clearly distinguish between what conclusions are based on systematic evidence and what are assumptions, indications or tendencies
- Identify and reflect on the implications of the conclusions (e.g. what kind of programmatic or organizational issues need to be addressed)

Recommendations: Recommendations may or may not be appropriate, it depends on the purpose and type of evaluations; and sometimes it may be more appropriate to develop recommendations in a wider consultation with stakeholders after the evaluation.

If recommendations are given, these should:

- Be relevant and useful, specific and realistic; and either relatively few in number or very clearly prioritized

- As far as possible, have been developed in consultations with, and validated by, key stakeholders
- Well-grounded in the findings and conclusions

7) Annexes and reference information

Standard cover page/ ToR