



VIETNAM WOMEN IMPROVING LIVES AND LEADERSHIP (VIETNAM WILL)

TERMS OF REFERENCE FOR CONSULTANTS ON FINAL EVALUATION

Kenan is currently looking for a consultant team to perform the final evaluation of the Vietnam WILL project that fulfils the overall and specific objectives stated below:

1. THE OBJECTIVES OF THE CONSULTANCY

1.1. Overall Objective

To conduct a final evaluation of the Vietnam WILL project to evaluate the achieved results against project targets and to provide recommendations for scaling up. The consultant(s) should review the whole project, but also consider the mid-term evaluation and gauge progress since then.

1.2. Specific Objectives

- To assess (positive and negative, expected and unexpected) achievements of the project against project goal, objectives, outcomes and indicators
- To propose practical and specific recommendations at both strategy and operational levels for future programming on how to build capacity of CSO/SP networks using gender equality and rights-based approaches.

1.3. Key research areas / questions

The evaluation should prioritize assessing the achievements gained towards project outputs and short-term outcomes, the relevance, effectiveness, efficiency and sustainability of program approaches, and the project's implementation approaches.

To address the specific objectives of the evaluation, the evaluator(s) will be expected to provide answers to the following specific questions:

Relevance - are we doing the right thing?

- To what extent were the project strategy and activities implemented relevant in responding to the needs of targeted beneficiaries?
- To what extent did the achieved results (project goal, outcomes and outputs) remain relevant to the needs and expectations of the targeted beneficiaries?

Effectiveness - Are we doing the right thing well?

- To what extent have the project's objectives (outcomes/expected results) been achieved? What factors supported or impeded the achievement of the project objectives?
- To what extent have the project activities been delivered through gender sensitive and human rights approaches? How effective were project activities in achieving the objectives of the project?



Efficiency

- Were activities delivered on time and within budget?
- Could the same or better results have been achieved with the same or fewer inputs by doing things differently?
- Was the project implemented transparently when working with stakeholders and beneficiaries?
- What methodologies used in implementation were most efficient and effective?

Impact

- Were the efforts at advocacy successful and which approaches worked best?
- Did the changes brought about by the project contribute to the improvement of CSOs/SPs' skills in identifying women's and girls' issues, analysing these issues with the target groups and dialoguing with policy makers about women's issues and policy solutions?
- Were there any unintended results of this project?

Sustainability

- How will the project outcomes and impacts be sustained without continuing external financial or technical support?
- Have the project networks' and target groups' capacities been enhanced enough to raise the voice of women's and girls' rights without further support from Kenan?

Learning and recommendations for the future

- What lessons were learned through project implementation?
- What are the evaluator(s)' recommendations and proposals for future programming?

Scaling up

- Assess the potential for scaling up the project or the innovations of the project.
- Is this model replicable for other locations in Vietnam? What aspects may need to be adjusted?

2. BACKGROUND

Project Summary

The Vietnam-WILL project proposes an innovative, integrated approach to building the capacity of civil society organizations (CSOs) and service providers (SPs) serving the needs of women in the fields of health, education, disability and economic development. Vietnam WILL project proposes to build the capacity of civil society to advocate on behalf of women as a means of preventing conflict between the needs of women and the state, and involve women in conflict prevention through the development of civil society. The projects geographical focus is Hanoi and Hoa Binh Province. As the capital, the Hanoi region has the greatest concentration of civil society organizations and government agencies and hence is a vital administrative node for the project. Hoa Binh also provides a major pool of migrant labor for the capital and it faces many gender-based issues. The



Vietnam WILL project is unique in Vietnam for its application of organizational capacity building, networking, and advocacy training, as well as for developing women leaders and the governance of civil society organizations and public agencies, bringing together these often mutually antagonistic groups to create alliances within a capacity-building context.

Kenan Vietnam has coordinated closely with two strategy partners, IDEA and CSDS, to implement capacity building activities in year 1 and mentoring activities in year 2.

Project Goal: Key mobilizers – Vietnamese women leaders, CSOs, and government agencies – are able to promote and strengthen women’s rights and substantive participation in conflict prevention, transitional processes, and decision-making.

Project Objectives

Objective 1: Supporting Key People. Leaders of CSOs and public agencies serving women are equipped to more effectively mobilize, organize, and advocate on behalf of their constituencies with local institutions (civil society, government).

Objective 2: Supporting Institutions. CSOs and public agencies serving women can effectively conduct community outreach, facilitate dialogue, and identify grievances for action by key mobilizers.

Objective 3: Linking Key Mobilizers. Leaders of CSOs serving women are capable of advocacy on behalf of their beneficiaries with institutions (civil society, government) to effect policy change and actions.

The Vietnam WILL project was designed and structured with two periods. The 1st period was from September 2014 to September 2015, and the 2nd period began in October 2015 and will end in December 2016. The 1st period activities were mainly focused on capacity building for the leaders and key staff of over 20 CSOs and SPs in Hanoi and Hoa Binh. In the 2nd period, mentoring activities are implemented to provide technical support to CSO leaders and staff as they apply knowledge, skills and tools trained in the 1st period into their daily practices, and to identify women’s and girls’ priority issues in their fields. These priority issues are raised to policy makers from commune to national levels during advocacy meetings and forums organized by sub-groups of CSOs/SPs. The linkages of CSOs/SPs helps to develop common concerns related to women’s and girls’ problems that they can then voice to policy makers.

A mid-term review of the project was conducted in April – May 2016. Review results were used for project adjustments and improvements. The project will end by March 2017. In order to capture all project successes, good practices as well as gaps for future improvements, and to make project recommendations, a project final evaluation will be conducted by an experienced and qualified consultation team.

3. SCOPE OF WORK

It is anticipated that the full scope of work will require approximately up to 12 days of consultation from the lead evaluator, and up to 12 days of consultation from a Vietnamese co-evaluator. The consultation includes fieldwork, report writing and presentation of results.



4. METHODS

The methodology for the study will be developed by the selected consultant team at the outset of the work and will be presented in detail in the inception report. However, it is anticipated that the study will include a range of methods including: i) desk review/research; ii) quantitative and qualitative methods. In conducting the research, the consultant team is expected to facilitate the active and meaningful involvement of project beneficiaries, including both the leaders and staff of the CSOs/CPs within Vietnam WILL project and other project parties (including Kenan, IDEA and CSDS staff; policy makers and government officials/staff; and the CSOs' beneficiaries at commune and national levels who participated in project activities). The consultant will review and consider the mid-term evaluation.

5. DELIVERABLES

Deliverables for the assignment include:

5.1 Inception report

An inception report with oral presentation to client including:

- Summary of desk review and plan for field visits
- Research objectives and questions
- Methods and justification of the proposed methodology
- Proposed list of key informant interviews
- Key implementation challenges and risks including ethical considerations
- Additional program design considerations
- Implementation work plan and timetable

5.2 Oral presentations of top line findings

5.3 Final report

The final report should be logically structured and respond to the key research areas/questions as described in item 1.3 of this ToR. It should include:

(1) Executive summary

Brief statement of the findings covered in the report (concise analysis and main conclusions)

(2) Background and specific objectives of the assessment

- Short introduction/ description of the Project
- Evaluation methodology
- Presentation of the evaluation team
- Limitation(s) of the evaluation

(3) Summary of main activities, methods of implementation and results of the Project

(4) Project evaluation

The evaluation must be focused on:

- Relevance
- Effectiveness



- Efficiency
- Impact
- Sustainability
- Cross-cutting issues

(5) Conclusion

- Successes of the project
- Areas for improvement

(6) Lessons learned

- Advantages
- Difficulties

(7) Recommendations

(8) Stories of changes

- One to two stories of changes (relating to social/policy/economic/other impacts) must be documented and attached.

(9) Annexes

- Terms of reference for the evaluation
- Detailed evaluation method including options taken, difficulties encountered and limitations
- List of stakeholders (persons/ organizations) consulted and interviewed
- Literature and documentation reviewed

The final report should be limited to 30 pages including additional annexes in both the English and Vietnamese versions.

All of the results, impacts and changes must be substantiated by quantitative and qualitative data, and typical stories. All documents, data, group meeting minutes, illustrative photographs arising from the process of preparation and execution, completion and reporting of this task absolutely belong to the copyright of Kenan.

6. CONSULTANT QUALIFICATION AND TEAM COMPOSITION

- International consultant based in Vietnam or region as lead evaluator with a Vietnamese national consultant as co-evaluator.
- Minimum of 5 years' experience conducting related formative research about gender based development programming in Vietnam or region with similar parameters of interest.
- Demonstrated understanding about operational context with respect to Civil Society Organizations and Service Providers and their networks in Vietnam.
- Demonstrated knowledge of organizational development, leadership, and development project management.



- Understanding of gender equality and rights-based approach.
- Strong communication/facilitation skills and excellent English language.
- Experience working with US government-funded development projects.

7. REPORTING

The selected consultant team shall report to the Vietnam WILL Chief of Party.

8. CONTRACTUAL TIME AND PAYMENT PLAN

- Contractual time: This assignment will be conducted up to 12 days of consultation for the lead evaluator, and up to 12 days for consultation from a Vietnamese co-evaluator.
- The work will take place in Mid December 2016 and Mid January 2017, with the final report due by 30th January 2017.
- Rate ranges from 4,000,000 to 8,000,000 VND/consultant/day in gross terms. There will be a firm fixed price contract paid as follows:
 - 20% within 15 working days after the signature of contract
 - 40% within 15 working days after submission of draft report
 - 40% within 15 working days after the acceptance of the final report.
- For transportation, including trips to Hoa Binh, Kenan Vietnam will cover the costs of transportation, accommodation and meals based on its financial policies after the consultant submits all related reports and evidences regulated by Kenan Vietnam.
- Other out-of-pocket expenses may be added depending on proposed approach of the consultant.

9. OPEN COMMUNICATION

For open communication about the scope of work, contact Ms. Phan Kieu Anh, Vietnam WILL Chief of Party at kieuanh@kenan-asia.org before 17.00 on 18 November, 2016.

10. PROPOSAL SUBMISSION

Proposal submission, including CV(s), references, past reports, consultant rate history and quotation to conduct the evaluation, are to be sent to Kenan Hanoi Office at the following email address: ha@kenan-asia.org

Closing date to applications: 17.00 on 20 November, 2016.

Please note that responses received after due date shall not be considered and only short-listed candidates will be contacted.