



## The Asia Foundation

### **TERMS OF REFERENCE**

#### **Final Evaluation, and**

#### **Documentation of a Five-Year Program**

#### ***Strengthening Public-Private Partnerships for Disaster Risk Management and Community Resilience in Vietnam***

20 March 2017

**Time frame:** (Early) April – June 15, 2017

**Location:** Hanoi, Vietnam

**Type of contract:** Short-term consultant

## **I. 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](http://www.asiafoundation.org).

The Asia Foundation (the Foundation), with support from USAID's Office of Foreign Disaster Assistance (USAID/OFDA), has implemented a program to build the disaster risk management (DRM) capacity of Vietnamese businesses in areas vulnerable to natural disasters. Focusing primarily on small and medium-sized enterprises (SMEs), the program has built resilience and strengthened public-private partnerships (PPPs) for DRM and disaster relief activities. Working through strategic partnership with the Vietnam Chamber of Commerce and Industry (VCCI), Small and Medium Enterprises Development Support Center 2 (SMEDEC 2), the Center for Environment and Education (CED), other business associations, government, and local non-governmental organizations (NGOs), the program has established a DRM training curriculum for SMEs; developed master trainers; trained a number of individuals including managers and CEOs of SMEs; and conducted research and pilot activities to enhance disaster-related Public-Private Partnership (PPP) and corporate social responsibility (CSR). The program links businesses with national and local disaster preparedness and response plans, developing a broader Disaster Risk Management (DRM), focused on CSR related to natural disasters and community resilience.

**Program's Goal:** The program will contribute to the goal of reducing the impact of natural disasters in Vietnam.

**Program's Objective:** "The program's objective is to build effective and sustainable disaster response in Vietnam through strengthening public-private partnerships for disaster risk management, capacity building of small and medium-sized enterprises to prepare for and respond to disasters, and promotion of disaster-related corporate social responsibility initiatives."

In order to achieve the aforementioned objective, in the last five years, The Asia Foundation has provided business DRM courses to nearly 3,200 people from more than 2,000 businesses in 19 provinces in the North, Central and South regions. To provide DRM training for business, the Foundation has trained a group of 127 master trainers from 66 organizations through its Training of Trainers courses. This was followed by further efforts to integrate business DRM into the training programs of over 40 training centers which have delivered DRM courses to more than 800 people. In addition, the Foundation assisted 26 businesses to develop their own DRM in Dung Quat and Hiep Phuoc Economic Zones, and Nam Cam and Dien Ngoc Industrial Zones. By the end of the 4<sup>th</sup> year (March 2016), the program website <http://ungphothientai.com> has been accessed nearly 90,000 times by over 48,000 visitors.

In this 5<sup>th</sup>, and final year, the program plans to have more media deliverables in order to disseminate the DRM and CCR messages to a broader public and business communities, thus e-newsletters and a public service announcement (PSA) have been under preparation. A white paper for businesses and policy makers will be published expectedly in May 2017. Two national business forums are also organized, of those one was held in December 2016, and the other will be held in April 2017.

The Foundation is looking for *a team of two experienced national consultants to conduct* a two-fold objective consultancy of i) program's final evaluation, and ii) consolidation and documentation of all the program's results and impact within the scope and objectives listed below.

## II. OBJECTIVES OF WORK

While the evaluation will assess the relevance of the program outputs and outcomes to its goal and objectives as well as to The Asia Foundation overall policy goal and objectives, assess the long term impact and sustainability of the program, the value of the results for the local implementing partners and intended beneficiaries (e.g.: businesses, industrial zones, economic zones, management boards of the zones, government agencies, etc.); the documentation is an integral yet stand-alone part of the final products, which will provide evidences to the final evaluation, program closing and communication activities/policy recommendations.

### 1. Program Final Evaluation

The evaluation seeks to assess the implementation of the five-year program, and explain the extent to which the program interventions and its modalities have succeeded or failed and the reasons why. The Foundation also expects the evaluation will come up with practical and specific recommendations at strategy and operational levels for future programming on building effective and sustainable disaster responses in Vietnam in climate change context, through strengthening of the PPP for DRM, capacity building of SMEs to prepare for and respond to disasters, and promotion of disaster-related CSR initiatives.

The specific objectives of the evaluation are to:

- Evaluate the program's relevance, effectiveness, efficiency, impact, and sustainability;
- Document lessons learnt from the management of the program;
- Propose recommendations for future's similar interventions.

The consultant team will be expected to provide answers to the following specific questions:

**a. Relevance**

- How logical was the program design, with intended results and interventions, to respond to the needs in building effective and sustainable disaster responses in Vietnam?
- To what extent has the program addressed the needs and priorities of the program's target beneficiaries?
- How does the program fit within the Foundation's priorities?

**b. Effectiveness**

- How successful was the program in achieving intended results/objectives detailed in the program documents (e.g. annual work plans)?
- To what extent was the program design the most effective way of achieving the objectives?
- To what extent have the objectives been reached? What program results contributed to the achievement of building effective and sustainable disaster response in Vietnam?
- What are the underlying (social, cultural, political and economic) processes that facilitated or impeded the achievement of the program objectives?
- How effective was the collaboration between the Foundation and the implementing partners?

**c. Efficiency**

- Were activities delivered on time and within budget?
- To what extent were interventions and approaches integrated within existing partners' systems and resources to make the program efficient and sustainable?
- How could the program approaches have been modified to make the program more efficient?
- Could the same or better results have been achieved with the same or fewer inputs by doing things differently (i.e. program activities, partners and approaches)?

**d. Impact**

- How many total people (disaggregated by gender) have benefitted from the program?
- To what extent the changes brought about by the program contribute to build effective and sustainable disaster response in Vietnam through the strengthening of public-private partnerships for disaster risk management, capacity building of small and medium-sized enterprises to prepare for and respond to disasters, and promotion of disaster-related corporate social responsibility initiatives?
- Has the program contributed to sustainable changes to normal practices by different stakeholders, including businesses, management boards of IZ/EZ, government agencies, and the implementing partners?
- Has the project contributed to an increased understanding among a range of stakeholders about the needs of building effective and sustainable disaster response capacity, especially in the contexts of climate change and the promotion of corporate social responsibility?
- Were there any unintended (negative or positive) results of this program?

**e. Sustainability**

- Have the roles of key stakeholders (implementing partners, businesses, EZ/IZ management boards, government agencies) changed over time? Do these changes contribute to sustainability?
- How do the changes brought about by the program contribute to a lasting fulfilment of building effective and sustainable disaster response in Vietnam (i.e. impact)? What evidence supports the answer?
- Can the program's website and other media products continue to sustain its visibility beyond the lifetime of the project?

- Has the program developed the capacity of both the Foundation and implementing partners to promote DRM for businesses in Vietnam?
- Can the program model or any successful aspects be expanded or replicated?

## 2. Program Documentation

The documentation will review program documents, reports, and other relevant documents in order to create documentation products. The consultant team will be expected to compile the following (include, but not limited to) products:

- A story of the project over the five years;
- An all-in-one set of documents which contains: significant achievements and approach, and the causes and effects of the factors that influenced such Results; Case studies; Lessons learnt, reflections from businesses and stakeholders, and a set of documentaries developed during the project time.

## III. SCOPE OF WORK

The recruited consultant team is expected to complete the following tasks. Please note that these tasks are shared between the team members for most effective coordination and results. The tasks include:

### 1. Program Final Evaluation

- Develop and submit a full proposal on the final evaluation in English (including detailed methodologies, work plan, detailed budget, etc.) to the Foundation for further comments;
- Revise the proposal, which includes the evaluation methodology and a work plan, based on discussion and agreements with The Foundation program staff;
- Conduct a review of existing secondary information and data collected from available sources. The consultant(s), in collaboration with The Foundation's 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; Present the evaluation draft at an internal meeting with The Foundation and its partners;
- Make all necessary revisions in the draft report, incorporating the comments from The Foundation and partners;
- Finalize the final report (in English) and submit to the Foundation;
- Provide presentation on the evaluation results upon the request of The Asia Foundation, expectedly at the final workshop in June 2017.

### 2. Program Documentation

- Develop work plan for the documentation and ensure the products are ready for program closing event. The program closing is tentatively scheduled in June 2017;
- Propose the most suitable types and structure of the documentation products;
- Review existing program documents and outputs;
- Go on field trip, work with program's implementing partners to collect information; Conduct interviews with key stakeholders involved in the program (the consultant and the Foundation will discuss and agree on locations).
- Draft documentation products for consultation with the Foundation and program's implementing partners (in Vietnamese)

- Finalize consulting report based on the Foundation’s suggestions and submit final report to the Foundation (in Vietnamese and English).

The consultant team will work frequently and closely with the Foundation and program partners to fulfil this assignment.

## IV. TIMEFRAME

Tentative timeframe: Early April – June 15, 2017. Expected main steps are described in the table below:

#	Content
1	Desk review, develop and submit a full proposal in English; Propose the most suitable types of documentation; Present to the Foundation for comments; Revise the proposal, which includes the evaluation methodology and a detailed work plan; Get approval from the Foundation.
2	Conduct a review of existing secondary information and data collected from available sources. Review existing program documents and outputs.
3	Field trips, conduct collection of primary information/data from relevant key informants/ stakeholders using the agreed methodologies, such as in-depth interviews with key stakeholders involved in the program; focus group discussions; questionnaire survey, etc. (Suggested program provinces and cities for field visits: Thanh Hoa, Nam Dinh, Thai Binh, Nghe An, Quang Nam, Quang Ngai, Long An, Da Nang city, Ho Chi Minh City. The consultants and the Foundation will discuss and agree on the specific locations).
4	Draft evaluation report for consultation with the Foundation and program implementing partners (in English). Draft documentation products for consultation with the Foundation and program implementing partners (in Vietnamese).
5	Finalize the final evaluation report (in English), the documentation products (in English and Vietnamese) and submit to the Foundation.
6	Present at the final workshop.
	<b>Total number of man days</b>

## V. DELIVERABLES

All products are prepared in the required language(s), and sent to the Foundation in soft copy.

### 1. Program Final Evaluation

**Intermediate products:** in English

- A technical proposal, including toolkits and a detailed workplan. The workplan for evaluation must be integrated with the workplan for documentation, for most effective arrangements;
- Draft evaluation report with preliminary findings and key recommendations;
- A presentation (PowerPoint) of the draft report and recommendations;

**Final product:** in English.

- A final evaluation report, which takes into account entire evaluation process and findings. Following is the standard format for evaluation report<sup>1</sup>, for reference:
  - **Table of Contents**
  - **Acronyms and abbreviations**
  - **Acknowledgements**
  - **Executive summary (should be a stand-alone one)**
  - **Introduction**
    - *Context of the intervention, including policy and institutional context; Description of the intervention and the intervention logic and the implementation arrangements;*
    - *Purpose and objectives of the evaluation;*
    - *Scope of the evaluation, short statement on the evaluation methods used.*
  - **Findings**
    - *This section consists 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, with narrative analysis of the five evaluation criteria, and evidences 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**
    - *This section presents an assessment by the evaluators of the intervention results against expected results and in accordance with the evaluation criteria set out in the Terms of References (relevance, effectiveness, efficiency, impact, sustainability).*
  - **Recommendations**
    - *Specify the actions that should be taken based on 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. The recommendations should be specific and directed to relevant partners.*
  - **Lessons Learned**
    - *Proposals for improvements for the Foundation, implementing partners, as well as other users of the evaluation, and its relevance to the wider application.*
  - **Annexes:**
    - *TOR;*
    - *List of stakeholders consulted;*
    - *Detailed description of the evaluation process and methodology.*
- Databases of the evaluation data (in original language).
- A PowerPoint presentation of the evaluation results at the program final workshop (in June, in English and Vietnamese).

## 2. Program Documentation

### **Intermediate products:**

- A technical proposal in English including tools and detailed workplan. The workplan for documentation must be integrated with the workplan for evaluation, for most effective arrangements.
- Materials and templates related to this consulting assignment, in Vietnamese;
- Draft documentation products, in Vietnamese;

### **Final product:** Prepared in Vietnamese and English.

- Final documentation products that review, consolidate and document the program's results and contributions/impact on building of effective and sustainable disaster response in Vietnam through

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<sup>1</sup> The format given here is to be considered as minimum standard. Where indicated, it can be extended with additional chapters and sub - chapters. The report should be no longer than 30 pages in total, excluding annexes.

strengthening the public-private partnerships for disaster risk management, capacity building of small and medium-sized enterprises to prepare for and respond to disasters, and promotion of disaster-related corporate social responsibility initiatives. The products should include, but not limited to:

- A story of the project over the five years;
- An all-in-one set of documents which contains: significant achievements and approach, and the causes and effects of the factors that influenced such Results; Case studies; Lessons learnt, reflections from businesses and stakeholders, and a set of documentaries developed during the project time.

## VI. MONITORING RESPONSIBILITIES

- The consultant team will closely work with the Foundation and the program implementing partners (VCCI, CED, and SMEDEC 2).
- The consultant team will carry out this assignment under direct supervision by the Foundation. The consultants will report on the paper to the Foundation about implementation progress as well as advantages and challenges (if there are any).
- The consultant team is responsible for fulfilling all of the assigned duties and submitting complete products based on the timeframe mentioned in Section IV of this TOR.

## VII. DEGREE OF EXPERTISE AND QUALIFICATIONS

The consultant team members should have the following qualifications to effectively carry out the proposed tasks:

### 1. Program Final Evaluation

- 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 conducting evaluations of large programs/programs, and delivering high quality reports and analytical papers.
- Understanding of disaster risk management (DRM) for business sector is a must;
- Knowledge of public-private partnership (PPP) is a plus;
- Experience in working with businesses is a plus;
- Fluent in English;
- Experience in working with The Asia Foundation is an advantage;
- Ability to be flexible with time and work schedule.

### 2. Program Documentation

- Experience in documentation and communication in development projects;
- Understanding of disaster risk management (DRM) for business sector is a must;
- Knowledge of public-private partnership (PPP) is a plus;
- Experience in working with businesses is a plus;
- Fluent in English;
- Ability to be flexible with time and work schedule.

## VIII. APPLICATION PROCESS

Interested consultants should team up and submit the application package in English:

- Brief proposal for evaluation and documentation detailing the proposed methodologies, time frame, cost justification, including the daily rate, and a 2-3-page statement of interest which outlines the candidates' key skills and experiences relevant to this evaluation. Please note that the Foundation may request for evidences from your last three consultancies after reviewing the application materials;
- The most updated CV(s) (if the team of consultants is applying, please indicate the roles to be played in the team for conducting this consultancy).

Please submit via email to:

Mr. Le Quang Trung, Program Officer,  
The Asia Foundation,  
#10-03, Prime Center 53 Quang Trung,  
Hai Ba Trung, Ha Noi.  
Email: [trung.le@asiafoundation.org](mailto:trung.le@asiafoundation.org)

Closing time for applications is 9:00 AM (Hanoi time, GMT+7) on Monday, April 03, 2017.

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