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**TERMS OF REFERENCE**

**Project final evaluation**

**Project:** Partnership for Ethnic Minorities’ Equitable and Inclusive Development (P4EM)

**Position Title:** External Consultant team/firm

**Place of Assignment**: Ha Noi, Hoa Binh, Quang Tri, Tra Vinh and KonTum, Ha Giang provinces

**Reporting to:** CARE MEL Lead/Portfolio Manager

**Duration**: Oct – 31 Dec 2021

Founded in 1945, CARE is a leading humanitarian organisation fighting global poverty and providing lifesaving assistance in emergencies. In 100 countries and territories around the world, CARE places special focus on working alongside poor girls and women because, equipped with the proper resources, they have the power to help lift whole families and entire communities out of poverty. To learn more, visit [www.care-international.org](https://www.care-international.org/).

**CARE International in Vietnam** is a creative and dynamic organisation that has worked with Vietnamese and international partner organisations since 1989 in over 300 projects. We recognise that the key to achieving equitable development outcomes lies in addressing deeply rooted, underlying structural causes of poverty and injustices which contribute to the exclusion and vulnerability of particular groups in society. In Vietnam, our long-term programme goals are that Remote Ethnic Minority Women (REMW) and Socially Marginalised People (SMP) in urban areas equitably benefit from development, are resilient to changing circumstances, and have a legitimate voice. To learn more, visit [www.care.org.vn](http://www.care.org.vn/)

**1.** **Project information**

The Partnership for Ethnic Minorities’ Equitable and Inclusive Development (P4EM) project focuses on strengthening government-civil society partnerships to address poverty and marginalisation of ethnic minority population groups. More specifically, the project enhances partnerships for the efficacy of national policy and the target programme on poverty reduction. This can be achieved through multi-stakeholder participation in the programme formulation and implementation that support ethnic minorities’ socio-economic development. The P4EM project, therefore, is designed to To contribute to achieving the expectation of the Vietnamese government in poverty reduction policy and programmes, particularly in the National Target Program on Sustainable Poverty Reduction 2016-2020 (NTP-SPR) and formulation of the new NTP afterwards

This goal will be achieved through strengthening partnerships between CEMA and other ministries and civil society organisations; building evidence on sound policy and practice in pro ethnic minority development; policy dialogues to address policy gaps and difficulties in policy enforcement for ethnic minorities’ interests; and capacity strengthening of government agencies for effective implementation of policy and poverty reduction programmes. ***(Please see the project result-framework in the annexe)***

P4EM works at the national and local levels (five provinces targeted by Irish Aid, including Ha Giang, Hoa Binh, Quang Tri, Tra Vinh and Kontum) and fosters interlink between the two levels. At the national level, the project supports the Committee on Ethnic Minority Affairs (CEMA) to lead interaction between government agencies and civil society stakeholders and initiates evidence for national policy dialogues on ethnic minority issues. The project improves the NTP-SPR and Programme 135’s impact at the local level by providing technical support and selected capacity building to the Departments of Ethnic Minority Affairs (DEMA) and Poverty Reduction Management Board Members[1]. Specific technical support and capacity given to DEMA and NTP-SPR Board focus on CSO’s strengths on pro-development approaches, including women’s empowerment, climate change resilience, and promotion of equal opportunity. At both national and local levels, the project works with international, national and local civil society organisations (CSOs) to identify successful policy solutions, including community-based initiatives to address ethnic minority development challenges that align with state development priorities and have the potential for scale-up by the government.

**2.** **Rationale and purpose**

P4EM will phase out after four years’ implementation and close all its activities by January 2022. CVN is commissioning an independent evaluation to understand the project’s impacts/outcomes and critical lessons learned. The OECD/DAC criteria shall be used as the guideline for the project final evaluation to look through the project relevance, coherence, effectiveness, efficiency, sustainability, potential and observed impacts. Furthermore, the evaluation will measure progress against baseline indicators. The lessons learnt from the project will inform other similar and future interventions of CVN regarding the program outcome and the relevant interventions of local programmes in the project sites and advocacy opportunities at the national level. Hence, the primary audience will be CARE and the project key stakeholders (CSOs within EMWG, DEMA at project provinces and government agencies at the national level that P4EM supports)

Therefore, CVN is looking for a team including one team leader and one team member to undertake the Project final evaluation to ensure an objective view and assessment. The final project evaluation shall:

1) Assess the project relevance, coherence, effectiveness and sustainability of the project results, components and impact given the actual capacity and motivations of the project stakeholders at different levels.

2) Assess the impacts that the project has created and contributed to at this stage.

3) Draw out lessons and recommendations to inform similar and future programming of CVN. Project stakeholders will also use the project lessons for the implementation of NTP-SPR, especially P135.

**3.** **Key evaluation questions**

The Final Evaluation will answer the following questions:

*1.* *How* ***relevant[2]*** *has the project goal, expected results and implementation are aligned with* beneficiary and stakeholder needs, policy and priorities*?*

*Sub questions:*

1.1 How has the project intervention been addressed the needs and identified gaps in terms of improving the implementation of the NTP-SPR 2020-2021 as well the formulation of new NTPs, especially the new NTP on socio-economic development in ethnic minority and mountainous area (SEDEMA) 2021- 2030

*2.* *How* ***coherence[3]*** *of the project to other interventions?*

*Sub questions:*

2.1 How well does the intervention align with the implementation of NTP-SPR and the formulation of new NTPs, especially NTP-SEDEMA?

2.2 Is the intervention harmonised, complemented to, or duplicated with other internal and external interventions in terms of resources and approaches?

*3.* *How* ***effective[4]*** *have the project achieve the expected results?*

*Sub questions:*

3.1 What results have been achieved vs targets in the result framework? The key results including:

- Supporting the coordination of government agencies in the policy/program revision.

- CARE’s role in coordination and facilitation of CSO partners/networks (e.g EMWG, EMPRO) to provide technical inputs during the advocacy process

- Promoting and engaging local authorities at different levels and EM representatives into policy/program revision.

- Support for the improvement of the implementation of National poverty reduction programs at the local through enhancing the coordination of provincial task force and promoting community-based initiative approaches.

3.2 Has the program/project achieved satisfactory progress towards its stated results?

3.3 Which crucial factors (external and internal, intended and unintended, negative, and positive) contribute to achievements or hamper the expected targets?

*4.* *How* ***efficient[5]*** *has the project resources been used in achieving the expected results?*

*Sub questions:*

4.1 Have the current operating approaches been the right ones?

4.2 To what extent have resources (cost, human, time) been used economically? Are there any alternatives for achieving the same results with fewer inputs/resources?

4.3 Is the relationship between the resources and results appropriate and justifiable?

*5.* *How* ***sustainable [6]*** *are the results of the project likely to be?*

*Sub questions:*

5.1 To what extent will the project results continue after the intervention has ended?

5.2 What external and project-related factors (local context, policy and programme) will affect the sustainability of project activities and achievements and how have these factors been addressed? How can these factors be managed differently?

5.3 To what extent can the key project approaches be replicated? What are the key opportunities, challenges and lessons learnt if the project approaches be replicated?

*6.* *What could be the* ***impact*** *of the project interventions, directly or indirectly, intendedly, or unintendedly?*

*Sub questions:*

6.1 What has been changed to improve the national target programmes at different levels both in the development and intervention process?

6.2 How have community people been affected by the project results and policy changes?

6.3 What would be significant potential challenges that the NTP-SEDEMA 2021-2025 implementation would face regarding its operation mechanism and technical aspects based on the analysis from P4EM project areas? And what are the suggested solutions?

The consultant team is also expected to design and facilitate a final reflection workshop to disseminate, triangulate and reflect on the evaluation findings among all the main stakeholders at the provincial level and reflections workshop.

**4.** **Evaluation approach and methods**

The evaluation should apply a mixed-method approach by using qualitative and quantitative data from primary and secondary sources.

Primary sources included participatory data collection methods: outcome harvesting, in-depth and semi-structured interviews, focus groups discussion, and reflection with key project stakeholders and community people.

The case study method should be used to intensively illustrate the significant achievements of the project in terms of piloting community-based poverty reduction approaches at the local level.

Secondary sources included desk-study data and relevant project documents such as project reports, project MEL data, local reports, and policy and statistical data.

The evaluation process should be participatory, gender and culture sensitive and incorporating a cross-section of key stakeholders. These include but not limited to, women and men participated in community initiatives, communal authorities, DEMA and provincial taskforces in four provinces, the representatives of government agencies (EC, CEMA, WU, MARD and MPI…), the representatives of EMWG, and closed working CSOs (Plan, RIC, ISEE, Chiase …), some DPs such as World Bank, UN Women...

The evaluation methodology, tools and plan will be presented to the CARE team for inputs and agreement before commencing work.

When conducting the evaluation, the evaluators should apply the following principles:

ü Ethical research principles (including the consensus from people interviewed for using their information and photos?);

ü Judgments should be made relative to context (the evaluators will conclude and identify trends in correlation with the context);

ü Engage critical audiences/users of evaluation findings in planning and implementing the final evaluation (respecting time constraints);

ü Using/building on previous studies and evaluation;

ü Attention to equality and rights in all aspects of the evaluation.

**5.** **Controlling the impact of covid 19 on the evaluation process**

The evaluators should consider the COVID-19 context and outline how they will manage the prevention and mitigation of COVID-19 spread.

The evaluator should propose in the technical proposal and apply flexible and appropriate evaluation methods for data collection and quality control in different scenarios including the interruption context of covid 19 to ensure the quality of all deliverables.

**6.** **Consultant roles and responsibilities are outlined below:**

* Desk review: Analysis of existing and relevant documents.
* Develop Evaluation Plan including methodology, sample size calculation and sampling strategy, data collection tools, detailed fieldwork plan, analysis plan, quality control plan, and timeframes for key management inputs and decisions.
* Field data collection process: Consultant takes overall responsibility for the collection of field data by:

o Developing training manual/guideline and conduct the training on quantitative data collection tools for the project team and survey members;

o Conducting data collection in all stages in the field to get a sense of the data and context

* Data composing, cleaning, analysis, and interpretation both for the quantitative and qualitative components
* Develop a presentation on research key findings (PowerPoint format).
* Write the final report in English with proficiency spelling and grammar checking
* Conduct the debriefing for CARE and relevant project stakeholders on the results of the evaluation at the reflection workshop.

**7.** **Schedule, budget, logistics**

It is expected that the consultancy will amount to 31.5 working days. The consultant team should clearly define roles and responsibilities and # of working days of each team member based on the overall estimated days below

The rate for consultancy will apply the cost norms/ rates regulated by CARE that also being in align with UN-EU cost norm.

| **Activity** | **Time-line** | **# of working days** |  |
| --- | --- | --- | --- |
|  |
| Desk review | Week 3 Nov 2021 | 2 |  |
| Finalize evaluation plan (inception report), methodology, tools | Week 4 Nov 2021 | 5 |  |
| Field data collection [5 provinces and Hanoi] | 1 to 10 Dec 2021 | 7 |  |
| Analyses data and preparing the first draft of the report | 10 to 20 Dec 2021 | 7 |  |
| Briefing of key findings in Vietnamese with CVN team and DEMA for discussion and validation using ppt format. | 20 Dec 2021 | 0.5 |  |
| The revised report in English and key findings ppt in Vietnam based on comments | 25 Dec 2021 | 1 |  |
| Finalise report and presentations in English, in the consolidation of feedbacks | 31 Dec 2021 | 2 |  |
| Prepare and present key findings of the final evaluation in the wrap-up workshop (TBC**)** | **TBC** | **1** |  |
| **Total working days** |  | **31.5** |  |

**8.** **Key deliverables and reporting arrangements**

Key deliverables of the evaluation consultancy:

· Evaluation protocol in English (inception report) including methodology, sample size calculation and sampling strategy, data collection tools, detailed fieldwork plan that considering the impacts and different scenarios of covid 19 pandemic, analysis plan, quality control plan, and timeframes for key management inputs and decisions.

· A debriefing on the key findings of the evaluation to be presented to the project team in Hanoi

· Raw data as collected by the data collection tools (both quantitative and qualitative data with electronic formats), original records and transcripts (if recording), all completed questionnaire (may be hard copies or in software), code book.

· Presentation of the key findings in both English and Vietnamese (PowerPoint format) to accommodate the views of CARE and stakeholders’ suggestions or recommendations

· 1st draft and revised reports for comments from CARE

· Final evaluation report in Vietnamese and English (outline agreed with CARE)

CARE MEL Lead will supervise the evaluation with close collaboration with Portfolio Manager and P4EM team.

The project budget will allocate budget for all logistics and supports during the field works.

Payment will be made on acceptance of final outputs by CARE Vietnam.

**9.** **Selection criteria**

The evaluator can be a team of Vietnam national or international professionals with relevant education and working experience.

Required attributes:

a. Proven capacity and extensive experience in managing and conducting development project evaluations, including strong analytical skills.

b. Strong experience in conducting monitoring, evaluation and analysis of poverty reduction programme and policies.

c. Strong understanding of the implementation and formulation of NTPs (2016 – 2020; 2021-2025) at the national and provincial levels and their key players

d. Sound experience in working with government agencies, CSOs and ethnic minority women and men.

e. Demonstrated written communication skills, including the ability to communicate complex concepts in plain English and develop relevant, valuable recommendations

**10.** **Contact, application and required documents**

Interested candidates should send the following documents and clearly stating the position title to email: procurement@care.org.vn before 9 AM on 15th Oct 2021.

1. Your CV and proposal on how the consultant team will undertake this evaluation

2. A list of relevant past work

3. At least one written example of a past evaluation

4. A draft conceptual framework for the evaluation including a description of methodology and tools

5. Financial proposal with a daily rate for the consultancy (this file is separated)

Only short-listed applicants meeting the requirements stated above will be contacted for an interview. Please no telephone contact after submitting the application.

CARE is an equal opportunity employer committed to a diverse workforce. Women, ethnic minorities and people with disabilities are strongly encouraged to apply.

*“Thanks for your interest in CARE! We are committed to each other and to the protection of the people we serve. We do not tolerate sexual misconduct within or external to our organisation and imbed child protection in all we do. Protection from sexual harassment, exploitation and abuse and child protection are fundamental to our relationships, including employment, and our recruitment practices are designed to ensure we only recruit people who are suitable to work with other staff and the people we serve. As well as pre-employment checks, we will use the recruitment and reference process to ensure potential new staff understand and are aligned with these expectations. To find out more, please contact the Human Resources Manager.”*

Annex: Result framework

| **Outcomes** | **Progress markers/Milestones** |
| --- | --- |
| **Outcome 1: Partnerships between CEMA, CSOs and relevant ministries or/and private sectors are strengthened**    *Output 1.1: Annual tasks based partnership, coordinated by CEMA with relevant line ministries, Development Partners, CSOs and others, is formed and strengthened ensuring a participatory and effective decision-making process*  *Output 1.2: Guidelines and circulars on the national policy, NTPs-SPR 2016-2020/ P135 or new pro- development policy formulation are jointly reviewed, developed by the members of partnership to respond to gaps in formulation and implementation, particularly on gender equality and climate change adaptation.* | 1.1. CEMA demonstrates a strong role in coordinating, facilitating the annual tasks based partnership on ethnic minority policy and program formulation and implementation;  1.2. # of regular events ( thematic meetings, workshops, dialogues, field visit ) organised for implementing the annual joined tasks among representatives (disaggregated by sex) of CEMA, CSOs, relevant ministries and others where EM related development thematic topics are effectively discussed    1.3. # of CSOs and EM representatives have increased engagement (participating, raising their EM community issues and evidences ) and provide recommendation to processes of policy, program consultation, formulation and implementation (CVN Indicator)    1.4. # of recommendations, feedbacks from local authorities and community representatives (disaggregated by sex) have increasinglly raised and recognised during the processes of policy, program consultation, formulation, and implementation from local to national level. |
| **Outcome 2: Govt and local authorities recognise and use evidence-based of CSO-led approachs, approaches and action researches to inform policy and programme formulation and implementation for ethnic minority development**    *Output 2.1: An evidence base of CSO-led EM development approaches is recognised by government agencies*  *Output 2.2: Findings from joint action research informs policy and program formulation and implementation among Government and CSOs* | 2.1. # of civil Society-led ethnic minority development approachs, approaches are recognised and possiblly adopted by government (CVN indicator)  2.2. Decision makers at national level recognise evidences from collective researches on EM related emerging issues that conducted by CEMA and related ministries  2.3. Number of policy and guidelines on the implementation of the NTP-SPR/Programme 135 are reviewed and/or amended based on recommendations learned from CSO-led approachs, and action researches |
| **Outcome 3: The efficacy of NTP-SPR/Program 135 implementation is improved**  *Output 3.1: Provincial Department of Ethnic Minority Affairs and Poverty Reduction Management Board Members have increased capacity, ownership, innovation for implementation of the NTPs/P135*    *Output 3.2: The local coordination and learning mechanism between related stakeholders for effective implementation of the NTP-SPR and NRD/ P135 is strengthened* | 3.1. The provincial Task Forces have improved coordination and capacity to develop local-context sensitive initiatives/solutions to address prioritised capacity building needs[1] of communal authorities and communities;  3.2. The implementation of NTP-SPR/P135 in targeted provinces is more local context, climate change and gender sensitive  3.3. # of Joint actions are taken to leverage resources among sectoral departments, CSOs and/or private sector for the effective implementation of the NTPs/P135.  3.4. The local communal authorities & community members (men and women) actively engage and show their ownerhsip, capacity improvement in designing and piloting the local context, climate change and gender sensitive initiatives; |

[1] For the implementation of NTP-SPR, these Poverty Reduction Management Boards have been established in each province, under the guidance of Government of Vietnam, to oversee the management and implementation of NTP-SPR at lower administrative levels. Members are either seconded or recruited technical staff.

[2] Relevance – “The extent to which the objectives of a development intervention are consistent with beneficiaries’ requirement, country needs, global priorities and partners’ and donors’ policies”.

[3] Coherence - How well does the intervention fit with wider policy, program in the same context?

[4] Effectiveness – “The extent to which the development intervention’s objectives were achieved, or are expected to be achieved, taking into account their relative importance”.

[5] Efficiency: How project’s strategies, approaches and resources/inputs (funds, expertise, time, etc.) are

converted to results.

[6] Sustainability – “The continuation of benefits from a development intervention after major development assistance has been completed. Probability of long-term benefits. The resilience to risk of the net benefit flows over time.”