



TERMS OF REFERENCE

Project: *Nâng Quyền*

Position Title: Final external evaluator

Place of Assignment: Vietnam – Ha Noi, Quang Ninh, Can Tho and Ho Chi Minh City

Reporting to: Nguyen Thi Huong – SMP Team Leader

Duration: March – May 2017

1. Background

CARE Vietnam (CVN) is the representative of CARE International in Vietnam. CVN operates under the lead membership of CARE Australia. The laws and regulations of the Government of Vietnam apply to all staff, contractors and consultants. Within CVN, the Country Director has overall management authority as the representative of the lead member and of CARE International.

In adopting CARE International's program approach, CVN has shifted the focus of our work from changes at the sectoral or geographical levels, to that of **impacts** for particularly marginalised and vulnerable groups of people – our program **Impact Groups**. CARE recognises that the key to achieving equitable development outcomes lies in shifting deeply rooted, structural **underlying causes of poverty**, which contribute to exclusion and vulnerability of particular groups in society. Two programs have been designed by CVN to date. One focuses on significant and lasting change for **Remote Ethnic Minorities Women** - who are land poor, have weak resilience to hazards and shocks, and in particular women; and the other focuses on **Socially Marginalized People**. This program seeks lasting change for socially marginalized groups in urban settings who experience denial of realization of multiple rights, live and work in unsafe environments. The *Nâng Quyền* (NQ) project is part of the Socially Marginalised People program.

The NQ project (approx. AUD1.5M total) is funded by the Australia aid program under the Australian NGO Cooperation Partnership (ANCP) over four-years from 2013 to 2017 and operates in four locations in Vietnam – Quang Ninh, Can Tho, Ho Chi Minh City, and Ha Noi (for national-level activities). NQ aims to foster positive, sustainable results in the empowerment of female sex workers (FSW), an extremely marginalised and socially excluded group in Vietnam. The initiative addresses profound underlying causes of exclusion, and aims to strengthen FSW's voice in decision making and improve access to protections from gender-based violence (GBV) while targeting policy makers to be more responsive to female sex workers' rights.

The overarching **strategy** of NQ is to work in close cooperation with the Department of Social Vice Prevention (DSVP) of the Ministry of Labor, Invalid and Social Affairs (MOLISA) to support a paradigm shift away from punitive approaches governing sex work. Capitalising on recent legislative changes, and drawing on established relationships and previous programming experience, NQ developed an empowering model of engagement with FSWs, and advocated for replication at scale by the Government of Vietnam and other stakeholders. The **approach** of the project integrates a range of components designed to support stronger voice of FSW, and improve capacities to lead actions to improve access to services, protections and other

benefits. This is linked with interventions which address deeply rooted stigma affecting FSWs and see a more positive engagement of men and key duty bearers in realising their responsibilities.

NQ aimed to benefit 3,084 direct beneficiaries over four years: 2,244 FSWs in initiative locations, extended to FSWs at broad scale through the replication of the model; and 840 duty bearers (including local authorities, police and policy makers).

There have been several changes in focus over the NQ project’s life. The original design intended to also target transgender people, but the scope was reduced to target only FSW in the project’s second year as a result of consultation with partners and other organizations working on LGBTI people’s rights. Additionally, the NQ logframe was revised in August 2015 to more clearly reflect the project’s intention and focus. The revised outcomes are outlined below and should form the basis of the evaluation:

Goal: Socially Marginalised Women equitably benefit from development, are resilient to changing circumstances and have a legitimate voice.

End of Project Outcome: Female sex workers (FSW) are empowered to influence policies and decisions that affect their lives and have equitable access to opportunities & services.

Intermediate Outcome 1: Female sex workers have a strong platform for collective voice (*through We are Women – ‘WrW’ clubs*).

Intermediate Outcome 2: Department of Social Vice Prevention (DSVP) recognises, utilises and supports female sex worker collective voice and action.

Intermediate Outcome 3: Police, local authorities, legal service providers at national and local levels demonstrate improved positive attitudes and behaviours towards female sex workers.

2. Rationale and purpose

The main purpose of the evaluation is to assess the effectiveness, relevance, efficiency, sustainability and impact of the NQ project. It will generate lessons learnt and recommendations for future projects targeting FSW, and programming under CARE’s SMP program more broadly. The primary audience will be CARE staff, the donor, and project partners.

An external evaluator (individual or evaluation team) is required to undertake the evaluation to ensure an independent, objective assessment of the project’s achievements.

3. Evaluation questions

The evaluation will answer the following questions:

1. *To what extent have the project strategies and approaches achieved the outcomes of the NQ project?*
2. *What are the key lessons learnt which should inform the work of CARE and others?*

The evaluation will apply OECD/DAC’s five criteria: relevance, efficiency, effectiveness, (emerging) impacts, and sustainability to answer the overall evaluation questions through a number of detailed questions, some of which are listed according to these criteria below. The main focus will be on relevance, efficiency, effectiveness and sustainability as impact may be more difficult to trace and document.

DAC Criteria	Evaluation issues/questions
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”.	How relevant are the project strategies to the policy and legislative context of Vietnam? What is the relevance and value added of the different project strategies and methodologies? What is the relevance of the partnership modality?

	What is the relevance of the approaches to building the capacity of partners, duty bearers and female sex workers?
Effectiveness: “The extent to which the development intervention’s objectives were achieved, or are expected to be achieved, taking into account their relative importance”.	Based on the three outcome areas of the project, to what extent has NQ achieved the desired changes? How and why have project strategies and tools influenced the achievement of results? How effective has NQ been in supporting changes against the three domains of CARE’s Women’s Empowerment Framework (agency, relations and structures)?
Efficiency: “A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results”.	What are the results (outputs, outcomes) achieved relative to the investment? What is the efficiency of the We Are Women Club model?
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”.	What are the positive and negative factors determining sustainability of supported initiatives? To what extent have these factors been addressed; and with what effect? What is the likelihood of continuation and long-term benefits of the project initiatives (including, but not limited to, the We Are Women Clubs)?
Impact: “The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended. This involves the main impacts and effects resulting from the activity on the local social, economic, environmental and other development indicators. The examination should be concerned with both intended and unintended results and must also include the positive and negative impact of external factors, such as changes in terms of trade and financial conditions”.	What are the emerging impacts and trends which can be attributed to NQ, or where a significant contribution by CARE and partners can be verified?

4. Evaluation scope, approach and methods

The focus of the evaluation will be on the four years of the NQ project, initiated in 2013. As the project’s logframe was updated in August 2015, this latest version should be used as reference.

In terms of documenting results, the evaluation will mainly focus on the outcome level. The evaluation will be informed by primary research conducted with NQ participants, partners, and CARE staff; previous annual reports and project reflections; and the findings of an internal review of NQ’s approach to female sex worker empowerment (undertaken in 2016).

The evaluation will reflect on strategic choices made in operationalizing the project at both community and organizational levels (partners and CARE).

The evaluator will refine the approach and methodology based on a review of project documentation, including annual reports. The field work should assess key activities and interventions under NQ in the four target locations – Quang Ninh, Can Tho, Ho Chi Minh City and Ha Noi (for national-level initiatives) – to adequately inform findings on the strategies and approaches followed by the project. A final field visit

schedule will be put together after the initial literature review.

The evaluation methodology will be presented to the CARE evaluation manager before commencing the fieldwork, and the approach will be described briefly in the initial sections of the evaluation report. It is expected that the evaluation will include both quantitative and qualitative approaches, including (but not limited to): 1) The collection of endline data for comparison against the project baseline assessment; 2) Findings against the evaluation questions under each DAC criteria; and 3) Case studies highlighting key project outcomes, including Most Significant Change stories and/or case studies of advocacy achievements.

The evaluator should conduct the evaluation with careful consideration of the utility of the evaluation and bearing in mind the following principles:

- ✓ Ethical research principles;
- ✓ Judgments should be made relative to context (the evaluation will draw conclusions and identify trends taking into consideration the role of and interplay with context);
- ✓ Strong utility focus (user engagement) in planning and implementation of evaluation (respecting time constraints);
- ✓ Using/building on previous studies and evaluation;
- ✓ Achieving active participation and meaningful contributions of female sex workers; and
- ✓ Attention to equality and rights in all aspects of the evaluation.

5. Schedule, budget, logistics

The evaluation work is expected to commence in **early March 2017** and the Final Evaluation Report shall be submitted by the **start of June 2017**.

It is expected that the consultancy will amount to 24 working days.

Step	Contents	Remarks	# days
1	Finalise consultant contracts, update TOR (if necessary), action plan and timeline based on discussion with consultants	To be prepared by CARE Vietnam	-
2	Evaluator undertakes document review		2
3	Development of evaluation protocol (inception report), methodology and tool by consultants	Methodology, plan and tools to be agreed with CARE before commencing the field work	2.5
4	Commence evaluation in Vietnam including: <ul style="list-style-type: none"> - Meetings in Ha Noi with with program team and National level (Hanoi-based) stakeholders: Vietnam Network of Sex Workers, Ministry of Labour, Invalids and Social Affairs, Department of Social Vice Prevention, Women’s Union, relevant UN agencies (1 day) - Conduct field trips to Quang Ninh, Can Tho and Ho Chi Minh City. Research with female sex workers, Department of Social Vice Prevention, police, legal aid, local authorities (9 days) 	Detailed itinerary to be prepared by CARE Vietnam and agreed with consultant prior to evaluation start	10
5	Briefing of key findings with the program	Evaluator to share key findings and	0.5

	staff/senior management and key partners for discussion and validation	reccommendations	
6	Evaluator analyses data, writes and submits 1 st draft report.	To CARE Vietnam	7
7	Review and comment on draft report	By CARE Australia and CARE Vietnam	-
8	Finalize report and submission	To CARE Vietnam	2
Total days			24

6. Key deliverables, responsibilities and reporting arrangements

Key deliverables of the evaluation consultancy:

- Evaluation protocol (inception report), methodology and tools;
- An evaluation debriefing on the key findings to be presented to CARE and partners in Hanoi;
- A number of case studies (maximum 5) highlighting project outcomes in terms on individual changes or advocacy achievements (both positive and negative);
- An evaluation report in English (drafts and one final version), including an executive summary, and with consistency between findings, conclusions, lessons and recommendations (max. 25 pages excluding annexes), approved by CARE Australia and CARE Vietnam
- Electronic copies of survey findings, notes from meetings, key informant interviews and focus group discussions.

Responsibility for the content and presentation of the findings and recommendations of the evaluation rests with the evaluation consultant. Findings and recommendations expressed in the evaluation report will not necessarily correspond to the views of CARE (or other stakeholders). It is the responsibility of the evaluators to ensure that there is a clear link between findings, conclusions, lessons learned and recommendations and in general to ensure that the evaluation is based on solid evidence (and/or indicate solidity of evidence for the various judgments made).

The evaluation will be supervised by Nguyen Thi Huong (SMP program Team Leader). Other key focal points inside CARE Vietnam will be Le Thi Hong Giang, CARE in Vietnam’s Gender Based Violence Specialist, Nguyen Ngoc Trieu (M&E Advisor) and Elizabeth Cowan (Country Programs/Gender Advisor).

The NQ team will be responsible for providing all logistics and support during the field work, including translation service (as required).

CARE Vietnam and CARE Australia will review the draft evaluation report, with CARE Vietnam providing ultimate sign-off. Payment will be made on acceptance of final outputs by CARE Vietnam.

7. Team composition and selection criteria

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

Required attributes:

- a. Proven capacity and extensive experience in management and conduct of evaluations, including strong analytical skills and experience from evaluating rights-based and civil society support type programs
- b. In-depth awareness of – and sensitivity to – approaches to sex worker empowerment and familiarity with harm reduction principles relating to this population group

- c. Experience working with sex worker populations or other highly stigmatized urban population groups
- d. Demonstrated written communication skills including ability to communicate complex concepts in plain English and develop relevant, useful recommendations

Preferred attributes:

- e. Strong understanding of program approaches as well as the relationships between NGOs, Government authorities and donors
- f. Experience with the Vietnamese development context
- g. Experience in analysing partnerships and capacity development

8. Contact, application and required documents

Interested candidates should send the following documents and clearly stating the position title to email: procurement2@care.org.vn quoting: "NQ Consultant" as subject of the email, closing date of 20th December 2016. Applications include:

1. Your CV
2. A list of relevant past work
3. At least one written example of a past evaluation
4. Draft conceptual framework for the evaluation including description of methodology and tools
5. Financial proposal with daily rate for the consultancy

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

9. Child protection

CARE International in Vietnam is committed to protecting the rights of children in all areas we work around the world. Applicants are advised that CARE International in Vietnam reserves the right to screen candidates to ensure a child-safe environment. Further information can be found in the CVN child protection policy.

ANNEXES

1. **CARE Australia Evaluation Policy**

https://www.care.org.au/wp-content/uploads/2015/03/Policy_CARE_Australia_Evaluation_Policy.doc

2. **Suggested Evaluation Report Outline**

The following is *a tentative outline* of the final evaluation report (maximum 25 pages):

1. Executive summary highlighting main findings and recommendations
2. Introduction
3. Project background
4. Evaluation objective(s)
5. Evaluation methodology including limitations
6. Findings against evaluation questions
7. Lessons learned (both positive and negative) and/or good practice
8. Recommendations and conclusion
9. Annexes: All evaluation tools, evaluation schedule, and other supporting documents (e.g. photos, documentation, and case studies/most significant change stories)