



Final Program Evaluation – Vietnam

Terms of Reference

1. Background

Oxfam has been working in Vietnam since the late 1980s. Oxfam Solidarity Belgium (OSB) is one of the implementing affiliates in Vietnam and aims at fighting against economical and social injustice. All programs are built on a Rights-Based approach and seek changes in Policies, Practices, Attitudes and Behaviors (PPAB) of key actors. 3 distinct results are set out in the strategy to achieve these changes of PPAB:

- R1 Strengthen **legitimacy of the partner organization**. Contributing to reinforce the organizational capacity of partners and reinforcing its own organization towards various dimensions (i.e. transparency, accountability vis-à-vis members, capacity to integrate gender, etc.)
- R2 Conduct **viable alternatives**. Alternatives are a panel of innovative activities conducted by the partner organizations. They aim at demonstrating that changes of PPAB's vis-à-vis key actors (i.e. authorities, communities, private sector, etc.) requested by their members are possible and provide benefits not only to the direct beneficiaries but also to a wider audience. This is one aspect of what we call the **double impact strategy**.
- R3 **Conduct advocacy & Build alliances** with other sectors of civil society - from popular mobilization, alliance building into wider social agenda's to negotiation with decision-makers whose arguments are drawn from these alternatives or more fundamental research. These arguments are often supported by concrete examples of alternative most often developed locally. Recent changes show that taking into account the needs of identified beneficiaries in this program and respect the fundamental rights of these contribute to improved socio-economic conditions of the beneficiaries and potentially a wider audience

OSB works in partnership with 4 mass organizations: Hoa Binh Farmer's Union, Hai Phong Labour Union (HPLU), Thach Ha Women Union (THWU), Legal Aid Center (LAC) depending from Dong Nai Labour Union: and 1 local NGO: Center for Development and Integration (CDI).

The 2008-2013 program soon enters in its final year and an evaluation is required to better understand what the organization has achieved, together with partner organizations.

Choice has been made for this evaluation to focus on 2 main areas: phase 1 will analyze the coherence between R2 and R3, while phase 2 will deepen the findings focusing on the institutional strengthening of our partners. As the promotion of gender equity is seen as a key element of the program, gender will be duly integrated throughout the evaluation.



2. Specific objectives of the evaluation

- To assess the program outcomes – what changes are obtained and how they are affected
- To document key lessons learnt to contribute to organizational learning
- To provide input for our future strategic framework, and recommendations for further developments of the project, or guidance of similar projects in the future (quality)

3. Output

- An analysis of the relevance of the choices of partners and development interventions in relation to beneficiaries needs, to the country context in order to achieve the objectives of Oxfam. .
- An analysis of factors that have encouraged (enablers) or were obstacles (blockers) to the achievement of outcomes (short, medium and long term) thus results, changes in PPAB's and contributing to the achievement of the Specific Objective.
- An analysis of the effectiveness (Oxfam and partners): are we able to achieve results and how those results are achieved?
- An analysis of the synergies developed (by Oxfam and partners): Are they relevant? Do they bring added value to achieve the objectives?
- Good Practices - Case Studies - Analysis of the Gender approach. Link to achieving the objectives.

4. Approach

The evaluation will be carried out in 2 independent phases:

- **PHASE 1** will look at the **intervention logic (coherence between alternative and advocacy) and the achievement of results**; this assessment will be carried out as early as **December & January 2012**, for a period of 30 to 45 days approximately.

Depending on the quality of the consultancy work, the latter will be offered to conduct the second phase:

- **PHASE 2** will assess the capacity of partner organizations and the possible role played in reinforcement of their capacity by Oxfam; this will be conducted in **April/May 2013**.

The consultants must bid for the 2 different phases separately (i.e. method, budget and timeframes will be made adequate for each phase). Here under are the evaluation criteria (main questions to be answered) for each phase.



5. Main questions to be addressed

● **PHASE 1 : Coherence between alternative and advocacy**

How the specific characteristics (status, capacity, access, vision/mission, etc...) of the 5 different partners HBFU, THWU, CDI, HPLU, LAC have an impact on the definition of the alternatives and on the advocacy part of the work?

What alternatives were identified? Have the alternatives developed by the partners allowed/contributed to the change of PPAB (how and to what extent)? And how these PPAB changes were identified in the design phase of the program and possibly where adjusted in the course of the program development? Concrete examples based on visits.

Did the R2 results achieved contributed to the achievement of the R3 results? Were there systematic adjustments throughout the program monitoring?

To what extent this coherence (methodology) has had an impact on the direct beneficiaries and beyond them (double impact) on indirect beneficiaries? And, did the partners have the ability (independently and together) through R3 to reach out to a broader impact than just direct beneficiaries?

What were the measures taken contributing to the coherence of the interventions? What were the seized opportunities that enhanced the complementarity between intervention levels (R2 & R3)?

What were the strength and weaknesses of each partner that allowed increase coherence between R2 and R3 (i.e. how their relationship with decision-makers, with their members, and other stakeholders have allowed greater coherence between the alternatives and the PPAB?). What were enabling factors enhancing the coherence between R2 and R3 and the changes in PPAB? What were the blocking factors limiting this coherence in the change of PPAB?

Were the human and financial resources (Oxfam and partners) sufficient to develop a credible coherence?

What role did Oxfam Solidarity play in strengthening this coherence (complementarity with partner? Added value)

To what extent and how partners/Oxfam made use of existing alternatives, developed by other actors in the country? How did they collaborate with other stakeholders/actors? How were they able to incorporate the alternatives?

On the basis of the above, what steps are needed to improve/strengthen the double impact (R2 & R3 coherence) in our programs?

Did the alternative contribute to address gender issues and reduce inequalities? (How far gender issues were considered in the definition of the alternative)

How far gender issues were reflected in building coherence between R2 and R3?



● PHASE 2 : Capacity building of partner organizations

How different organizations that Oxfam partner with are capable of independently expressing interests and will of citizens to contribute to change?

What were (at the start of the program or the partnership) the internal dynamics of our partners (participation, gender, internal democracy) and how have they promoted internal democracy?

What were the main factors that have improved the capacity of our partners to increase their legitimacy? What was the added value of Oxfam?

How the work with partners can contribute to reinforce groups of farmers/workers claiming for increased accountability of local authorities?

Has the strengthening of the internal democratic process increased the legitimacy of our partners?

What lessons learnt and best practices can we draw from our partners, in their attempt to influence with the local/national authorities?

What lessons learnt and best practices can we draw from our partners, in their attempt to give a voice to their members/target group? Have the needs and aspirations of men and women specifically been taken into account? And how?

What alliances were formed? What possible complementary roles among civil society organizations were elaborated to increase leverage for change?

What was done to strengthen the capacities of women and show their distinctive role within the organization. Has strengthening capacities of women played a role to a better integration within the organization?

6. Methodology

The evaluation team is suggested to use the following approaches:

- Desk study such as a review of program documents (Country program and partner technical files spelling out the ambition set by the program and the ambition of each partner in their contribution to the program; country and partner's reports stating past achievements for the period 2008-2012, and quarter monitoring boards)
- Field visits to the partners in Hanoi city and surrounding provinces of Bac Ninh, Vinh Phuc and Hai Duong (CDI): Hai Phong city (HPLU), Ha Tinh province (THWU), Dong Nai Province (LAC), Hoa Binh Province (HBFU) - semi-structured interviews, focus group discussions, in-depth individual interviews, observations, etc.



7. Deliverables

The Evaluation Team is expected to produce the following documents during phase 1:

- Meeting with Oxfam on the Key (preliminary) Findings
- Presentation of Key (preliminary) Findings to partners (workshop planned on the week of the 14th January 2013)
- Capture and write 3 case studies depending on the findings
- One Evaluation Draft Report (8th February 2013)
- One Evaluation Final Report (1st March 2013)

Deliverables for phase 2 will be defined after the accomplishment of phase 1.

8. Consultancy Team composition and Qualifications

The evaluation team will consist of 2 consultants. They will interact on a regular basis with Oxfam staff and local partners.

Qualification of the consultants:

- At least 5 – 8 years experience in conducting evaluations
- Advanced experience in Economic Justice and Rural Development project implementations, monitoring
- Advanced degree in related fields
- Good Knowledge of the Results Based Management methodology
- Excellent English writing skills

9. Oxfam and partners responsibilities

Oxfam: In order to ensure a thorough evaluation, Oxfam will:

- Work out with consultant to finalize the detailed agenda
- Facilitate unrestricted access to all documents as requested by consultant team
- Introduce consultant team to all stakeholders
- Be responsible for overall coordination of the evaluation and assessment task
- Review and comment on the draft reports

Oxfam's partners:

- Arrange relevant meetings in their intervention area
- Arrange field trips



10. Other information

The Evaluation Team will have to send to Oxfam:

- a/ CVs of each consultant highlighting relevant qualifications and experience
- b/ Proof of past consultancy experience
- c/ 2 technical proposals in English - One for each phase - detailing design, methodology, work plan and consultant fees.

No later than 10PM (Hanoi time) on 25th November 2012 to

Mr Fabrice Vandeputte / Ms Nguyen Thanh Yen
Oxfam Solidarity Belgium
22 Le Dai Hanh- Ha Noi- Vietnam
E-mail: fabrice@osb.org.vn and ntyen@osb.org.vn
Tel: +84 (0)1632855197 or + 84 (0)9212944250