



## **Terms of Reference**

### **Final evaluation of**

### **Supporting REACH development and HCMC expansion (VNM0297)**

#### **1. Background**

Plan International is an international humanitarian, child development-focused organization without religious, political or governmental affiliation. Plan's vision is of a world in which all children realize their full potential in societies which respect people's rights and dignity. Working with children, their families, and communities in 50 program countries, Plan is one of the world's largest international development organizations, committed to the well being of children and supporting the Convention on the Rights of the Child. Plan has been in Vietnam since 1993, and works in long term partnership with local people, organizations, and government bodies at all levels.

As part of its Sustainable Livelihoods Program, Plan in Vietnam has been implementing the Livelihood Advancement Business School (LABS) project since 2004. This project provides short-term intensive vocational education and training to disadvantaged youth in three urban areas of Vietnam: Hanoi, Hue and Danang. The program also provides job placement for these youth. To date, the project has trained over 10,000 disadvantaged youths in 9 centers and placed over 80% in stable employment. The project has adapted the original LABS model by Dr. Reddy Foundation. This adaption has become nationally and internationally recognized as a successful model.

REACH ([www.reach.org.vn](http://www.reach.org.vn)) was registered as a local NGO under the Vietnam Union of Scientific and Technical Associations (VUSTA) to assume the management of the Hanoi program component of LABS, in cooperation with Plan. Following the establishment of REACH, it was determined for their programme to take over management of all project sites in Vietnam and to become a national organization representing disadvantaged youth across Vietnam. REACH was set up by Plan project staff who recognized the impact of LABS and REACH is currently managed by these staff as an independent local organization.

REACH currently provides training in four areas: Hospitality, Customer Service and Relationship Management, Nail Art and IT enabling skills. Courses have a duration of four months after which the graduates are helped to secure employment, with over 80% of graduates finding stable employment. There are significant life skills and workplace skills components to the training, offering youth improved prospects in the workplace environment. Critical components of the LABS approach that REACH uses include close relationships with

local businesses in the development of curriculum and training material allowing the training to be focused on employer needs, as well as the engagement of employers and youth in securing stable jobs for graduates.

Specific objectives of project VNM0297:

- a. Youth employability: Enable 2,592 disadvantaged youth with equitable access to skills, employment and income.
- b. Sustainability: Ensure REACH's financial sustainability and organizational capacity.
- c. Program quality: Further improve quality and delivery of REACH's product and expand portfolio of offerings.

The project is currently being implemented in 6 areas of Vietnam: Hanoi, Hue, Danang, Ho Chi Minh City, Hai Duong and Hoi An

Plan support to REACH has been through the project titled 'Supporting REACH development and HCMC expansion project' (hereinafter referred as Project VNM0297) operational from 2011 until June 2014. Currently, Plan is planning to conduct a final evaluation for the project and is looking for suitable consultant to undertake this exercise.

## **2. Objective of evaluation**

### **Overall Objective:**

- 1.1 To assess implementation processes and results of activities over the project period (from 2011 to 2014)
- 1.2 To assess the project against the criteria's of relevance, effectiveness, efficiency, sustainability and impact

### **Specific Objectives:**

1. To evaluate the relevance (appropriateness) of the program and intervention strategy, project design and progress to project results
2. To evaluate the efficiency of the project, and if there are other options to achieve the same objectives in a more suitable way
3. To evaluate the impact (individual and organizational aspects) and sustainability of the program
4. To evaluate the organization development and management of the program (strategy plan, policy, staff development, capacity building, operational management, financial

management as well as monitoring and evaluation), and other cross-cutting issues such as gender equality, inclusion, and accountability toward beneficiaries

5. To provide clear recommendations for both REACH and Plan on project relevance, effectiveness, efficiency, sustainability (on the levels of program implementation, organization development, financial sustainability) and impact. For more details, please refer to annex 3

### **3. Specific Outputs**

Final evaluation report for project VNM0297

### **4. Scope of work**

The consultant team, in collaboration with Plan and REACH staff, will be responsible for completing all tasks relating the final evaluation for the project with the main tasks as follows:

1. Develop and submit the detailed proposal on the review and additional tasks including detailed methodologies with clear design of sample, evaluation tools, plan of analysis and field work schedule. Final methodologies will be decided upon Plan's approval;
2. Revise the detailed plan based on the discussion and agreements with Plan project staff
3. Analyze data and review related project documents (includes secondary data review, desk study) from selected sources
4. Conduct field surveys in project locations to gather data and anecdotal evidence
5. Draft an initial report
6. Participate and present in meetings/workshops on the draft report for comments and feedbacks
7. Incorporate comments from the workshop into the report and send to Plan for final review and comments
8. Finalize the evaluation report (in Vietnamese and in English) and submit to Plan by no later than 15<sup>th</sup> of June 2014.

Plan

1. Provide overall management support with partners and consultants
2. Provide all relevant information and data
3. Support choosing the methodology
4. Facilitate evaluation meetings/workshops
5. Provide support, guidance, comments and feedback

Reach

1. Provide Plan any additional information and data
2. Support choosing the methodology
3. Participate in evaluation meetings/workshops
4. Provide support, guidance, comments and feedback

### Suggested work plan

#	List Outputs	Working day	Responsibility
1	Project proposal (home base)	2	Consultants
2	Review and comment on proposal	N/A	Plan ad REACH
2	Desk study (home base)	2	Consultants
3	Trips to REACH centres (5 centres)	15	Consultant, Plan and REACH
4	Submission on 1st draft report	5	Consultants
5	Review and comment on first draft	N/A	Plan and REACH
6	Presentation at workshop in Hanoi	2	Consultant
6	Submission on 2nd draft report	2	Consultant
7	Review and comment on second draft	N/A	Plan and REACH
9	Finalize the report based on feedback	2	Consultant
	<b>Total of working day</b>	<b>30</b>	

### 5. Duration of consultancy

The consultancy will be conducted from the end of April and be completed no later than **15<sup>th</sup> June**. A total of 30 working days is offered to complete the work.

### 6. Consultant requirements

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

- At least 10 years of international experience working in development sector with focus on vocational education and training programs
- Post graduate degree/ Bachelors degree in statistic, economics, development studies or relevant fields
- Extensive experience in conducting project and program evaluations

- Experience in provision of vocational training and design of organization development components is an advantage.
- Excellent report writing skills
- The consultant/team must agree to abide by the child protection policy of Plan International and related requirements.

## **7. Logistic support and consultant fee:**

Logistic support will be followed by norms and regulations of Plan in Vietnam for consultants. Consultant fee is negotiable and that based on Plan policies and the qualifications of the consultant(s).

The consultant(s) or consultancy companies who are interested in taking this consultancy are requested to submit a brief proposal including detailed timeline, evaluation framework and methodologies, expected consultant fee, and logistics along with C.V. to:

Human Resources Department – Plan in Vietnam

2<sup>nd</sup> Floor, 106 Hoang Quoc Viet, Hanoi, Vietnam

Email: [vnm.hrd@plan-international.org](mailto:vnm.hrd@plan-international.org) ; and Cc to: [nga.nguyenvudieu@plan-international.org](mailto:nga.nguyenvudieu@plan-international.org)

The deadline for submitting the proposal and consultant's C.V. will be on **30th March 2014**. If you are interested to know more about Plan, please visit our website at: [www.plan-international.org](http://www.plan-international.org)

Due to large numbers of applicants, only short-listed consultants will be contacted.

# ANNEX 1 - PROPOSED STRUCTURE OF EVALUATION REPORT

**Title page**

**Acronyms and Abbreviations**

**Table of Contents**

**List of Tables and Charts**

**Acknowledgement**

**Executive summary** (to gain familiarity prior to reading the report, or as a summary for those who will not ready read the entire report)

- Should not be more than 3-4 pages
- Clearly organized structure (Introduction, issue, need for the deep review, findings, conclusions and recommendations)
- What are the aims
- What are the key findings
- What are the strengths and weakness of the study

**I. Introduction**

**II. Overview**

- Covers the background information,
- Need for this deep review
- Objectives of the deep review

**III. Scope of the deep review** (Including accuracy and limitations)

- Clearly stating what the deep review is looking at
- Clear categorization

**IV. Methodologies**

## **V. Findings/ results:**

## **VI. Conclusions and Recommendations**

- Conclusions
- Recommendations
  - Tools and methodologies should be considered to apply
  - Process should be considered to apply
  - Others

## **VII. References**

## ANNEX 2 – PROJECT DETAILED RESULTS MATRIX

Year of Measurement/ Metric (Quantitative)	Year 1	Year 2	Year 3
<b>Objective 1 – Increased income and employment</b>			
Number of students trained (cumulative)	300	1350	2, 592
% of students in employment (6 months after graduation)	80%	80%	80%
% of students reporting significant rise in income	80%	80%	80%
Ho chi minh city opened		Q1	
<b>Objective 2 –Strengthen REACH</b>			
Number of organizational assessments completed and followed up	1	1	1
Number of Alumni Members (cumulative)	500	1250	2000
Business plan for REACH developed and under implementation	0	1	1
% of management staff who have undergone training	100%	100%	100%
Constituted board of directors	Q1		
Long term strategy published	Q4		
REACH 50% independently funded			Q4
Full portfolio of policies developed	Q4		
<b>Objective 3 – Improve product quality</b>			
% of facilitators who have undergone training	100%	100%	100%
New Market analysis tool - Number of market scans	1	2	2
Number of new training products	0	2	2
Review curricula	Q3		
Additional products developed		Q3	
Integration of ICT component		Q3	
Tech based communications network		Q4	
% of students with access to ICT based training modules	30%	60%	100%



## **ANNEX 3 – KEY QUESTIONS**

### **Relevance – Are we doing the right thing?**

- How does the Programme address the needs of youth?
- How is the Programme aligned with external development instruments? If not aligned, what is the justification?

### **Effectiveness – Are we doing the right thing well?**

- Are we making progress towards the Programme Objectives? How do we know? What evidence do we have?
- Is the way we are implementing each Programme effective in achieving its objectives?
- What are the underlying (social, cultural, political and economic) processes that facilitate or impede the achievement of the Programme objectives?

### **Efficiency – Are we getting the most results for our inputs?**

- Could the same or better results have been achieved with the same or fewer inputs by doing things differently - considering not only Plan's perspective but in particular the perspective of children, communities and partners?

### **Sustainability and impact – will what we are doing remain after we depart?**

- How have the roles of the different actors (rights holders, duty bearers, intermediaries and Plan) changed over time? Do these changes contribute to sustainability?
- Are the changes brought about by Plan's programmes resilient and sustainable? If not, what needs changing?
- How do the changes brought about by Plan's programmes contribute to a lasting fulfilment of child rights (i.e. impact)? What evidence supports our answer?