

## **Terms of Reference (ToR)**

### **External Evaluation of Project: “VNPO Capacity Building System Phase II”**

*Ho Chi Minh City*

**Application Closing Date: 17 April 2017 by 5PM**

**Draft Evaluation Report Deadline: 18 May 2017**

**Final Evaluation Report Deadline: 26 May 2017**

#### **About LIN**

The LIN Center for Community Development (LIN) is an independent, Vietnamese, not-for-profit organization pursuant to Decision No. 741/QD-LHH (26 May 2009) of the Vietnam Union of Science & Technology Associations (VUSTA). LIN provides support services to grassroots not-for-profit organizations (NPOs), and individual and corporate philanthropists located in and around Ho Chi Minh City, Viet Nam.

#### **About the project, “VNPO Capacity Building System Phase II”**

From May 2015 to May 2017, LIN, in partnership with Live & Learn, a Vietnamese not-for-profit organization and Ms. Gail Nordheim, an international expert in non-profit organizational development, are implementing a two-year project, funded by Irish Aid, to build the capacity of Vietnamese Not-for-Profit Organizations (VNPOs) in Ho Chi Minh City.

#### *Project Objective:*

To promote the development of VNPOs through capacity building, networking and collective action designed to help VNPOs achieve their organizational goals and program objectives. Briefly, the project offered activities to improve the capacity for the VNPOs and the knowledge for their staff, leverage local resources and enhance VNPO access to those resources, while simultaneously improving LIN’s internal capacity to effectively administer its programs.

The key components of the project include:

- Promote widespread use of the VNPO Capacity Development Toolkits that were developed during the initiative, by converting them to an online format and offering a completion certificate.
- Leverage local resources and enhance VNPO access to those resources by strengthening and expanding programs designed to create meaningful connections between VNPOs and corporate and individual philanthropists (i.e., Corporate Partnership Initiative; Narrow the Gap Community Fund; Vietnam Causes website; BlueBees website; “LIN oi, Minh Di Dau”).
- Improve LIN’s internal capacity to effectively administer its programs, including the hiring and training of dedicated program managers.

Project stakeholders include, but are not limited to the following:

- Staff, management and beneficiaries of the VNPOs;
- LIN Staff, Board, Volunteers and Interns;
- Project partners: Live & Learn and Gail Nordheim Consulting;
- Donors: Irish Aid, as well as donors to related projects (e.g., CPI, VietnamCauses and Narrow the Gap donors);
- Skilled volunteers supporting the project and partners; and
- VNPO partners not participating directly in this project but expected to benefit from it.

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### **Purpose of the Project Final Evaluation:**

After nearly two years of project implementation, the implementing organizations and our donor feel the need to conduct an external evaluation of the project. The evaluation should determine the project's impact, which is focused on organizational capacity development of Vietnamese not-for-profit organizations (VNPOs). It should also assess the relevance of the project outputs and outcomes to the goal and objectives of the project.

The Evaluation will seek to explain to LIN, LIN's project partners, Irish Aid and LIN's key stakeholders the extent to which our project succeeded or failed and the reasons why. The project's effectiveness, impact on the community and its potential for long-term sustainability should also be considered. The evaluation will assess progress against the results based framework, as agreed with Irish Aid, report lessons learned and make recommendations on how the project could be improved, expanded and/or replicated.

### **Irish Aid's Objectives for the Evaluation**

Irish Aid evaluates projects to assess the relevance of the project outputs and outcomes to the goal and objectives of the project as well as to Irish Aid's overall policy goal and objectives. An evaluation is also used to determine the long-term impact and sustainability of the project; the value of the results to the intended beneficiaries, in particular the most vulnerable groups (e.g. the chronically poor, vulnerable groups, ethnic minorities, people with disabilities, etc.). Evaluations seek to explain to the key stakeholders the extent to which development interventions and their modalities have succeeded or failed and the reasons why. In Irish Aid, the knowledge generated from evaluations is used to inform its decision-making and policy processes for the purposes of increasing the relevance, effectiveness and efficiency of its development assistance. The audience is primarily Irish Aid's management and partners, staff and stakeholders in Vietnam who are directly concerned with the activities under review. Other audiences include the general public, other development organisations, and researchers concerned with development issues.

### **Purpose and Scope of Work:**

The desired evaluation will use participatory approaches and include consultations with a range of stakeholders including target beneficiaries (VNPO staff, management and their beneficiaries), LIN staff and management, partners (Live & Learn, Gail Nordheim), donors, skilled volunteers, and peer organizations in Vietnam (VNPO capacity builders). The evaluation will assess achievement of the planned outcomes and objectives, consolidate lessons learned and make specific recommendations for ways in which the program can be improved.

In particular, the evaluation should address the following:

- A. **Relevance:** The evaluation will consider the extent to which the VNPO Capacity Building System Phase II addressed real problems and needs of VNPOs. It will also consider how the project fits in with the priorities and policies of Vietnam and Irish Aid.
- B. **Effectiveness:** The evaluation will consider whether the project design was the most effective means of achieving the project's objectives and the extent to which each objective was achieved, taking into account the relative importance of each objective. The evaluation will examine how the inputs (financial, technical and human) contributed or hindered the achievement of the objectives.
- C. **Efficiency:** The evaluation will assess whether the cost of the project can be justified by its results, taking alternatives into account.

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- D. **Impact:** The evaluation will determine the short-term and anticipated intermediate-term and long-term effects of the project, whether these are positive or negative, intended or unintended, and the relation to the overall goal of the project.
- E. **Sustainability:** The evaluation will determine if the project outcomes and impacts can be sustained and whether or not that would require continuing external financial or technical support.
- F. **Replicability:** The evaluation will also determine whether a successful project, or successful aspects of the project, could be replicated. It will identify key lessons learned through the evaluation process.

### Responsibilities of the Evaluator:

1. Prepare a concept note that includes the consultant's understanding of the ToR, the proposed evaluation methodology clearly explaining the evaluation objectives, evaluation questions, workplan and timelines;
2. Review all relevant project documents (which must include approved project proposal, project results based framework, annual project reports, including financial information, project case studies, and materials prepared as part of the project including toolkits, pre-and-post reports, workshop presentations, etc.), any means of verification as stated in the results based framework, by which you will report on progress;
3. Create a schedule and workplan for the entire process of the evaluation;
4. Prepare questionnaires and other instruments, such as checklists and interview sheets, to be used for the evaluation and submitting those materials to LIN for comments prior to execution;
5. The evaluator will manage his/her own team in conducting the survey;
6. Contact the assigned person within LIN to ask questions while you are in the field so that any information that is unclear can be made clear without delay;
7. Collect data/ information for evaluation through documentation review, hearings from the project office and other project-related partners, surveys to direct and indirect beneficiaries, focus groups, observation and direct measurement. The evaluator will need to manage and verify the data entry and be able to explain what steps will be taken to ensure data quality;
8. Analyze collected data/ information and compile evaluation findings in the form of an evaluation summary sheet and discuss the evaluation summary sheet with LIN team before finalization;
9. Write and submit the draft report to LIN on or before **18 May 2017** for written comment before finalizing the report, to minimise the chance of inaccuracies. The draft report should contain unique narrative analysis and incorporate the sections as stated in Outputs/Deliverables section of this ToR;
10. Prepare a PowerPoint presentation to summarize the main findings, recommendations and lessons learned and conclusions about the evaluation. (Note: Depending on timing, the presentation may be given as part of the closeout workshop, which is being planned and will include project stakeholders.);
11. Conduct wrap-up meetings with relevant stakeholders and project staff to present the preliminary findings and to incorporate stakeholder feedback;
12. Submit the final report, in English, which encompasses all key sections required (see Outputs/Deliverables section of this ToR), including additional stakeholder feedback on or before **26 May 2017**. The final report needs to be concise, understandable to the intended audiences and structured around the issues in the ToR. The evaluation consultant is responsible for editing and quality control and the final report should be presented in a way that directly enables publication.

### Project Support for the Evaluator:

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1. Assign a point of contact who will provide on-going support and direction, such as input and feedback on proposed methodology, interview questions, draft report, recommendations, etc. The contact person will also help to provide/gather necessary contact information, project data, etc.
2. Provide as much advance notice as possible if project times change or an appointment needs to be rescheduled.
3. Communicate openly and indicate any concerns encountered along the way.
4. Evaluate the relationship and provide feedback on a regular basis and/or upon project completion.

### Outputs/Deliverables:

#### *Required Outputs:*

1. Concept note with a description of the evaluation methodology
2. Final questions for surveys and focus groups
3. Hard copies of all completed surveys
4. Data entry files
5. Draft evaluation report
6. Final evaluation report written in English of no more than 15 pages in length in Microsoft Word, including the following sections:
  - Title and opening pages
  - Table of contents;
  - Executive summary;
  - Introduction;
  - Scope of evaluation;
    - Evaluation methodology;
    - Details of description of project activities and key outputs;
    - In-depth analysis of each project component;
  - Findings;
  - Conclusions;
  - Lessons learned;
  - Recommendations;
  - Annexes (additional background information including ToR, evaluation timetable, list of interviewees, questionnaires etc.)
7. PowerPoint presentation to summarize the evaluation as stated above
8. Transcripts of key interviews to be submitted to Irish Aid separate to the final report.
9. Upon submission of final report to LIN, the evaluator will also provide to LIN all raw data and related materials collected in the evaluation process for LIN records.

### Applicant's Requirements:

- A proven track record (five years or more) in designing and implementing evaluations of community-based programmes including monitoring and evaluation systems, data collection and analysis, and reporting;
- Ability to analyze and report on results-based monitoring and evaluation best practices and lessons learned;
- Excellent knowledge about community-based groups, their roles and competencies;
- Demonstrated managerial and leadership competencies, including ability to develop and deliver realistic plans, observing standards and timeliness;
- Excellent communication skills combined with a sensitivity and compassion for staff working in small, grassroots organisations and for the different marginalized groups they are serving;

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- Bachelor's Degree (Master's or higher level of education is preferred); and
- Excellent writing and speaking skills in both English and Vietnamese (required).

**This position is open to all nationalities but Vietnamese nationals are preferred.  
Discussions with project participants will require Vietnamese language skills.**

**Please send a CV and cover letter with financial bid not exceeding VND 160 million, by **5PM on 17 April 2017**, to:**

**Ms. Truc Nguyen**

**Director of Programs**

**Email: [truc@linvn.org](mailto:truc@linvn.org)**