

## TERMS OF REFERENCE

Final evaluation

### "BRIDGE TO THE FUTURE" PROJECT

(10/2020 – 10/2022)

#### I. Introduction About Plan International Vietnam

Founded in 1937, Plan International is a development and humanitarian organisation that advances children's rights and equality for girls. We strive to advance children's rights and equality for girls all over the world. As an independent development and humanitarian organisation, we work alongside children, young people, our supporters and partners to tackle the root causes of the challenges facing girls and all vulnerable children. We support children's rights from birth until they reach adulthood and enable children to prepare for and respond to crises and adversity. We drive changes in practice and policy at local, national and global levels using our reach, experience and knowledge. For over 80 years we have been building powerful partnerships for children, and we are active in over 75 countries.

Plan International has been working in Vietnam since 1993. By June 2019, Plan International Vietnam has improved the lives of more than 1,300,000 children, their families and communities from over 131 communes in 10 provinces across the country. Our goal by 2026 is to reach 2 million girls from 1,875 ethnic communities in Vietnam so they can learn, lead, decide, and thrive.

#### II. Project Background

##### 2.1. Main issues

The COVID-19 crisis has devastated livelihoods, stunted local businesses, and essentially shut down global economies causing unprecedented levels of unemployment. According to the International Labor Organization (ILO), 84.4% of youth ages 15 to 24 in the Asia-Pacific region work in informal employment, and the pandemic has hit the informal sector the hardest. The negative economic impacts of COVID-19 will likely result in a 'crisis cohort' even for those graduating from secondary and tertiary schools, and [these young people will continue to face higher unemployment](#), lower pay, and worse job prospects up to a [decade later](#), compared to those who entered work pre-COVID and the global economic downturn.

In Indonesia and Vietnam, the pandemic [will continue to deepen economic vulnerabilities for young people](#) working in the informal sector especially women and migrants.

[Over 70 million informal workers account for more than half of those employed in Indonesia](#), and are the most vulnerable economically because they are unregistered and unprotected by a proper social safety net.

In Vietnam, [approximately 31 million workers](#) are negatively impacted by the pandemic, [with 900,000 out of work and 18 million receiving a portion of their standard pay](#). 44.1% of female Vietnamese workers and 30.4% of men are employed in the most at-risk sectors: hospitality, tourism, food services, manufacturing, wholesale and retail trade, real estate and business activities, transport, and entertainment. Those who were employed in tourism, hospitality, and beauty industries have already faced significant job and income losses. Even as companies decide to automate their businesses, women in particular will be disproportionately affected as they are often tapped to perform customer-facing services. Women who have jobs that allow them to work from home will also continue to be at a disadvantage compared to their

male counterparts, as household and family care responsibilities disproportionately fall on women and girls in the ASEAN region.

COVID-19 has further exposed the large skills gap among youth across the ASEAN region. Skills development is key to fostering the resilience of young people when facing rapid changes in prospects for employment and entrepreneurship in the sectors that are hit hardest by the crisis. While some sectors will continue to suffer due to COVID-19 for years to come, others will see a spike in recovery and growth (e.g. health, personal care and ICT); there is a timely and tremendous need to identify and match labor market needs with proper skills development to effectively address the skills gap challenge in the post-COVID era.

## **2.2. Project Situation and Summary**

The 2-year “Bridges to the Future” project, also known as “Pathways to job” in Vietnam, which is funded by Google.org, is a jointly-implemented project between Plan International and ASEAN Foundation in Indonesia and Vietnam. The overall objective of this project is to reduce the youth unemployment crisis caused by the COVID-19 pandemic via market-driven vocational trainings and job-matching solutions with the potential for scale, beginning with a pilot that targets the most vulnerable young people. 3 main sets of project activities include:

- A wide-ranged market assessment conducted by ASEAN Foundation on the current state of the labor market in the midst of COVID-19, focusing on the market and skills demand for the future across 10 ASEAN member countries: Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand, and Vietnam
- Delivery of adapted technical training courses with emphasis on digital services and soft skills for the most vulnerable young people in Indonesia and Vietnam
- Online & blended job-matching assistance to job seekers across Indonesia and Vietnam

In Vietnam, under the supervision and management of Plan International Vietnam (PIV), Hanoi Industrial Vocational College (HNIVC) was selected as project implementing partner.

**Project Outcome(s):** Youth can generate income after being trained (vocational trainings, soft-skills trainings) and received job-matching supports

- Expected outcome result(s): Around 1,400 youths are expected to be employed (waged or self-employed)
- Indicator(s): Number of youth to be employed (waged or self-employed) within 6 months after graduation

**See Annex 1 for further details of Project Outputs, Expected results, and Indicators**

## **2.3. Project partner: HNIVC**

## **2.4. Geographical coverage: Ha Noi**

# **III. The Final Evaluation Focus**

## **3.1. Evaluation objectives**

The purpose of this final evaluation is to assess the results of the project “Bridges to the Future” by reviewing the relevance, effectiveness, impact, efficiency, coherence and sustainability of activities, identifying key lessons learnt, making concrete recommendations for other vocation training project under

SOYEE program of Plan Vietnam as well as lesson learnt and recommendations for HNIVC in vocation training for disadvantaged youth, especially female youth.

Specific objectives of the evaluation are:

- Measurement and Effectiveness
  - ✓ To what extent have the project's objectives (outputs/outcomes/expected results) been achieved?
  - ✓ What factors supported or impeded the achievement of the project objectives?
- Impact
  - ✓ Which positive, lasting effects and behavioral changes can be perceived?
  - ✓ Were there any unintended effects of this project?
- Relevance
  - ✓ How consistent were the project activities and its achieved effects with the needs of the beneficiaries and the requirements of the country
  - ✓ How well did the project adapt to changing external contexts (such as the occurrence of the Covid 19 pandemic) over time?
- Coherence
  - ✓ How compatible are the (intended) project results with the policies and strategies of the national Government?
- Efficiency
  - ✓ Which alternative approaches might have led to similar results at lower cost?
  - ✓ To what extent were the results achieved on time and with a minimum of resources?
- Sustainability
  - ✓ Which evidence indicates that the achieved effects will continue after the completion of the project?
  - ✓ To what extent are project's partners willing and able to take ownership of established processes and systems?
- Learning and improvement
  - ✓ What were the key challenges experienced during project implementation and what were the lessons learnt?
  - ✓ Which additional programming options might be applied to complement or replace the program design to improve effectiveness and impact?
- Scaling up
  - ✓ To what extent is there potential for project results to be scaled up or duplicated at partners and other related stakeholders after the project end?

- Gender and inclusion
  - ✓ How successfully did the project target young women and other marginalized groups, help to narrow the gender technology gap and economically empowering young women to advance equality in their lives?

### **3.2. Target readers/Key stakeholders involved and utilization of evaluation report**

The report should provide the Plan International management as well as the donor with an accurate and reliable assessment of the results and changes produced by the project's intervention in the lives of beneficiaries and its impact and sustainability. Moreover, it should provide recommendations for future programming and policy advocacy.

The findings will be primarily used by parties involved in the action: (a) the donor; (b) Plan International staff at CO and NOs; (c) Project implementing partners; and (d) relevant government partners.

### **3.3. Target groups to be covered**

This evaluation needs to cover the key target groups of project as follow:

- Youth who participated in project activities and/or received project supports
- HNIVC staff and teachers
- Representatives of business in business partner network of HNIVC
- Relevant Government Agencies on Vocational Training

Based on the project target groups and beneficiaries, the consultant should submit sample size to Plan. The consultant(s) could also identify and suggest additional or excluded stakeholders that they feel are important to involve to ensure they get the information they need to answer the Evaluation Questions.

### **3.4. Timeframe**

This evaluation needs to cover the project implementation period from **October 2020** to **September 2022**.

### **3.5. Scope and Methodologies**

#### **a. Scope of Consultant's works:**

- Review relevant documents including project's performance framework and key performance indicators. Documents will be provided by Plan.
- Work with Plan project team to finalize the data collection tools, outline of report and detailed schedule of field data collection.
- Work with implementing partners (HNIVC) as needed, and in coordination with Plan, to collect performance data
- Provide quality control during the field data collection and share initial findings to Plan International and local partners.
- Prepare a detailed evaluation plan including technical design and preparation such as materials on field data collection, data entry, data cleaning and analysis, as well as reporting and presentation of the final report to Plan.
- Analyse statistically the data collected from survey/assessment. The analysis will generate holistic statistics information by target groups following performance indicators. Statistics will be divided

by some demographic information such as gender, ethnicity, age range, household conditions, geography, and other necessary criteria

- Draft the report to reflect comments and inputs from related stakeholders; support Plan Vietnam and the project partner to organize a validation workshop by attending to share initial findings
- Finalize the report based on the comments from Plan US, Plan Vietnam, and project partner, and send to the project team for final review
- Prepare and present the evaluation findings for the dissemination session, which shall be a part of the project closing workshop

#### b. Methodologies:

- The recruited consultant/s will be expected to develop a detailed methodology for data collection, data management and analysis and budget estimation in their proposal. It is expected that the consultant uses a participatory approach with participation of representatives of target groups mentioned above.
- The consultants/ experts are recommended to use different data collecting methods (both qualitative and quantitative), such as (but not limited to):
  - ✓ Desk review (external literature, key project documents): review the relevant documents, including the project proposal, resources and results framework, documentation, reports, and other relevant research.
  - ✓ Direct observation
  - ✓ Key informant interviews
  - ✓ Focus group discussions
  - ✓ Questionnaires

The information from different sources will be triangulated to increase its validity.

#### c. Sampling:

- The consultants/ experts (team) will be expected to propose an appropriate sampling methodology and size that is statistically valid and cost-effective, based on information provided by the project team to ensure that necessary information can be collected. All data (qualitative and quantitative) collected through the field study should be disaggregated by different demographic criteria
- The consultants/ experts are expected to develop and suggest a sampling strategy including a description of:
  - ✓ Sample size (or expectations of the consultant in calculating it).
  - ✓ Necessary respondents' disaggregation
  - ✓ Number and type of locations
  - ✓ Sampling approach
- The proposed sampling strategy will be discussed and agreed with PIV project team before the commencement.

- Sample size submitted to PIV should follow table format below:

Data collection methods	Sample	Total
Questionnaires	With men, women	
FGD	With men, women	
KII	- With partner(s) and project stakeholders - Local government staff	
....		

The consultants need to consult with the stakeholders and Plan staff for their initiative findings as well as for the reports. The consultant(s) could also identify and suggest additional or excluded stakeholders that they feel are important to involve to ensure they get the information they need to answer the Evaluation Questions.

d. Reporting:

The consultants will work closely with Plan staff (technical lead on SOYEE, Project team, and M&E specialist) to discuss and agree on report contents after processing the collected data for developing an evaluation report using appropriate data processing applications. The required structure and format of the Final Evaluation Report is as attached annex#2 of this TOR.

e. Validation and Dissemination of findings:

Findings of the final evaluation should be validated by project stakeholders and beneficiaries through a validation workshop in order to get their feedbacks/comments. Dissemination of findings and recommendations will be logistically organized by PIV to project partners, stakeholders and beneficiaries in closing workshop. The consultant will prepare and do presentation(s).

f. Timeline for the evaluation:

Output delivery/Activity	Deadline	Responsibility
Design for the final evaluation upon agreement between Plan and the selected consultant/team (Tools, sample size, implementation plan)	Within 5 working days after signing contractor's contract and receiving the project related documents. (To be completed before August 15, 2022).	Consultants
Finalize the designs after received feedbacks from Plan	Within 3 days after receiving feedback from Plan. (To be completed before August 20, 2022)	Consultants
Field survey (Preparations for Data Collection (tool testing, translation of tools, mobilization of respondents,	To be completed by September 20, 2022	Consultants

training of enumerators where applicable, ethical or government approval for data collection (where applicable): - Data Collection - Data Entry and Cleaning - Data Analysis		
First draft of report submitted to Plan and validation workshop of findings with key stakeholders and respondents	September 25, 2022	Consultants with logistic support by Plan
Finalize the report with feedback from Plan and partners.	Before October 5, 2022	Consultants
Presentation the evaluation results with Plan and its partner.	Before October 20, 2022	Consultants with logistic support by Plan

### 3.6. Deliverables:

- Proposal with questionnaires, methods of assessment analysis, sample for evaluation, timeframe and budget
- Data storage system in excel or SPSS or any other analysis tools available and applicable
- Data analysis
- Presentation of key findings after completing the draft report in Validation Workshop for Plan's and other project stakeholders' comments
- Complete the final report, which should not exceed 45 pages, including Executive Summary (2-3 pages), findings from the different elements of the study, recommendations and appropriate documentation on methodology and data (see annex 1)
- All outputs delivered in both in English and Vietnamese languages

## IV. Management

Consultant(s) will conduct evaluation survey based on the workplan and methodology agreed with Plan Vietnam. Project coordinator in Country Office of Plan Vietnam will be the focal person to coordinate the consultant hire, work plan, methodology, field study, workshops, and review report(s) to ensure the report meets with criteria.

### Level of Contact with young people:

High level: The consultant must comply with Plan's safeguarding children and young people policy throughout the research process

## V. Ethical and Child Protection Statements

Plan International is committed to ensuring that the rights of those participating in data collection or analysis are respected and protected, in accordance with Ethical MERL Framework and our Global Policy on Safeguarding Children and Young People. All applicants should include details in their proposal on how they will ensure ethics and child protection in the data collection process. Specifically, the consultant(s) shall explain how appropriate, safe, non-discriminatory participation of all stakeholders will be ensured and how special attention will be paid to the needs of children and other vulnerable groups. The

consultant(s) shall also explain how confidentiality and anonymity of participants will be guaranteed.

**Note:** Before implementing data collection, the consultants must get Ethics Approval by a recognised university or a national ethics committee or PLAN-Ethics Review Team (Feedback from ERT will be provided within 2 weeks timeframe from submission).

## VI. Consultant Qualifications

The consultant(s) will be:

- Responsible for (but not limited to) undertaking the evaluation from start to finish and for managing the survey under the supervision of evaluation task manager from Plan Vietnam as well as finalizing data collection tools and reports in English
- Where applicable, responsible for (but not limited to) guiding local partner's staff to use designed tools in data collection, working closely with project team during the time of survey conducting, conducting some selected FGD, KII, data processing and analysis, report writing, translating final reports from English into Vietnamese, preparing power point presentation in English and Vietnamese.

Required Competencies:

- Demonstrable expertise (5 to 10 years) with economic development programming, preferable those focusing on empowerment of youth and/or young women
  - Demonstrable experience (5 to 10 years) in designing and conducting quantitative and qualitative research/evaluation of complex programs and ability to conduct high quality research, meet deadlines and respond to requests and feedback provided timely and appropriately
- Strong analytical skills and previous experience in data entry using statistical analysis software
- Experience in undertaking participatory research and consultations
  - Knowledge of Vietnam's governance and cultural context
  - Knowledge of women's and children's rights: previous experience conducting research with children and vulnerable groups would be considered an asset
  - Excellent and demonstrated understanding of ethical issues in research
  - Excellent written and verbal communication and reporting skills in English.

## VII. Budget

The consultant is required to propose the detailed budget (including VAT applicable for Company/Business or PIT applicable for individuals) for the consultancy together with the final evaluation proposal, and submit to Plan Vietnam for review and approval. The budget should include number of days and daily rate for the lead consultant(s) and in-country evaluation assistants.

Payment schedule

Milestone/Key deliverables	Amount to be paid (%)	Expected timeframe
After signing the consultant contract	30%	Early August 2022



Satisfactory submission of the first draft report	30%	Mid September 2022
Satisfactory submission of the final report (including revisions and incorporation of Plan's feedback) as well as presentation of key findings	40%	Upon the completion of the presentation in the project-closing workshop

### VIII. How To Apply?

Applicants should prepare and submit an application package by 15:30 on August 10, 2022, via email to Plan International in Vietnam.

Kindly submit the following application documents:

- Expression of interest should not exceed (04 pages), outlining how the Consultant(s) meets the selection criteria and how their project final evaluation proposal meets these TOR and the proposed evaluation methodology
- A detail technical evaluation proposal, which features research design and implementation schedule/work plan with specific time frame
- Financial proposal detailing consultant(s) itemized fees, data collection, and administrative costs
- Copy of CV of the consultant(s) who will undertake the evaluation
- Recent example(s) of similar work report written by the applicant
- Name of 3 referees./.

**Prepared by**

**Reviewed by**

**Approved by**

Name: Nguyen Anh Tuan

Name: Truong Vu Trung

Name: Luu Quang Dai

Date: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

## Annex #1: PROJECT OUTPUTS, EXPECTED RESULTS, AND INDICATORS

### Project Outputs:

- Output 1: HIVC, the project implementing partner, is supported and equipped to provide young people (especially young women) with vocational trainings that is more market-driven, gender-responsive, inclusive and high-quality
- Expected result(s) of Output 1:
  - ✓ Teaching equipment are available and in good quality for student trainings
  - ✓ Market-driven training curriculums are revised or developed for student trainings
  - ✓ HIVC' staff and teachers are more sensitized with Gender inclusion and apply it in to their work (in recruitment service and in teaching skills)
- Indicator(s):
  - ✓ Number of facilities/equipment provided
  - ✓ Number of new curriculums developed
  - ✓ Number of revised curriculums developed
  - ✓ Number of online modules based on the tailored curriculums developed
  - ✓ Number of online/blended market-driven vocational training modules delivered
  - ✓ Number of trainings on gender inclusion in teaching skills for HIVC's teachers
  - ✓ Number of HIVC's teachers trained on gender inclusion in teaching skills
- Output 2: Young people, especially from vulnerable and marginalized groups will receive trainings and support(s) to gain employability skills and opportunities that are aligned to demand in post-COVID era
- Expected result(s) of Output 2: 4,800 young people, especially those from vulnerable and marginalized groups (40% women Vietnam) will receive trainings and support to gain employability skills and job opportunities (1,120 to receive vocational trainings, soft skill trainings, scholarships, and job-matching assistance, and 3,680 to receive soft skill trainings and job-matching assistance)
- Indicator(s):
  - ✓ Number of communication campaigns for course enrollment launched
  - ✓ Number recruitment events organized
  - ✓ Number of youth placements achieved (job and/or internship)
  - ✓ Number of new short-term vocational students enrolled
  - ✓ Number of disadvantaged trainees provided with scholarships
  - ✓ Number of youth participating in short-term vocational trainings
  - ✓ Number of youth participating in soft-skill trainings

- ✓ Number of youth peer groups established
- ✓ Number of youths attending in youth peer groups
- ✓ Number of social interaction events organized by youth peer groups
- Output 3: Private sector and/or government institutions have meaningful engagement and hiring commitments to properly support youth job seekers, especially young women
- Expected result(s) of Output 3: Up to 60 businesses are scanned for labor hiring demands and 30 of them having meaningful engagement and hiring commitments to HIVE's after-trained students
- Indicator(s):
  - ✓ Number of businesses/companies/ government units scanned for labor hiring demands
  - ✓ Number of meetings with businesses/companies/ government units as Hiring Partners for Job-Matching
  - ✓ Number of job-Seeking Assistance Events
  - ✓ Number of conference/workshops organized for project sharing
  - ✓ Number of documents (reports/publications) printed and shared
  - ✓ Number of students sent to businesses/companies/ government units for their internship
  - ✓ Number of exposal visits to businesses/companies/ government units organized for students

## **Annex #2: PROPOSED STRUCTURE OF FINAL EVALUATION REPORT**

**Title page**

**Standard cover page**

**Acronyms and Abbreviations**

**Table of Contents**

**List of Tables and Charts**

**Acknowledgement**

### **1. Executive summary**

The purpose of the summary is to give readers, who don't want to read the full report, a good overview of the essential information in the report. The summary should:

- Be short, "stand-alone" document of no more than 3-4 pages.
- Be easily read and easily understood
- Contain at least the following information
- Key facts of the programme/project work evaluated including location, objectives, main activities and expected results
- Key facts about the evaluation process (objectives, dates, methodology, limitations)
- Main findings with brief explanation of the type of evidence the findings are based on
- Main conclusions
- Opportunity for scale up
- Key Recommendations for next phase (if any are given)

### **2. Goal, objectives and intended use**

A clear explanation of the overall goal, objectives and the intended users of a report will help readers understand the choice of methodology and the way the information is presented.

This section should describe:

- Overall goal and objectives
- Type of evaluation
- The key questions to be answered by the evaluators

### **3. Description of the programme work evaluated**

The description should include:

- Basic information of name of the project/programme, Plan impact area(s) covered; start and end date of the project/programme (as appropriate); location (country and PU's)
- NO support and GAD number as relevant; expenditure to date; number of adults and children

reached (disaggregated as appropriate)

- The stated objectives and expected outcomes; a brief explanation of the programme/ project design and its theory of change (e.g. the issues the programme/project aims to address; the choice of approaches, interventions, target groups, partners); as well as any specific cross cutting issues (e.g. gender, exclusion) that were given particular emphasis in the programme/project.

#### **4. Methodology and Limitations**

This explains how the evaluation was carried out, the methodology followed, the main stakeholders involved (disaggregated by at least sex), and any reservations the evaluators may have about the information and findings. The section should include:

- The evaluation questions and the approach taken to respond to them
- The methods of data collection and analysis, sampling, information sources, and efforts made to include the voices of children and different vulnerable or excluded people/groups (e.g. consultations or specific information from different identified groups).
- Ethical and child protection considerations
- Any limitations or difficulties (e.g. timing of evaluation, representativeness or quality of data, potential bias, weakness in methodology, or practical issues of access, support, budget, etc).

#### **5. Main narrative of findings**

- Reflects on and responds to the evaluation objectives and evaluation questions in the Terms of Reference
- Provides a comprehensive analysis of the programme/project including its fit and contribution to the relevant programme/country strategy.
- Brings together the different observations and data to a balanced and logical assessment
- Identifies any differences in opinion or conflicting views
- Demonstrates that the views of relevant stakeholders including those less powerful or excluded, have been sought and are reflected in the analysis
- Analyses (using disaggregated data) how, if at all, the programme/project has affected different groups of children, youths and adults
- Clearly explains and/or reference sources of information, quotes and opinions.

#### **6. Conclusions and recommendations**

The conclusions should be directly based on the findings, and:

- Be presented in a logical order and in a way that makes sense to the readers
- Clearly link back to the evaluation objectives and evaluation questions stated in the TORs
- Focus on issues of significance
- Clearly distinguish between what conclusions are based on systematic evidence and what are assumptions, indications or tendencies
- Identify and reflect on the implications of the conclusions (e.g. what kind of programmatic or organisational issues need to be addressed)

Recommendations: Recommendations may or may not be appropriate, it depends on the purpose and type of evaluations; and sometimes it may be more appropriate to develop recommendations in a wider consultation with stakeholders after the evaluation.

If recommendations are given, these should:

- Be relevant and useful, specific and realistic; and either relatively few in number or very clearly prioritised
- As far as possible, have been developed in consultations with, and validated by, key stakeholders
- Well-grounded in the findings and conclusions

#### **7. Annexes and reference information Expected beneficiaries**

- Direct beneficiary
- Indirect beneficiary
- Project partners