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TERMS OF REFERENCE

Program Review

Reaching the Furthest Behind in Quang Tri and Hoa Binh

Plan International Vietnam is an independent development and humanitarian organization that advances children’s rights and equality for girls. Plan has over 80 years’ experience and works in more than 75 countries across the world. Plan with its partners have implemented the program of “Reaching the Furthest Behind in Quang Tri and Hoa Binh” during 6/2022 – 8/2023. The program aims at empowering the most vulnerable groups, including but not limited to, female ethnic minorities, people with disabilities, poor women and so on. The first phase of the program is coming to its end and Plan wants to recruit external evaluators to assess the achievement and shortcoming of the program and the model of consortium.

1. Introduction

1.1 Program background

Vietnam’s poverty reduction achievement has been impressive regardless of the measure in use.¹ However, the development result has not benefited citizens equally on different perspectives such as geographical zones or ethnicities. Ethnic minorities groups still face persisted poverty against the backdrop of the overall increase of poverty reduction. Van de Walle and Gunewardena² argue, among several reasons, that the geographical characteristic is an issue of concern. Minorities tend to live in more remote areas with less productive land, difficult terrain, poor infrastructure, less access to the market economy, education, and healthcare, and many fewer non-farm employment opportunities.

Apart from the location-related difficulties, poverty combines with other factors such as “negative” gender norms and disabilities increase the vulnerabilities of these communities. For example, women with disabilities have to deal with multiple forms of discrimination, which places them at higher risk of gender-based violence, sexual abuse, neglect, maltreatment and exploitation. Another increasing challenge facing these groups is the unpredictable climate change and natural disaster that give a rise in vulnerabilities of ethnic minority groups who often habit in areas prone to natural disaster. Furthermore, with a more internationally integrated economy and rapid developments in technology, ethnic minorities in underprivileged areas face additional challenges in benefiting from the national economic growth and catching up with the majority.³

The Covid-19 pandemic during 2020 – 2021 period tremendously impacted people in Vietnam in many ways. Ethnic minorities, who had already been struggling throughout their vulnerabilities, were among the groups hit the most by the Covid-19 pandemic. For instance, the percentage of ethnic minority

¹ MOLISA, CEMA, GSO and UNDP, 2021, Multi-dimensional poverty report: Report 2021 (Sustaining rapid reduction of poverty in all dimensions and everywhere in Vietnam).

² Tung Duc Phung and Thanh Minh Pham, 2022, Programme-135: addressing poverty and inequality in Vietnam. Cited Van de Walle and Gunewardena (2001)

³Tung Duc Phung and Thanh Minh Pham, 2022, Programme-135: addressing poverty and inequality in Vietnam, page 19

households with an income reduction in April 2020 was 70.3% and 64.3% by May 2020, a reduction of 6.0 percentage points in one month.⁴

1.2 Program goal, outcomes and approach

Against the picture of vulnerabilities of ethnic minorities and the poor in Vietnam in mountainous areas, the program of “Reaching The Furthest Behind in Quang Tri and Hoa Binh” (FbF program) was designed to help fill the gaps identified. The FbF program is funded by the Embassy of Ireland to Vietnam to support poor and vulnerable communities in ten communes in Quang Tri and Hoa Binh provinces. The goal of the program is that the furthest behind ethnic minority groups will be more capable of dealing with climate change related challenges, changing gender norms hindering their developments, and accessing better basic services and economic development opportunities.

The following outcomes are expected to be achieved to reach the program goal.⁵

- Outcome 1: The furthest behind community members, especially women and people with disabilities (PwD), are empowered to participate in and influence local development
- Outcome 2: Target communities, especially PwD groups in 6 communes in Quang Tri and 2 communes in Hoa Binh, are resilient to climate and disaster risks
- Outcome 3: The furthest behind women including ethnic minority women, women with disabilities, climate and disaster vulnerable women (target groups) are economically empowered
- Outcome 4: Partnerships and cross-learning within and outside the Consortium are promoted to inform the effective implementation of NTP-SEDEMA and other public policies targeting the furthest behind

The program applied the community-centred approach through which all initiatives were built based on communities’ need and request. Communities in targeted program communes engaged in every step of model execution, for example the participation of communities in community-based disaster management or community-led micro infrastructure maintenance and construction. Besides, program applied the gender equality and social inclusion approach to reduce the vulnerabilities of the targeted communities and to create foundation for empowerment of the poor, the ethnic minorities, poor women, students and people with disabilities. One of the examples illustrating this approach is the application of the women economic empowerment framework purposefully enabling changes at three angles of agency, relation and structure affecting women’s life. Apart from grassroots level intervention, program invested in policy advocacy opportunities where possible, particularly policies and legal documents supporting the implementation of the NTP-SEDEMA. Specifically, good practices in the field were facilitated to inform the policy making processes, resulting in relevant and appropriate policies to guide the NTP-SEDEMA implementation in an inclusive manner.

1.3 Program consortium

The program is implemented, during 6/2022 – 8/2023, with the consortium model including three organization members, namely Plan International Vietnam, Center for Research on Initiatives of Communities Development (RIC) and CARE International in Vietnam. Plan is nominated to be the

⁴ UN Women & UNDP, 2020, Covid-19 Socio-economic impacts on vulnerable households and Enterprises in Vietnam: A gender sensitive assessment.

⁵ Detailed logical framework with indicators can be found in the annex 1.

consortium lead. There is technical arrangement within the consortium, particularly, Plan International is the technical lead in Disability Inclusive Development (DID) and DRR/CCA, while CARE takes responsibility over learning, partnership and advocacy and gender transformative women’s economic empowerment (WEE). RIC is known for promoting the participation of the target groups in maintenance and construction of micro-infrastructure, and thus led the model. While the consortium lead is accountable for the entire programme operation and coordination of the business to ensure the program quality, the consortium members are kept accountable for introducing the standard models, providing technical supports to the member organisations when they deliver the models in their registered locations.

1.4 Program coverage

The program is implemented in specific communes in Quang Tri and Hoa Binh provinces as follows:

Quang Tri		Hoa Binh
Dakrong district	Huong Hoa district	Da Bac district
Ta Long	Lia	Yen Hoa
Ta Rut	Ba Tang	Trung Thanh
Dakrong	Huong Loc	Cao Son
		Dong Chum

1.5 Program target groups

Targeted groups of the program are:

- Communities: poor women, the poor ethnic minorities, people with disabilities and community-based organizations in 6 targeted communes in two districts of Huong Hoa and Dakrong, Quang Tri provinces and 4 communes in Da Bac district, Hoa Binh province.
- Schools representatives: leaders and teacher representatives of 14 primary and secondary schools in 8 communes in Quang Tri & Hoa Binh provinces.
- Representatives of the government bodies and mass associations: representatives of 6 commune authorities in Quang Tri, 4 commune authorities in Hoa Binh; representatives of district level including Huong Hoa, Dakrong districts in Quang Tri, and Da Bac district in Hoa Binh; representatives of provincial level in Quang Tri and Hoa Binh, representatives of national level including EC of National Assembly, CEMA and Vietnam Women Union.

2. Scope of Review

2.1 Review objectives

The review is expected to give answers to two main areas of discussion including (i) the operation of the consortium modality and (ii) the quality of the deliverables of the program. Some specific questions are for instance:

- To what extent the consortium model helps increase learning, sharing and building capacity of consortium members?



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Share Initiatives

- To what extent the consortium model (coordination, technical lead...) has enabled/disabled the delivery of expected outcomes and outputs of the program?
- To what extent the program succeeded or failed in delivering the expected outcomes and outputs (from perspectives of effectiveness, impact, relevance, efficiency, sustainability and learning)
- To what extent the program risk factors have been monitored and coped with?
- What factors enabled the success of the program or created shortcomings of the program?
- What should be the recommendations, in terms of consortium model and program quality, for the donor and the consortium members to take forward into the second phase of the FbF program?

We expect the consultants to address the results of the program and evaluate the interventions against the OECD DAC criteria as follows:

Measurement & Effectiveness

- To what extent have the program's goal/outcomes/outputs been achieved?
- What factors supported or impeded the achievement of the program's goal, outcomes, outputs?

Relevance

- How relevant were the program activities and its achievement with the needs of the targeted groups and the challenges facing the targeted groups?
- How well did the program adapt to changing external contexts (difficulties of post-Covid 19 pandemic, policy priorities...)?
- How compatible are the program results with the policies and strategies of the government?
- How relevant were the program's results with IA's strategy for development in Vietnam?

Efficiency

- To what extent were the results achieved on time and with a minimum of resources?
- Which alternative approaches might have led to similar results at lower cost?

Sustainability

- Which evidence indicates that the program results will continue after the first 15-month period of the program?
- To what extent are program's partners willing and able to take ownership of established processes and demonstration?

Learning

- What were the key challenges experienced during program 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?

Gender equality and social inclusion

- How successfully did the program engage and empower the targeted women, people with disability and other marginalized groups?

- To what extent the program applied the gender equality and social inclusion approach and explicitly aimed for results that improve the rights of children, young people, women, and people with disabilities.

2.2 Timeframe

The review needs to be done during July – August 2023, covering the program implementation from 1/6/2022 to 8/2023.

3. Methodologies

3.1 General requirement of methodologies

- The recruited consultant(s) will be expected to develop a detailed methodology for data collection, data management and analysis in their proposal. It is expected that the consultant uses a participatory approach with participation of representatives of targeted 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 (KII)
 - Focus group discussions
 - Questionnaires

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

3.2 Sampling

The consultant(s) 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 proposed sampling strategy will be discussed and agreed with Plan before the commencement.

Sample size submitted should follow the table format below:

Data collection methods	Sample	Total
Questionnaires	Communities	
FGD	Representatives Teachers Parents Local government staff Partners and stakeholders	

KII	With partners and stakeholders	
Others	

4. Ethical and Child Protection

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 Research Ethic Approval by a recognised university or a national ethic committee or PLAN-Ethics Review Team (Feedback from ERT will be provided within 2 weeks timeframe from submission).

5. Deliverables and Delivery

The consultant(s) is/are expected to deliver the following outputs:

Deliverables	Timeline	Working days
Inception report in English that covers, but not limited to, the related literatures and the proposed design for the evaluation (detailed methodology, tools, sampling, implementation plan)	July 2023	5
Final design after feedbacks from Plan/consortium	July 2023	2
Ethics Approval	July 2023	1
Primary data collection (tool testing, translation of tools, mobilization of respondents, training of local data collectors where applicable)	July 2023	10
Data cleaning and analysis	The first week of August 2023	5
Report drafting	Third week of August 2023	8
Report finalizing	Fourth week of August 2023	2
Presentations and meetings	August	1
	Total working days	34

Requirement of the report

The consultants will work closely with Plan to discuss and agree on the report structure and content. Specific requirements of the report should be as below:

- Language of the report: English
- Text font and size: Calibri, 11
- Length of the report: ideally no more than 20 pages excluding annexes

6. 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 program review proposal. The budget should include number of days and daily rate for the lead consultant(s) and evaluation assistants, data collection cost and administrative cost. Total tentative budget for this review is VND 332,000,000. (WBS: VN10566-VNM1-049-2733-01 | Funded program: VNM100516-5).

Payment schedule

Milestone/Key deliverables	Amount to be paid (%)	Expected timeframe
After the inception report delivered	20%	
Satisfactory submission of the first draft report	30%	
Satisfactory submission of the final report (including revisions and incorporation of Plan's feedback) as well as presentation of key findings	50%	Upon the completion of the presentation in the program review workshop

7. Consultant Requirements

The consultant(s) will be responsible for undertaking the evaluation including but not limited to training local data collectors to use designed tools in data collection, working closely with program team during conducting the survey, conducting selected FGD, KII, data processing and analysis, report writing, preparing power point presentation in English and Vietnamese.

Required competencies of the consultants (at least with the lead consultant):

- Consultant(s) are expected to hold a degree in social sciences, political science, and development studies plus at least 15-year-experience working in development sector with increasing responsibility in the hold positions. Holding a PhD degree is an advantage.
- Demonstrable expertise (at least 15 years) with development programming, preferable those focusing on women economic empowerment, socio-economic development processes, community-based micro-infrastructure maintenance & construction and community-based disaster risk management.
- Demonstrable experience (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
- Good knowledge of Vietnam's governance and cultural context of mountainous areas.



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- 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 and Vietnamese.

8. Application

Applicants should prepare and apply an application package by 17:00 on May 30th, 2023, via email to Plan International in Vietnam, at the email address: VNM.Procurement2@plan-international.org.

Kindly submit the following application documents:

- Expression of interest should not exceed (02 pages), outlining how the Consultant(s) meets the selection criteria and how the proposal meets TOR's expectation.
- A technical review proposal, which features review design and implementation schedule with specific time frame.
- Financial proposal detailing consultant(s) fees, data collection cost, and administrative costs. It should be noted that consultancy rate and expenses should not exceed the cost norm stipulated by the effective UN-EU guidelines for financing local costs in development cooperation for Vietnam.
- Copy of CV of the consultant(s) who will undertake the review.
- Recent example(s) of similar work report written by the applicant.
- Contacts of 3 referees.

Only short-listed teams will be contacted for interview. Interviews will be conducted at the Plan International office in Hanoi or via online platforms if necessary.

Prepared by

Date: _____

Technical Reviewed by

Date: _____

Financial Reviewed by

Date: _____

Approved by

Date: _____



Annex 1: Brief Program Logical Framework

Result statement	Indicators	Targets
Outcome 1: The furthest behind community members, especially women and people with disabilities (PwD), are empowered to participate in and influence local development	<ul style="list-style-type: none"> • % of target people who report being empowered to participate in the local social and economic activities • % of CBOs which have received support and collaboration from the local authorities and mass-organizations • % of activities proposed by communities, villages are taken for implementation by NTPs vs. activities included/proposed in the SEDP of the communes. 	<p>90%</p> <p>65%</p> <p>80%</p>
Output 1.1: An integrated SEDP planning process at commune level is improved to facilitate the participation of furthest behind groups	<ul style="list-style-type: none"> • % of SEDP with Integrated planning process at commune level is approved (13 communes in Dakrong) 	80%
Output 1.2: Target communities are supported and empowered to implement initiatives of community-based construction, operation and maintenance of micro infrastructure.	<ul style="list-style-type: none"> • # of Community-based Groups (CBGs) (5-7 members/group, 40% female, and 30% of community groups have female leaders) and • # of local government have enhanced their capacity on community-based construction, operation and maintenance of micro infrastructure. 	<p>20 CBOs</p> <p>20 local government staff</p>
Output 1.3: The local authorities in target communities are committed and capable to facilitate the participation of target groups in local development processes.	<ul style="list-style-type: none"> • # Model community-based construction, operation and maintenance of micro infrastructure are recognized by local authorities and applied by project communes from the state budget. 	8 O&M construction works are funded by local government budget
Output 1.4. Community groups are facilitated by the local officials to identify barriers and potential of the PwD and support they need to be included in the	<ul style="list-style-type: none"> • Barriers hindering participation of PwD in projects and local development process and PwD's needs are discussed and reflected 	Description



project as well as in the SEDP process	in the project implementation and local development process	
<p>Outcome 2: Target 08 communities, especially PwD groups in 06 communities Quang Tri and 02 communities Hoa Binh are resilient to climate and disaster risks</p>	<ul style="list-style-type: none"> • % of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies (SGD) • % of trained households implement at least 1 priority preparedness activity • % of schools in the target communes have their skills in DRM to lead drills/simulations for students 	<p>100% of the (8) target communes</p> <p>60%</p> <p>100%</p>
<p>Output 2.1: Replication of Safe School model at selected schools in disaster-prone communities in 6 target communities in Huong Hoa and DaKrong, Quang Tri, and 2 communes in Da Bac district Hoa Binh to increase disaster preparedness and strengthen the disaster management system to ensure safety by applying the MoET’s Safe School Framework (SSF)</p>	<ul style="list-style-type: none"> • # of schools having school safety plan developed and its prioritized intervention carried out within project’s life • % of students and teachers understand the SSF in disaster preparedness context after training 	<p>12 (Primary and secondary)</p> <p>50%</p>
<p>Output 2.2: Replication of CBDRM model: Local authorities, mass organisations and community-based organizations have improved capacity to prepare for and mitigate impacts from natural disasters using a flexibly applied CBDRM approach</p>	<ul style="list-style-type: none"> • % of individuals who are from local authorities, mass organizations and/or community-based organizations understand CBDRM model in the context of disaster preparedness and DRR and/or DRM after trainings • # of communes having natural disaster prevention and control plan updated and its prioritized intervention carried out within project’s life 	<p>80%</p> <p>8 communes</p>
<p>Outcome 3: The furthest behind women including Ethnic minority women, women with disabilities, climate and disaster vulnerable women (target groups) are</p>	<ul style="list-style-type: none"> • % of furthest behind women who have meaningfully participated in economic decision-making in (a) the household and/or (b) their workplace/community 	<p>60%</p>



economically empowered	(Disaggregated by sex, ethnicity, disability)	
Output 3.1: (Agency): Target groups have the capacity and confidence to pursue livelihood and businesses options that are relevant to the local context	<ul style="list-style-type: none"> # of women livelihoods/business group have set up and/or strengthened # of tailor-made capacity building plans have developed and implemented for the target groups % of women who have the capability to participate equitably in economic activities (Disaggregated by ethnicity, disability) % of women increased their confidence to pursue economic activities (Disaggregated by ethnicity, disability) 	<p>21</p> <p>21</p> <p>75% of women who have the capability to participate equitably in economic activities</p> <p>75% of women increased their confidence to pursue economic activities</p>
Output 3.2: (Relation) - Local authority, men at home and other market actors have increased support to women and their groups to implement resilient livelihood or business options	<ul style="list-style-type: none"> # of evidences from local authorities, related stakeholders (e.g. action plans, commitments etc.) that support women and their groups to implement resilient livelihoods or business options % of men who confirm to have shared unpaid care work with women 	<p>10 evidence documented by project team</p> <p>40% of men who demonstrate increased willingness to share unpaid care work with women</p>
Output 3.3: (Structure) - Social norms that prevent women from economic participation are challenged	<ul style="list-style-type: none"> % of people supported through/by the project who report a change in GEM score (a scale to measure gender equitable attitudes towards social norms) 	<p>92% of people report a change in GEM score</p>
Outcome 4: Partnerships and cross-learning within and outside the Consortium are promoted to inform the effective implementation of NTP-SEDEMA and other public policies	<ul style="list-style-type: none"> Partnership with CEMA, VWU and other relevant stakeholders is advanced through the Technical Assistance Facility on NTP-SEDEMA implementation A well-functioned and user-friendly supervision information 	<p>The Technical Assistance Facility functions well and supported by CEMA, VWU and others</p>



<p>targeting the furthest behind communities</p>	<p>system of NTP-SEDEMA is in place for Ethnic Minority Council and elected bodies</p> <ul style="list-style-type: none"> • # of lessons learnt/ best practices are used to informed the national and provincial level implementation of NTP-SEDEMA and other public policies targeting the furthest behind communities 	<p>A least 6 lessons learnt/best practices (new & additional) identified and used to inform NTP-SEDEMA and other public policies implementation</p>
<p>Output 4.1: Technical assistance facility is in place and well functioned to support the effective implementation of the NTP-SEDEMA</p>	<ul style="list-style-type: none"> • TAPI group members are recruited and started working as described in the TOR (tested) • # of Development Partners (DPs) engaged in TAPI establishment • # of reflection meetings/learning events among different stakeholders (management agencies, the TAPI groups and development partners) at national and provincial organized • Targeted technical advice provided to WU at national & sub-national levels on Project 8 implementation 	<p>TAPI ToR developed, and group established</p> <p>5 DPs</p> <p>6 meetings/learning events</p> <p>Technical advice provided</p>
<p>Output 4.2: The supervision of the Ethnic Minority Council – National Assembly and elected bodies at provincial level on the implementation of NTP-SEDEMA is strengthened</p>	<ul style="list-style-type: none"> • Main indicators for NTP-SEDEMA supervision are developed • Website and mobile app for Monitoring and supervision of NTP-SEDEMA developed, piloted and fine-tuned • # of members of EC and PPCs of Quang Tri & Hoa Binh are trained on the system operational procedures 	<p>A set of main indicators are developed</p> <p>Website & mobile app for Monitoring and supervision developed</p> <p>80 members trained</p>
<p>Output 4.3: Learning/good practices on the empowerment of furthest behind communities at local level are used to inform policy influencing at the provincial & national levels</p>	<ul style="list-style-type: none"> • # of policy/planning guidance is developed and/or updated • # of lessons learnt identified, documented and shared widely at provincial and national levels 	<p>1 guidance</p> <p>At least 6 lessons learnt/good practices identified, documented, and shared at provincial and national levels</p>