



## Programme Enhancement of Women Participation in Leadership Evaluation Terms of Reference



### 1. Background/Justification:

The Vietnam Women's Union is a socio-political and development organization in the national political system. VWU has the role of giving consultation and recommendations to the Party and State on women related direction and policy, introducing women resource for the Party and playing in the Party Congresses and National Assembly and People's Council elections at all levels.

Session of National Assembly tenure X: "Number of women parliamentarians proposed by Standing Committee of National Assembly based on recommendation of VWU's Presidium to ensure adequate percentage of women representatives". Before any election, Women's Union at all levels will take initiative to consult with the Party and Government to release direction documents for increasing women representative percentage; actively coordinate with respective agencies to work with Party of Provinces/cities, Fatherland Front, Committee of People Mobilization... to influence for higher percentage of women candidates; organizing dissemination for enhancing gender awareness and capacity building for women candidates.

To implement the Party Decisions and National Strategy for the advancement of women towards 2010 effectively, Vietnam Women's Union has developed programme: "Enhancement of female participation in leadership of National Assembly, Ministries/Branches, People's Councils, People's Committees at all levels". All programme activities are designed based on experiences and lessons learnt from Party Congress, term 2005 – 2010; National Assembly election, tenure X; and People Council election, tenure 2004 – 2009.

The programme has been implemented from 2009 to mid 2012 with a budget of 325,000 Euros in 6 provinces: Hai Phong, Quang Bing, Phu Tho, Kon Tum, Binh Phuoc, Kien Giang. The overall goal of the programme was enhancement of female participation in leadership and decision-making to maximize women capacity towards gender equality.

Specific objectives of the programme were the following:

- Increasing percentage of women deputies at National Assembly tenure XIII, women deputies at People's Council and women leaders at People's Committee, tenure 2011 – 2016; Based on the National Strategy for the Advancement of Women to 2010 and the Resolution No 11-NQ/TW of the Politburo, some specific targets were set up as:
  - Striving to contribute to increase the ratio of women deputies at the National Assembly up to 30%;
  - Striving to contribute to increase the average ratio of women deputies at People's Councils nationwide up to 27% at the provincial level and up to 25% at the commune level; striving to increase the ratio of women deputies at People's Councils in the programme sites where the ratio has been already reached more than the average ratio higher than the current ratio or at least keep the same ratio as the current one.
  - Striving to contribute to increase the ratio of women leaders in the People Committees at different levels at least 2% higher than the current ratio.

- Increasing percentage of women leaders/managers in the central Ministries/Branches:
  - Striving to contribute to increase the ratio of women leaders of the ministries at least 2% higher than the current ratio.

After two years and a half of implementation and prior to its finalization a final evaluation is commissioned in order to find out the relevance of the programme and the results achieved.

As a pilot model, the programme has been implemented in 6 provinces. Prior to define if an extension of the programme is appropriate, it would be necessary to have an appraisal of its activities and withdraw lessons learnt from its implementation so that its activities will be more effective and have a greater impact on future policies and activities. So far, there has yet any official evaluation on this model, thus, it is crucial to conduct an independent evaluation on the model's efficiency, effectiveness, impact, relevance and sustainability.

## 2. Objectives of the Evaluation:

- Assess the design, performance and the results obtained during implementation of the programme in terms of relevance, efficiency, ownership and sustainability
- Assess to what extent the programme has fully implemented their activities, delivered outputs and attained outcomes and specifically measuring development results
- Generate substantive evidence based knowledge by identifying best practices and lessons learned that could be useful to other development interventions in the topic area.

Specific objectives of the programme evaluation are the following:

- Assess to what extent the programme has contributed to solve the needs and problems identified in the design phase
- Assess programme degree of implementation, efficiency and quality delivered on outputs and outcomes, against what was originally planned or subsequently officially revised.
- Assess to what extent the programme has attained development results to the targeted population, beneficiaries, participants whether individuals, communities, institutions, etc.
- Assess programme contribution to the objectives set in the National Gender Action Plan
- Determine the impacts of the Programme, focusing on the impacts obtained on Enhancement of female participation in leadership and decision-making to maximize women capacity towards gender equality.
- Assess to what extent the programme has promote synergies with other initiatives in the same field (PyD, Oxfam and UNDP mainly)
- Identify lessons learned and provide recommendations for model duplication.

## 3. Scope of Evaluations:

Evaluation will be conducted from 20<sup>th</sup> April to 20<sup>th</sup> June 2012 with a maximum duration of 2 months.

Evaluation will cover the following tasks:

1. Desk review. Review programme documentation, background documentation on the national gender legal and public policy framework, develop methodology tools and mission agenda: **15 days maximum**

2. Field missions: **10 days maximum** Field mission will include:
  - a. Initial briefing session with VWU and AECID
  - b. Meetings with programme managers, technical staff, key stakeholders and beneficiaries, at provincial and central level.
  - c. Meeting with other key stakeholders and programmes working in the areas (PyD, UNDP, Oxfam GB).
  - d. Feedback on preliminary findings with all stakeholders and beneficiaries
  - e. Debriefing with VWU and AECID
3. Elaboration of draft final evaluation report: **20 days max**
4. Discussion and evaluation report with evaluation reference group: **5 days max**
5. Submission of final evaluation report: **10 days max**

#### 4. Evaluation Questions:

Evaluation questions relate to the objective and scope of the evaluation and intend to measure standard evaluation criteria: relevance, efficiency, effectiveness, sustainability and impact of the programme. Examples of relevant evaluation questions include the following:

##### DESIGN LEVEL:

**Relevance: The extent to which the objectives of a programme are consistent with the needs and interest of women, women's rights models, the needs of the country.**

- How much and in what ways did the Programme contributed to solve the problems identified in the design phase?
- Was the programme designed articulated in a coherent structure? Was the definition of goal, outcomes and outputs clearly articulated?
- Is the identification of the problems, with their respective causes, clear in the programme?
- Do the activities address the problems identified?
- To what extent the programme have a useful and reliable M&E strategy that contributed to measure development results?
- Have the corrective strategic decisions been made? If the programme was revised, did it reflect the changes that were needed?
- To what extent do the intervention objectives and strategies of the programme respond to national plans and programmes, to identified needs, and to the operational context of national politics?
- To what extent have the country's national and local authorities and social agents been taken into consideration, participated, or have become involved, at the design stage of the development intervention?
- To what extent was the programme design being coordinated with other initiatives in the same field?

##### PROCESS LEVEL:

**Efficiency: Extent to which resources/inputs (funds, time, etc.) have been turned into results**

- Has been the programme cost-effective? (Could the outcomes and expected results have been achieved at lower cost through adopting a different approach and/or using alternative delivery mechanisms?)

- What measures have been taken during planning and implementation to ensure efficiently used of resources?
- Were the implementation of outputs and activities coordinated with other programmers in the same field, (PyD, Oxfam GB, UNDP)? Specifically regarding materials, training and participants.
- Have the outputs been delivered in a timely manner?
- Could the activities and outputs been delivered with fewer resources without reducing their quality and quantity?
- To what extent does the programme's management model (i.e. instruments; economic, human and technical resources; organizational structure; information flows; decision-making in management) contribute to obtaining the predicted products and results?
- To what extent did the programme increase or reduce efficiency in delivering outputs and attaining outcomes?
- What type of work methodologies, financial instruments, and business practice have the implementing partners used to increase efficiency?
- What type of (administrative, financial and managerial) obstacles did the programme face and to what extent have this affected its efficiency?

## **RESULTS LEVEL:**

### **Effectiveness: Extent to which the objectives of the development intervention have been achieved or are expected to be achieved, bearing in mind their relative importance.**

- What has been the progress made towards achievement of the expected outcomes and expected results? What are the results achieved?
- What additional outcome or results were achieved (i.e. that were *not* expected)?
- What are the reasons for the achievement or non-achievement?
- To what extent have beneficiaries been satisfied with the results?
- What are the changes produced by the programme on legal and policy frameworks at the national level?
- To what extent has the programme contributed to the advancement and the progress of fostering national ownership processes and outcomes (National development plans, Public Policies?)
- Has the programme effective monitoring mechanism in place to measure progress towards results?
- To what extent did the programme had an impact on the targeted women?
- Did the programme provide coverage to beneficiaries as planned?
- In what way has the programme come up with innovative measures for problem-solving?
- To what extent did the programme help to increase stakeholder/citizen dialogue and or engagement on development issues and policies?
- Have any good practices, success stories, or transferable examples been identified?

### **Sustainability: Probability of the benefits of the intervention continuing in the long-term.**

- What is the likelihood that the benefits from the programme will be maintained for a reasonably long period of time after finalization of programme?
- Is the programme supported by national/local institutions? Do these institutions demonstrate leadership commitment and technical capacity to continue to work with the programme or replicate it?
- What operational capacity of national partners, also known as capacity resources, such as technology, finance, and staffing has been strengthened?

- What management capacities of national partners, such as learning, leadership, programme and process management, networking and linkages have been supported?
- Do the partners have sufficient financial capacity to keep up the benefits produced by the programme?
- Is the duration of the programme sufficient to ensure a cycle that will programme the sustainability of the interventions?
- To what extent are the visions and actions of the partners consistent or divergent with regard to the programme?
- To what extent has the programme being coordinated with other projects in the same field (PyD, Oxfam GB, UNDP) to ensure sustainability.

**Impact: Long-term effect of the programme:**

- What are the intended and unintended, positive and negative, long-term effects of the programme?
- To what extent can the changes that have occurred as a result of the programme be identified and measured?
- To what extent are the benefits the programme has had likely to continue? (i.e. has it shifted access to power, established new relationships or coalitions, or changed resources?)
- To what extent can the identified changes be attributed to the programme?
- What are the positive and negative changes produced directly or indirectly by the programme on the opportunities of different groups of women and on the socioeconomic conditions of their localities?

**5. Existing Information Sources:**

Information sources available are the following:

- Programme document
- Monitoring Reports
- Financial Reports
- Knowledge and Communication products produced by the programme
- Background documentation on the national gender legal and public policy framework

**6. Evaluation Approach, Methods and Process:**

The evaluation will use methodologies and techniques as determined by the specific needs of information, the questions set out in the TOR, the availability of resources and the priorities of stakeholders. In all cases consultants are expected to analyze all relevant information sources and are also expected to use interview and focal groups as means to collect relevant data for the evaluation. The evaluation approach, process and methods must reflect a clear understanding women's-rights and right-based methodologies.

**Evaluation Methods:**

The methodology and techniques to be used in the evaluation should be described in detail in the desk study report and in the final evaluation report, and should contain, at minimum, information on the instruments used for data collection and analysis, whether these be documents, interviews, field visit, and questionnaires of participatory techniques.

Methods will have to include

- Identification of a wide range of information source for data collection (documents, filed information, institutional information systems, financial record, beneficiaries, staff, funders, experts, government officials and community groups)
- Proposal of the methodological framework (case study, sample survey, comparative experiment and or multi-method field study)
- Determine the instruments and methods for collecting the needed information (interview, observations, focus groups, literature review, survey, rating, knowledge test, site visits)
- Specify the sample procedure/s with each method
- Ensure that the main evaluation questions are addressed by multiple methods and data
- Programme a schedule for information collection
- Specify who will be responsible for making the information available.

**Evaluation Process:** Evaluation process will include:

- Meeting, consultation, workshops with different groups of stakeholders including direct beneficiaries
- Key point of interaction with a reference group
- Process of verification of findings with key stakeholders
- Presentation of preliminary findings and recommendations

**7. Expected Products:** The consultant is responsible for submitting the following deliverables:

- **Inception Report** (to be submitted within fifteen days of hiring and based on programme documents supplied by the AECID and VWU) This report will be 10 to 15 pages in length and will propose the methods, sources and procedures to be used for data collection. Containing evaluation objectives and scope, description of evaluation methodology/methodological approach (including considerations for rights-based methodologies), data collection tools, data analysis methods, key informants, evaluation questions, performance criteria, issues to be studied, work plan and reporting requirements. It will include a clear evaluation matrix relating all these aspects.

It will also include a proposed timeline of activities and submission of deliverables. The desk study report will propose initial lines of inquiry about the programme. This report will be used as an initial point of agreement and understanding between the consultant and the evaluation managers. The report will follow this outline:

0. Introduction

1. Background to the evaluation: objectives and overall approach

2. Identification of main units and dimensions for analysis and possible areas for research

3. Main substantive and financial achievements of the programme

4. Methodology for the compilation and analysis of the information

5. Criteria to define the mission agenda, including "field visits"

- **PowerPoint presentation of preliminary findings to the key stakeholders.** It will be presented at the end of the field visit. The comments made by key stakeholders should inform the draft report
- **Draft Final Report** (to be submitted within 15 days of completion of the field visit)

The draft final report will contain the same sections as the final report (described in the next paragraph) and will be 20 to 30 pages in length. This report will be shared among the evaluation reference group. It will also contain an executive report of no more than 5 pages that includes a brief description of the programme, its context and current situation, the purpose of the evaluation, its methodology and its main findings, conclusions and recommendations. The final report will be shared with evaluation reference group to seek their comments and suggestions. This report will contain the same sections as the final report, described below.

- **Final Evaluation Report** (to be submitted within ten days of receipt of the draft final report with comments)

The final report will be 20 to 30 pages in length. It will also contain an executive report of no more than 5 pages that includes a brief description of the programme, its context and current situation, the purpose of the evaluation, its methodology and its major findings, conclusions and recommendations. The final report will be sent to the evaluation reference group. This report will contain the following sections at a minimum:

1. Cover Page
2. Executive summary (maximum five pages)
3. Programme description
4. Evaluation purpose
5. Evaluation methodology
6. Constraints and limitations on the study conducted
7. Levels of Analysis: evaluation criteria and questions
8. Findings
9. Conclusions and Lessons Learnt (prioritized, structured and clear)
10. Recommendations
11. Annexes (including interview list-without identifying names for the sake of confidentiality/anonymity) data collection instruments, key documents consulted, Terms of Reference).

**Products summary:**

Phase	Max. Expected days	Product	Expected length	To be submitted	Content
Desk Review	15 days	Inception Report	10 to 15 pages	15 days after signed contract	Methods, sources and procedures to be used for data collection. Evaluation Questions
Field Visit	10days	Power point presentation	20 slides	Before finalizing field visit	Preliminary findings to be presented to stakeholders
Elaboration of Draft Final Report	20 days	Draft Final Report	20-30 pages	20 after completing field visit	Draft Evaluation Report
Elaboration of Final Evaluation Report	25 days	Final Report	20-30 pages	25 days after completing first draft	Final Evaluation Report

## **8. Qualification and required experience:**

The consultant will be developed by an international consultant and a national consultant.

The international consultant should demonstrate:

- At least a Master degree in social related fields.
- Deep experience in evaluation (applying, qualitative and quantitative evaluation methods).
- Substantive knowledge of women's rights and gender issues in the Region and/or Vietnam
- Technical competence in the sector to be evaluated (leadership and political participation)
- Fluency in written and spoken English. Fluency in Spanish language will be highly valued.
- Ability to work under pressure and meet strict deadlines
- Process management skills such as facilitation skills
- The consultant should be able to design the assessment toolkit and process qualitative data, willing to travel to remote areas and available to start immediately once the proposal is approved

The national consultant should demonstrate.

- At least a Master degree in social related fields.
- Substantial experience in evaluation (applying, qualitative and quantitative evaluation methods).
- Substantive knowledge of women's rights and gender issues in Vietnam
- Technical competence in the sector to be evaluated (leadership and political participation)
- Fluency in written and spoken Vietnamese and capacity to do quick translation or interpretation.
- Fluency in English

## **9. Programme support for the Consultant:**

Once the contract is signed, the programme will conduct financial procedures according to its regulations and provide the consultant (s) with the following:

- Programme's documents and relating documents (records of existing forms, data, images and implemented activities, other relevant study documents policies and laws)
- Arrange meetings with Programme Director, donor organization, programme staff, programme beneficiaries and stakeholders
- Support with field trips and arrange meetings in the visited areas
- VWU will organize workshops, if needed, in coordination with the consultants
- Support for other needs (if appropriate)

## **10. Remuneration:**

**A maximum package ranging from 15.000 USD to 18.000 USD** is foreseen for this consultancy. The selected candidates will be paid against valid invoices: 30% upon signature of the contract and presentation of a detailed work plan and schedule and 70% at the end of the contract. Payment will be



product based according to the evaluation requirements. The package is understood to include all taxes, levies and insurance. PIT will be deducted from the total amount of payment according to Vietnamese law. No extra amounts can be allocated for this consultancy. VUW will cover the costs of the workshops.

- Estimated full number days/international consultant is: 25 working days
- Estimated full number of days/national consultant is: 20 working days

#### **11. Contracting and reporting procedure:**

The selected consultant will be contracted by the Programme unit of VWU, after a consensus has been reached with AECID. The consultant will report to the Evaluation Committee (VWU and AECID). All communications and reports will be in English.

#### **12. Expression of interest (Eoi) and contract procedure:**

Interested candidates should send a (1) detailed technical and (2) budget proposal with their CV (3) and a letter (4) outlining how their knowledge and experience could be best use to achieve the evaluation results expected.

**All the documentation should be sent not later than April 6<sup>th</sup>, at 16.00 (Hanoi time), 2012 to both of the following addresses:**

**1. Vietnamese Women Union**  
39 Hang Chuoi- Hanoi- Vietnam  
ATTN: Thu Ha Hoang  
Tel.: 844 9720059 (Mon-Fri)  
Email: [hoangthuha.hoang@yahoo.com](mailto:hoangthuha.hoang@yahoo.com)

**2. AECID Office Vietnam**  
18 Ngo Van So Street, Hanoi, Vietnam  
ATTN: Ms. Ana de Mendoza  
Email: [ana.demendoza@aecid.vn](mailto:ana.demendoza@aecid.vn)  
Tel.: 844 3928 7600 (Mon-Fri)

### Annex. Criteria for Selection of Proposals

<b>CV Criteria of the whole team</b>	<b>Maximum Score 100</b>
At least a Master degree in social related fields.	5
- Deep experience in evaluation (applying, qualitative and quantitative evaluation methods).	20
- Substantive knowledge of women's rights and gender issues in the Region and specifically in Vietnam -	15
- Technical competence in the sector to be evaluated (leadership and political participation)	10
Technical Proposal (Quality of the proposal, scope and methodology)	40
Budget proposal	10
<b>TOTAL</b>	<b>100</b>