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Nam Tu Liem District, Ha Noi

Hanoi, 9. April 2021

Terms of Reference for external evaluation

Project title: *Community Management in New Rural Development Program*

(Project code: N-VNM-2018-2043, funded by Bread for the World - BfdW)

Prepared by Bui Thi Kim – DWC Director

General information

Name of the organisation	Centre for Promoting Development for Women and Children (DWC)
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Phone number	(84) 24 66 58 74 74
Fax number	None
Project title	<i>Community Management in New Rural Development Program</i>
Project period	01.10.2018 – 30.09.2021
Project Budget	785,000 Euro
Funded by BfdW-PDS?	705,000 Euro by BftW (BMZ) (17,272,500,000 VND)
Co-funding by local government	80.000 Euro by Local Government (1,960,000,000 VND)
Acronym:	<ul style="list-style-type: none"> - CM: Community Management - CBG: Community Based Group - FM: Finance Management - NRD: New Rural Development Program - PMB: Project Management Board

1. Introduction

The project “*Community Management in New Rural Development Program*” has been funded by BfdW (89.81%) and contributed by the local government (10.19%) has been implementing in 18 villages of six communes (two communes/each district) in three provinces, that are Lai Chau province (in Than Uyen district); Bac Kan province (in Bach Thong district), and Thanh Hoa province (in Ba Thuoc district) for the period of three years (10/2018 – 9/2021).

Following are the main contents of the project approved by BftW:

- **Overall goal:** The ownership of citizens in community development is granted.
- **Project Objectives**
 1. Decree 161 (the villagers right to manage simple projects under 5 billion VND and to be part of the screening process of project proposals) will be enforced by the State officials in NRD program at district and communal levels.
 2. The self-management capacity of local people is improved addressing local development issues.
- **Indicators for project objectives**

For objective 1:

 - Indicator 1.1: CM guideline in NRD developed in the project will be approved by the Central NRD Office.
 - Indicator 1.2: By the end of the second project year, three plans on CM replication are developed in project districts and approved by three projects provincial NRD.

For objective 2:

 - Indicator 2.1: By the end of the project, at least 110 community sub-projects are successfully self-managed by villagers (self-managed in term of project planning, implementing, monitoring and evaluating; a project is considered as successfully managed when its objective is achieved).
- **Target groups**

Direct target groups:

 - Approximately 6.300 ethnic minority people living in 18 project villages benefit from development projects (sub-projects) and participate in dialogues and in awareness raising activities (95% of them are from ethnic minorities);
 - 40 local trainers will be trained in CM and Financial Management (FM) in order to train villagers; 10 of these will be DWC staff or freelancers that are able to continue after the project has ended, 30 will be state officials on national, provincial and district level
 - 180 elected villagers (50% female) will be trained to become key community members
 - Approximately 90 local authorities at district and communal levels.

Indirect target groups:

 - Approximately 25,000 residents of the 6 project communes will benefit from the community sub-development projects and awareness raising on the grassroots community mobilisation approach.
 - 400 local authorities of the three project provinces and neighbour provinces will be persuaded of the suitability and proficiency of the community management approach and be inspired to implement CM in their areas.

▪ **Activities**

Activities to achieve objective 1:

1 - Capacity building for 40 trainers on CM and development of CM guidelines:

- TOT education of 40 selected trainers: 20 people will be trained on (i) Facilitation skills and methods, (ii) CM in the context of NRD, (iii) Project design according to NRD requirements.
- 20 persons will be trained on (i) requirements and templates of project financial management (FM) in NRD, (ii) training procedure for community key members on FM in NRD.

2 - Activities to replicate CM in project districts:

- To replicate CM application at district levels, (i) workshops on best practices of CM in NRD in project districts will be conducted; (ii) project districts will be supported in the planning process of CM application in NRD including a) Training on planning of CM application, b) Meetings for drafting and finalizing NRD district plans, c) Workshop on consultation of the drafting plans; (iii) Sharing workshop on opportunities and challenges in implementation of CM in NRD for three project provinces together to advocate with relevant decision makers in project provinces.

3 - CM promotion activities:

- To share successful CM application in NRD as well as opportunities/challenges and lessons learned, communication activities will be organized: (i) workshops at provincial and central levels, (ii) TV programs broadcasting at provincial and national televisions.

Activities to achieve objective 2

4 - Capacity building for communities:

- 42 Meetings will be hold to (i) introduce the project at communal levels and discuss the project implementation plans, (ii) introduce the project at village levels, (iii) elect 180 community key members and (iv) create village profiles and priorities local challenges to be addressed.
- The key members then will be trained by the TOT team on (i) Facilitation skills and methods; (ii) CM in NRD; (iii) Project design according to NRD requirements; (iv) Project financial management (FM) in NRD. 36 dialogues will be organized between local authorities and communities to discuss local concerns and identify solutions.

5 - Approval and self-management of 110 community sub - projects:

- Community-based groups will be established to compile and submit proposals addressing selected problems and apply for project funds (starting aids) with 80/20 cost sharing between the project and locally raised funds. In 54 rounds (18 villages x 3 starting aids/village) an Approval Committee will approve the presented applications based on urgency, beneficiaries, required financial support, and community participation. 18 village meetings to evaluate the first sub-projects (other evaluation meetings will be organized by villages themselves following the provided procedure) and villagers of 6 project communes will discuss good practices in 12 sharing workshops.

6- Management and M&E activities:

- DWC provides coaching to the key community members and intensively monitors and carries out frequent field visits, especially during the implementation of the sub-projects. The NRD office will support activities related to communication, advocacy, and replication of CM at district, provincial and central levels.
- An external project-end evaluation will be conducted.

2. Objective of the evaluation

In September 2021 is the project end. This external evaluation (planned in **July - August 2021**) will review whether the project achieved its objectives and outcomes, draw conclusions, identify lessons learnt and make recommendations for DWC to improve CM approach, for NRD office to replicate CM in NRD program.

3. Key questions

The evaluator has to use relevant evaluation tools to response, but not be limited to following issues:

<p>Relevance: The extent to which the project is suited to the priorities and policies of the target groups. It is useful to consider the following questions:</p> <ul style="list-style-type: none">- To what extent is the intervention important for the target group?- To what extent are the objectives of the project still appropriate?- Are the activities and outputs of the project consistent with the project objectives?
<p>Effectiveness: A measure of the extent to which the project achieves its objectives, i.e. a comparison of the intended outcomes/outputs with the observed outcome/outputs. It is useful to consider the following questions:</p> <ul style="list-style-type: none">- To what extent were the objectives achieved or are likely to be achieved?- What were the major factors influencing the achievement or non-achievement of the objectives?- To what extent are project target groups satisfied with the implemented project activities
<p>Efficiency:</p> <ul style="list-style-type: none">- Are the project objectives achieved in an economically manner?- How efficient were community sub-projects implemented according to CM procedure (in comparison with other projects implemented at village levels by other government programs)?- What lessons learnt/best practices can be drawn for NRD?
<p>Sustainability: Sustainability is concerned with measuring whether the benefits of the project are likely to continue after funding has been withdrawn. It is useful to consider the following questions:</p> <ul style="list-style-type: none">- To what extent are the benefits of the project likely to continue once donor funding has ceased?- What were the major factors, which influenced the achievement or non-achievement of sustainability of the project?- Is there evidence that local authorities and key community members are committed to continue CM approach after the project end?

Impact and gender equality: The evaluation should be concerned with both intended and unintended impacts. It is useful to consider the following questions:

- What real difference has the project made to the beneficiaries in terms of social, economic, political, cultural, and ecological changes?
- What are the key achievements contributed to gender equality in project villages so far?
- Whether and to what extent the project will contribute towards the attainment of the long-term objective under development policy in Vietnam?

4. Evaluation design/methods

The external evaluation will be conducted in participatory way and involve following stakeholders:

- DWC and NRD office in Hanoi.
- Local partners involved in implementing the project at different levels:
 - ✓ Beneficiaries (project villages and TOT participants).
 - ✓ Members of the local Project Management Board (PMB): NRD at central and provincial levels, project district, communes, and village heads.
 - ✓ Authorities at communal levels (people committee, women unions).
 - ✓ Village heads and key community members of selected project villages.

5. Evaluation team:

- The evaluation team includes two external experts: one team leader and one team member who will supports the team leader in the field work.
- DWC project team will support in organization and logistics in the fields.

6. Duration and timeline

- The evaluation is proposed to be conducted in July - August 2021. The table below shows the main activities and maximum number of days allocated for each activity.

Time	Activities	No. of paid working days	
		Leader	Member
week 3 of June	DWC signed contract with the selected evaluation team.	-	-
week 1 of July	Review of relevant project documents and draft evaluation tools and program Working with DWC in Hanoi: agreed on program/tools at the field and outline of the	3.0	1.0
week 2 of July	Working with NRD office in Hanoi	0.5	0.5

week 3 of July – week 1 of August	Travel to three districts/provinces and back to Hanoi: - Than Uyen - Lai Chau: 02 day - Bach Thong Bac Kan: 01 day and Ba Thuoc Thanh Hoa; 01 day ➔ Total: 04 days (paid 50% = 02 day)	2.0	2,0
Week 3 of July to week 1 of August	Working at the fields of three districts and provinces Lai Chau – Bac Kan – Thanh Hoa: 03 days/each province (Working with PMB and 04 villages in each province).	9.0	9.0
week 2 of August	Processing data, draft report in Vietnamese and send to DWC for comments. Finalize and submission report in Vietnamese to DWC.	3.0	-
Week 3 of August	Submission of final report in English to DWC. (Latest by 20 of August)	2.0	-
Total working days paid by the project		19.5	12.5

- Food and accommodation will be paid by the project for the travelling to and working time at the fields.

7. Expected deliverables

The consultant is expected to provide the following products in Vietnamese/English to DWC on the following dates:

- Tentative evaluation plan (including involved stakeholders in detail) for DWC's arrangement with stakeholders: 6 July 2021.
- Draft evaluation report in Vietnamese: 12 August 2021.
- Final report including main report and Annexes (in Vietnamese and English): 20 August 2021. The main report should not exceed 28 pages.

8. Key qualifications and competencies of the evaluator

The consultant needs to demonstrate the following competencies and experiences:

Team leader:

- At least 10 years of experience in evaluation of national and international development projects;
- Proven expertise and deep knowledge in promoting participation, sustainable community development and community management;
- Strong knowledge of development policies in Vietnam;
- Excellent communication skills, fluency in Vietnamese and good writing in English.

Team members:

- At least 05 years of experience in implementation of national and international development projects;
- Proven expertise and knowledge in sustainable community development;
- Excellent communication skills, fluency in Vietnamese.

9. Support by DWC:

- Provide related project documents as evaluator needed;
- Obtain permits of local authorities for the field visits;
- Arrange transportation and accommodation at the field visits;
- Related project staff will accompany the evaluator to the fields.

10. How to apply

Interested candidates are requested to submit following documents to Mrs. Bui Thi Kim – DWC Director via email (dwc.buithikim@gmail.com), -CC to Mrs. Pham Thu Hong - DWC Deputy Director responsible for Finance and Human Resource (hongpt.dwc@gmail.com) on **16 June 2021** at the latest (only selected evaluator will be contacted):

- Updated CV of the team leader and team members;
- Technical proposal including draft evaluation program with detail methods, tools, stakeholders involved;
- Daily rate for required working days for team leader and team member;
- Draft report outline.

Bui Thi Kim
DWC Director