

## TERMS OF REFERENCE

Service	A Senior International Expert and a National Expert to conduct the mid-term review of the research project “The Viet Nam Provincial Governance and Public Administration Performance Index (PAPI)”
Duty station:	Vietnam and home-base
Expected Duration	From 10 June to 9 July 2019
Supervision:	The Individual Contractors will work closely with UNDP Viet Nam Programme/Policy Analyst in Governance and Participation. The Individual Contractor will report directly to UNDP Vietnam.

### 1. Background

As a low middle-income country, Viet Nam is facing new social, economic and institutional challenges. Policy-makers need to be informed; citizens and the society are empowered; and, an informed/empowered citizen is the one with greater responsibility towards his/her community and country. Citizens, who are both beneficiaries of public policy and end-users of public services, increasingly demand that these public systems be free of bureaucracy and corruption, more transparent and accountable, more responsive to tax-payers’ expectations, more open to critical voices for reforms and improvements, and be able to catch up with societal changes. They also demand the public sector to promote development and equity, public participation in decision-making processes, and citizens’ roles in oversight and monitoring.

To assist Viet Nam in tracking those challenges and suggesting where the country should focus their energy and resources, since 2009, the research project “the Viet Nam Provincial Governance and Public Administration Performance Index (PAPI)” has been commissioned on annual basis by UNDP in Viet Nam together with the Centre for Community Support and Development Studies (CECODES) and different agencies within the Viet Nam Fatherland Front agencies (with the latest VFF partner being the Centre for Research and Training of the Viet Nam Fatherland Front), and the Ho Chi Minh National Academy of Politics (which has played a critical role in disseminating PAPI findings to provincial leaders through action-based research and policy advice). The initiative was piloted in three provinces in 2009 and then expanded for larger pilot in 30 selected provinces in 2010. With the success of the pilots, PAPI was for the first time replicated and scaled up to all 63 provinces since 2011 in Viet Nam to be the first ever mass survey on citizens. Since then, the survey has been iterated every year.

Over the first 10 years of its development, PAPI has contributed to large and increasing impacts, and this has inspired the continuation of this important project. The significant impact of PAPI in Viet Nam has helped UNDP secure funding from the Australian Department for Foreign Affairs and Trade (DFAT) and the Embassy of Ireland for the tool to be continued until 2021. PAPI has proven to be largest annual citizen-centric, nationwide policy monitoring tool. Over the first 10 years, PAPI has collected the views of 117,363 randomly selected citizens about the country’s performance in governance and public administration in various sectors, based on their direct interactions with local governments. In 2018 alone, 14,304 respondents shared their reflections based on interactions with public authorities over the past year. In addition, to date, every province has hosted or convened a PAPI diagnostic workshop. Of the

nation's 63 provinces, 60 have issued action plans, directives, official letters and/or resolutions to request that local government agencies respond to citizen feedback obtained through PAPI (see the list [here](#)). The PAPI reports and data have been used extensively by government agencies, development partners, civil society organisations, the media and researchers. For further information about PAPI, visit [www.papi.org.vn/eng](http://www.papi.org.vn/eng) and Annex 1 for the snapshot of the PAPI project.

Therefore, PAPI generates information about the actual performance of local authorities in meeting the expanding needs and expectations of citizens. By doing so, PAPI promotes self-reflection for improvement, creates constructive competition, and promotes learning among local authorities. In addition, PAPI acts as a rigorous and objective platform that allows citizens to benchmark their local government's performance and advocate for improvements in different aspects of governance and public administration; aspects that are evolving as Viet Nam further develops economically and socially. PAPI also contributes to expectations that the governments at all levels will be more open and responsive to the feedback and expectations of citizens.

As foreseen by the key international donor for PAPI, the Australian Department for Foreign Affairs and Trade (DFAT) and UNDP, a mid-term review needs to take place to assess whether or not the research project is moving in the right direction towards its expected outcomes, to identify the key challenges in achieving the project outcomes and to provide recommendations to meet those challenges. This Terms of Reference is designed to commission a team of one international expert and one national expert to conduct the mid-term review to see to address those purposes.

## 2. Objectives and Key Finding Questions

The MTR has the following objectives and is expected to address key finding questions as follows:

**Objective 1:** Review of key results of the PAPI research project to date and their contributions to the achievement of the expected project outputs and outcomes

- What are the key results of each expected outcome up-to-date?
- Are there gaps between the current project status and its expected outcomes?
- Are the project's expected outcomes still relevant? If not, what should they be?

**Objective 2:** assessment of whether the project implementation process ensures the delivery of the expected outcomes and its efficiency

- Is the operation modality of the project helping to achieve results? If not, why and how could it be improved?
- What are the roles and functions of each actor in the consortium of VFF, CECODES, HCMA and UNDP? What has been their performance to date?
- Who are key partners of the project and how do they participate/contribute to the project?
- What possibilities are there to improve the project implementation?

**Objective 3:** provision of strategic recommendations to the project key stakeholders (VFF, CECODES, HCMA, UNDP and donors) to ensure sustainable project impacts.

- How should the project improve its performance to generate greater development impact in Viet Nam?
- How can the project be better communicated?
- What should UNDP and partners do to sustain the project's impact?
- What should be done for PAPI to ensure its continuity?

In a nut shell, based on the findings and analysis of objectives 1 and 2, the mid-term review team shall propose strategic recommendations to the project key stakeholders. The recommendations should be practical and action-oriented and guide the implementation in the next five or ten years of PAPI development.

### **3. Expected results of the MTR**

The expected results of the MTR are following:

- a briefing of the MTR findings and recommendations to the key stakeholders (half-day seminar in Ha Noi, at the UN House, 304 Kim Ma, Ha Noi);
- a final report in English and Vietnamese (max. 25 pages, excluding annexes) including an executive summary (max 2 pages) with critical and analytical views and clear recommendations
- The MTR report should be concise, self-explanatory, and recommendations should be constructive and forward-looking.

### **4. MTR Team**

The MTR will be conducted by an independent consultant team consisting of one international consultant (team leader) and one national consultant.

#### ***4.1. International consultant (team leader)***

The main responsibilities of the international consultant (team leader) are:

- Development of an evidence-based review methodology
- Fine-tuning of key review questions
- Organisation of the mid-term review process
- Allocation of tasks to the national consultant (team member)
- Supervision and guiding of the team member in implementation of specific tasks
- Analysing collected data and information
- Writing and finalising the evaluation report

The team leader should be:

- A specialist in social studies with strong knowledge of qualitative and quantitative surveys
- Excellent knowledge on governance and public administration reform (experience in and knowledge of Vietnam is an important advantage)
- Experience in project implementation evaluation, project management and project implementation
- Excellent interpersonal communication and reporting skills
- Fluent in English (writing and speaking)

#### ***4.2. National consultant***

The main responsibilities of the national consultant are:

- Fulfil tasks defined by and work under the supervision of the team leader
- Help the team leader in understanding the Vietnamese situation and context
- Interpret for the team leader in discussion with the Vietnamese partners
- Translate the evaluation report from English into Vietnamese

The national consultant should:

- Be a specialist on governance and public administration reform in Vietnam

- Possess good knowledge of social studies and sociological surveys
- Have proven experience in project management and implementation
- Be fluent English and Vietnamese (writing and speaking)
- Proven good interpersonal communication skills

During the evaluation process the consultant team will work independently and self-sufficiently in organization, logistics and arrangements of meetings with stakeholders and counterparts.

## 5. Tentative schedule

The MRT will take place from 10 June to 10 July 2019 with a total number of person-days of 20 for each consultant. It is suggested the evaluation is conducted for three weeks of consecutive work as per the below tentative schedule.

Review Process	Number of Days	Expected Outputs
Desk Review	3 person-days (max)	<ul style="list-style-type: none"> <li>• Notes with concrete elaborated questions and interview schedules</li> <li>• Initial briefing with UNDP</li> </ul>
Interviews with relevant stakeholders	11 person-days	<ul style="list-style-type: none"> <li>• Suggested and expanded sample of informants</li> <li>• Informants met for data and information inputs for the review</li> </ul>
Report writing	4 person-days	<ul style="list-style-type: none"> <li>• Briefing of the MTR initial findings and recommendations to the key stakeholders (a half-day seminar)</li> </ul>
Finalising the mid-term review report	2 person-days	<ul style="list-style-type: none"> <li>• Final report in English and Vietnamese (max. 25 pages, excluding annexes) including executive summary (max 2 pages) with critical and analytical views and clear recommendations</li> </ul>
<b>Total</b>	<b>20 person-days</b>	

UNDP will provide the independent consultants team with an initial list of stakeholders to meet. It will be the responsibility of the independent consultant to arrange meetings.

## 6. Contract Payment

UNDP Viet Nam shall reimburse the Individual Contractors upon UNDP's satisfaction with expected deliverables set forth in Section 3 above. The payment shall be on a one-off basis at the end of the contract term by 31 July 2019.

## 7. Support from UNDP and reference documents

UNDP Viet Nam will provide the MRT team with the following materials:

- The 2011-2018 PAPI reports (also available at <http://papi.org.vn/eng/documents-and-data-download>)
- Background information about the PAPI (also available at <http://papi.org.vn/eng/faq>)
- An initial list of stakeholders for the team to arrange meetings and interviews
- Substantive inputs in and quality control of deliverables;
- Office space for meetings and working sessions when needed;

- When requested, arrangement of introduction letters and/or requests for meetings/interviews;
- Any other substantive support where deemed appropriate.

#### 8. Provision of monitoring and progress controls

- UNDP Viet Nam shall be responsible for quality control of the deliverables.
- The MRT team members will work under the supervision of the UNDP Viet Nam Policy Analyst who is the PAPI research project manager and team leader.
- The MRT team members will report directly to UNDP Viet Nam.

### Evaluation Criteria

Evaluation Criteria for the International MTR Team Leader		Maximum Points
1	Postgraduate degree in political science, economics, development studies, or a related discipline	200
2	At least 15 years of experience in conducting applied research, project evaluation in areas of governance and public administration reforms; with strong experience in qualitative and/or quantitative analysis	250
3	Demonstrated experience in project management and implementation	200
4	Proven strong interpersonal communication skills	200
5	A strong record of past review reports/publications, with two examples included in the technical proposal	150
<b>Total</b>		<b>1,000</b>

Evaluation Criteria for the National MTR Team Member		Maximum Points
1	Postgraduate degree in political science, economics, development studies, or a related discipline	200
2	At least 10 years of experience in conducting applied research, project evaluation in areas of governance and public administration reforms; with some experience in qualitative and/or quantitative analysis	200
3	Demonstrated experience in project management and implementation	200
4	Proven strong interpersonal communication skills	200
5	Proven fluency in English and Vietnamese (in writing and speaking)	200
<b>Total</b>		<b>1,000</b>