Terms of Reference for Evaluation Team
for One Strategic Plan 2017-2021 Evaluation
Viet Nam, 2020

(July 2020)

1 International Consultant
2 National Consultants
Duty Station:
International Consultant: Homebased (either outside or inside of Viet Nam)
National Consultants: Ha Noi, Viet Nam

1. BACKGROUND

The One Strategic Plan (OSP), the third generation Delivering as One (DaO) UN Development Assistance Framework (UNDAF), was signed in July 2017 for the period 2017-2021. The OSP represents the programmatic and operational framework for delivering UN support to the Government of Viet Nam (GOVN) and Vietnamese people and establishes how the UN will Deliver as One in support for the implementation of SDGs and national development priorities.

With the participation of 15 resident agencies, including FAO, ILO, IOM, IFAD, UNAIDS, UNDP, UNESCO, UNFPA, UN- Habitat, UNICEF, UNIDO, UNODC, UNV, UN Women and WHO and 4 non-resident agencies, including ITC, IAEA, UNCTAD and UNEP, the OSP 2017-2021 is built on the three principles of inclusion, equity and sustainability, and is well aligned with Viet Nam's Socio- Economic Development Strategy (SEDS) 2011-2020, its Socio- Economic Development Plan (SEDP) 2016-2020, the Sustainable Development Goals (SDGs), as well as Viet Nam's international human rights commitments.

The OSP has four focus areas, shaped by the five central themes of Agenda 2030 (People, Planet, Prosperity, Peace, and Partnership), with nine related outcomes and direct contributions to the 17 SDGs, and highlighting the UN role in policy advocacy and advice to Viet Nam. The OSP is supported by a Common Budgetary Framework (CBF) with an overall estimated budget of approximately USD 423 million, also including a detailed common results matrix with measurable outcome indicators, targets and means of verification.

UN-supported programmes and projects within the OSP framework have been designed and are being implemented by national implementing partners and participating UN agencies in line with the GOVN's regulations on management and utilization of ODA and concessional loans. The GOVN and the UN continually work on joint efforts to identify and mobilize additional non-core funding sources for the implementation of the OSP.

The "fit-for-purpose" coordination architecture for delivering the DaO and OSP was set up in 2017 in line with the global DaO Standard Operating Procedures (SOPs). This includes a Joint Government-UN DaO Steering Committee (JSC) which is responsible for providing policy and programme oversight on strategic matters pertaining to both DaO and OSP implementation. Internally, the UN Country Team in Viet Nam (UNCT) established five Joint Results Groups, five cross-cutting Thematic Groups, a Programme Management Team (PMT), and other inter-agency working groups for OSP implementation. This architecture was trimmed down in late 2019 for a more efficient and coordinated operation following the 2018 UN Development System (UNDS) reform.

In 2018, the UN launched the UNDS Reform, which went into effect on 1 January 2019 and aims for a much more effective, coordinated, transparent and accountable UN development system dedicated to implementing the 2030 Agenda for Sustainable Development. Accordingly, a series of innovations were implemented at the country level, including the reinvigorated Resident Coordinator (RC) system and the strengthening of joint implementation & support to the SDGs. Importantly, the General Assembly resolution 72/279 elevates the UNDAF (now renamed the United Nations Sustainable Development Cooperation Framework - UNSDCF or CF) as "the most important instrument for planning and implementation of the UN development activities at country level in support of the

implementation of the 2030 Agenda for Sustainable Development (2030 Agenda)." The UNSDCF now guides the entire programme cycle, driving planning, implementation, monitoring, reporting and evaluation of collective UN support for achieving the 2030 Agenda. The UNSDCF reflects the UN development system's contributions in the country and shapes the configuration of UN assets required inside and outside the country. These innovations created impact on the way the UN in Viet Nam operates as well as its progress in delivering OSP expected outcomes.

The outbreak of the novel coronavirus disease (COVID-19) in early 2020 has resulted in new priorities for the UN work in the first two quarters of 2020 with the focus on accessing and responding to the pandemic's impact. COVID-19 is also anticipated to cause delays in OSP implementation as well as possible changes to UN support in Viet Nam in the following years.

In line with the most updated UNSDCF evaluation guidance, in order to learn from past and current work and to inform the future UNSDCF design and implementation, the UNCT decides to launch the OSP Evaluation in May 2020 prior to the start of the subsequent UNSDCF design cycle (including the CCA development). The primary users of the evaluation are the decision-makers within the UNCT, including non-resident UN agencies, their respective executive boards, key government counterparts, and civil society. In addition, bilateral and multilateral donors, and the broader development partners are also seen as important audience of the evaluation.

2. OSP EVALUATION AND ITS CONTEXT

The OSP evaluation is a mandatory system-wide country evaluation that adheres to UNEG Norms and Standards and the programming principles of the UNDAF/CF. Its focus is both on the development results achieved, as well as the identification of internal gaps and overlaps. The OSP evaluation follows the most updated evaluation guidance[1] which addresses the previous UNDAF evaluation guidance's shortcomings and establishes a method and a system that would be fit for being the main accountability and learning instrument for the collective UN system support at the country level.

The OSP Evaluation is prepared and conducted with a number of advantages and challenges as follows:

Advantages:
   ✓ The OSP's resource and result framework (RRF) consisting of 9 outcomes with clear statement in line with the SDGs and national development priorities/goals and a selection of outcome indicators in line with SDG indicators to measure UN contribution;
   ✓ The close and trusted partnership between the UN and GOVN and other stakeholders in designing, managing, implementing and monitoring UN-supported programmes/projects
   ✓ Available evaluations/programme reviews having provided or having the potential to provide independent evidence of UN contributions in four OSP focus areas;
   ✓ UN annual reports with results and highlight stories of the UN work, showing evidences of UN contribution to OSP outcomes;
   ✓ A rich UN Info database capturing all UN work and support in Viet Nam;

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[1] ***UNCF Evaluation guideline revision 5 (July 2019):*** During the transition period, the Cooperation Framework evaluations may still be examining contributions made under UNDAF rather than Cooperation Framework, given the reflective nature of evaluation. These guidelines equally apply to such cases.

Challenges:
- ✓ The information on the OSP theory of change is provided but needs to be more structured
- ✓ Some outcome indicators don't have baseline and updated data
- ✓ Limited awareness of implementing agencies (including GOVN agencies) about the OSP and the One UN process since they mostly focused on their own programmes/projects supported by specific UN agencies
- ✓ The COVID-19 pandemic and measures to prevent its spread-out may create difficulties and delays in information/data collection which requires the evaluation to apply innovative and adaptive methods

3. PURPOSE AND OBJECTIVES

The overall **purposes** of the OP Evaluation are:

- *To support greater learning about what works, what doesn't and why in delivery of the OSP's outcomes:* The OSP evaluation will provide important information for strengthening programming and results at the country level, specifically informing the planning and decision-making for the future UNSDCF (2022-2026) and for improving UN coordination at the country level. Lessons learned and good practices documented from the evaluation will inform the GOVN (who the co-owner of the OSP) as well as donors, civil society and other key OSP stakeholders on further collaboration with the UN and facilitation of the current OSP implementation and future OSP development. These will also be shared with UN Regional Offices and HQ for potential benefit of other countries.

- *To support greater accountability of the UNCT and GOVN to OSP stakeholders:* By objectively verifying results achieved within the OSP framework and assessing the effectiveness of the strategies and interventions used, the OSP evaluation will enable the various stakeholders in the OSP process, including national counterparts and donors, to hold the UNCT accountable for fulfilling their roles and commitments.

The **objectives** of the OSP evaluation are:
1. To assess the relevance, effectiveness, and efficiency of the OSP.
2. To assess the coherence of the UN system support
3. To assess the OSP's support to transformational changes
4. To assess the conformity with the crosscutting principles
5. To provide actionable recommendations for the way forward

4. SCOPE

The OSP evaluation's period is from 2016 to June 2020 to also cover the OSP design phase to draw lessons for the design of the new Cooperation Framework.

The OSP evaluation will cover contributions to OSP outcomes of all programmes, projects and activities conducted in Viet Nam (at both national and sub-national levels) by the UNCT and non-resident agencies. It will also examine the OSP cross-cutting issues and the global UN programming

principles (e.g. leaving no one behind LNOB, human rights, gender equality and women's empowerment, sustainability and resilience, and accountability). The OSP evaluation will take into account emerging issues, such as, related to serious droughts, typhoons, and the COVID-19 pandemic in both the evaluation contents (e.g. the UNCT's responsiveness, adaptation and reprioritization) and operation (e.g. methods for managing stakeholder participation and inclusiveness in the COVID context).

The OSP evaluation also assess the contribution and accountabilities of the GOVN (as the co-owner of the OSP together with the UNCT) toward the OSP implementation against the responsibilities identified in the OSP document, specifically in OSP design and approval, implementation, monitoring and reporting as well as in facilitating multi-stakeholder coordination and mechanism and mobilizing resources for smooth and efficient OSP implementation. Findings and recommendations on the above will be extremely useful for the GOVN partners to strengthen and identify (together with the UN) relevant coordination and implementation modalities for the next UNSDCF.

Due consideration should be given to the activities of agencies without a formal country programme, activities implemented as part of global or regional programmes and projects, and the activities of non-resident agencies.

In principle, the OSP evaluation does not evaluate the individual programmes or activities of UN agencies, but build on the available programme and project evaluations conducted by each agency. Where a paucity of data necessitates a quick assessment of a contribution, this should be carried out (based on efficient use of human and financial resources available) using appropriate evaluation methodologies (see Section 6 on evaluation methodology) that identify contributions at the outcome level and ascertain the plausibility of causal relationships between activities and outcomes.

The evaluation will be conducted mainly in Hanoi with 2 field visits at maximum. These visits should be proposed by the Evaluation Team in the inception report in consideration of data aavailability and areas for in-depth analysis and upon UN approval, cost for field trips will be paid separately following UN-EU cost norms in a contract amendment.

5. EVALUATION QUESTIONS

The OSP evaluation with its evaluation report aims to answer multiple questions primarily identified as follows:

1) ***Relevance, effectiveness, and efficiency of the OSP***

Relevance

- ✓ To what extent the OSP strategic areas and outcomes are consistent with country needs, national priorities, the country's international and regional commitments, including on SDGs, leaving no one behind, human rights, sustainable development, environment, and gender equity?
- ✓ How resilient, responsive and strategic the UNCT was in addressing emerging and emergency needs? For example, in assessing the COVID-19 impacts and in reprioritizing/adapting its

support to provide timely support to the country and to ensure the achievement of the OSP outcomes.

✓ To which extent the UN's comparative advantages and unique mandates (that other stakeholders would not/cannot have) are relevant with the OSP strategic areas (especially in addressing sensitive issues) and help strengthen the UN position, credibility and reliability of the UN as a partner for the GOVN and other actors in the efforts to achieve the SDGs in Viet Nam?

Effectiveness

✓ To which extent the UNCT contributed to, or is likely to contribute to, the outcomes defined in the OSP? The evaluation should also note how the unintended results, if any, have affected national development positively or negatively and to what extent have they been foreseen and managed.

✓ How effective was the GOVN's roles in contributing to OSP design and approval, implementation, monitoring and reporting as well as in facilitating multi-stakeholder coordination and mechanism and mobilizing resources for smooth and efficient OSP implementation?

Efficiency

✓ To which extent the OSP outcomes were achieved/contributed to with the appropriate amount of resources, maintenance of minimum transaction cost (funds, expertise, time, administrative costs, etc.), and within the planned time-framed?

✓ How efficient was the 'fit for purpose' UN coordination structure for Delivering as One (DaO) and OSP implementation in jointly supporting Viet Nam in SDG acceleration?

2) Coherence of the UN system support

✓ To which extent the UN system collectively prioritized activities based on the needs (demand side) rather than on the availability of resources (supply side), and reallocated resources according to the collective priorities if necessary?

✓ To which extent the OSP strengthened the position, credibility and reliability of the UN system as a partner for the GOVN and other actors, and used effectively as a partnership vehicle?

✓ To what extent the OSP strategic interventions by UNCT are compatible with each other and with those of other development partners as well as of the government to achieve the common goals/ outcomes and to deliver quality, integrated, SDG-focused policy support, particularly through joint programming, joint programmes and joint work?

✓ To what extent the OSP facilitated the identification of and access to new financing partners?

✓ To what extent the OSP reduced transaction costs for partners through greater UN coherence and discipline?

✓ Was the OSP supported by an integrated funding framework and by adequate funding instruments? What were the gaps?

✓ How has the UNDS reform implemented in Viet Nam and further strengthened the coherence of the UN system support in Viet Nam?

3) Supporting transformational changes

✓ To what extent the UN system support extended in such a way to build national and local capacities and ensure long-term gains?

✓ To what extent the UN system contributing to leveraging relevant sources of financing and investment for specific SDGs as part of the OSP beyond relying mostly on UN resources, to ensure the scale of impact necessary for attaining the 2030 Agenda?

✓ To what extent the UN system promoted and supported inclusive and sustainable socio-economic changes and growth that leaves no one behind and strengthen ecological foundation of the economy and the society?

✓ To what extent the UN system promoted or supported policies that are consistent among each other and across sectors, given the multi-sectoral nature of social and economic development?

✓ To what extent the UN system supported the country and the people in strengthening socio-economic and individual resilience and contributed to reducing vulnerability against shocks and crises?

4) **Conformity with the crosscutting principles**

✓ To what extent the OSP was designed and implemented to promote gender equality?

✓ To what extent the obligations of the duty bearers and rights of the right holders were reflected in the OSP and ensured during the implementation?

✓ To what extent the OSP was designed and delivered in due consideration to environmental implications.

The list of the questions will be finalized during the inception phase. The Evaluation Team should aslo elaborate on and translate them into methodological sub-questions in their inception report as well as provide relevant suggestions and solutions in the final evaluation report.

6. EVALUATION APPROACH AND METHODOLOGY

Approach

The OSP Evaluation is a summative evaluation of the OSP and its specified strategic intent and outcomes. It assesses UNCT's contribution to national development outcomes contained in the OSP's results framework. Given that the OSP outcomes are set at a very high level and are contributed by the work of many stakeholders (not only the UN), establishing the attribution of UN interventions to an observed result at OSP outcome level is infeasible. Therefore, the OSP evaluation will not apply an experimental or quasi-experimental design but use the non-experimental design in which the evaluators will evaluate possible contribution (rather than attribution) of the UNCT to the achievement of the OSP outcomes. The overall approach is participatory and theory-based (using OSP theories of change). The evaluation should integrate gender equality throughout the evaluation[2], which entails not only analyzing the evaluation questions through a gender lens, but also the process itself should be transparent, participatory, inclusive and ensure fair power relations.

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[2] In line with UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation: http://www.uneval.org/document/detail/1616; all UN system evaluations are assessed against the UN-SWAP Evaluation Performance Indicator: http://www.uneval.org/document/detail/1452

Methodology

The OSP evaluation will be conducted in an inclusive manner and promote national ownership through the meaningful engagement of relevant national partners throughout the evaluation process. The OSP evaluation is independent and adhere to and implement UNEG Norms and Standards. Each Evaluation Team member will be provided with and sign off on the UNEG Code of Conduct for Evaluators, which provides ethical guidelines for the conduct of evaluations.

In general, the methodology of this evaluation includes triangulation and mixed method of quantitative and qualitative data analysis. Followings are standards and considerations for data analysis and data collection:

- *Data Analysis*
  - Provide credible answers to the evaluation questions;
  - Ensure that the information collected is valid, reliable and sufficient to meet the evaluation purposes, scope and approach and that the analysis is logically coherent and complete (and not speculative or opinion-based);
  - Use a mixed method, employing the most appropriate qualitative and quantitative approaches, data types and methods of data analysis;
  - Ensure triangulation of the various data sources to ensure maximum validity, reliability of data and promote use;
  - Apply participatory and utilization-focused approach to involve key stakeholders and boost ownership of the evaluation should be adopted;
  - Ensure a Leave No One Behind lens, particularly gender equality and human rights;
  - Ensure the linkage with the SDGs.

- *Data Collection:* The OSP evaluation will draw on a variety of data collection methods including, but not limited to, the followings:
  - *Document review* focusing on One Plan planning documents, progress reviews, annual reports and past evaluation reports (including UN country programme evaluations, those on projects and small-scale initiatives, and those issued by national counterparts), strategy papers, national plans and policies and related programme and project documents. These should include reports on the progress against national and international commitments.
  - *Semi-structured interviews* with key stakeholders including key government counterparts, donor community members, representatives of key civil society organisations, UNCT members, and implementing partners.
  - *Surveys and questionnaires* including right holders meant to benefit from development programmes, UNCT members, and / or surveys and questionnaires involving other stakeholders.
  - *Focus Group discussions* involving groups and sub-groups of stakeholders, decision-makers.
  - *Other methods* such as outcome mapping, observational visits, photo stories, etc.

An evaluation matrix will be prepared during the inception phase to present the links between data collection methods, evaluation questions, sources, etc. Additionally, a rapid evaluability assessment

will be undertaken during the inception phase to determine the availability of documentation, the quality of the OSP framework and indicators, and gaps in information; this will inform the evaluation approach.

In addition, the precise data collection methods should be identified following:
- Analysis of availability of existing evaluative evidence and administrative data
- Logistical constraints (travel, costs, time, etc)
- Ethical considerations (especially when evaluating sensitive topics such as GBV or in sensitive settings such as post-conflict settings)

The OSP evaluation will use a variety of validation methods to ensure that the data and information used and conclusions made carry the necessary depth, including by sharing findings, conclusions and recommendations with the evaluation Consultative Group and Evaluation Support team (as defined in Section 7)

During the inception phase, the evaluation team will propose a detailed evaluation methodology. The methodology should propose innovative options for data collection methods (including remote data collection if necessary) considering the COVID-19 pandemic and related coping measures which may not allow a smooth data collection process.

7. MANAGEMENT ARRANGEMENT
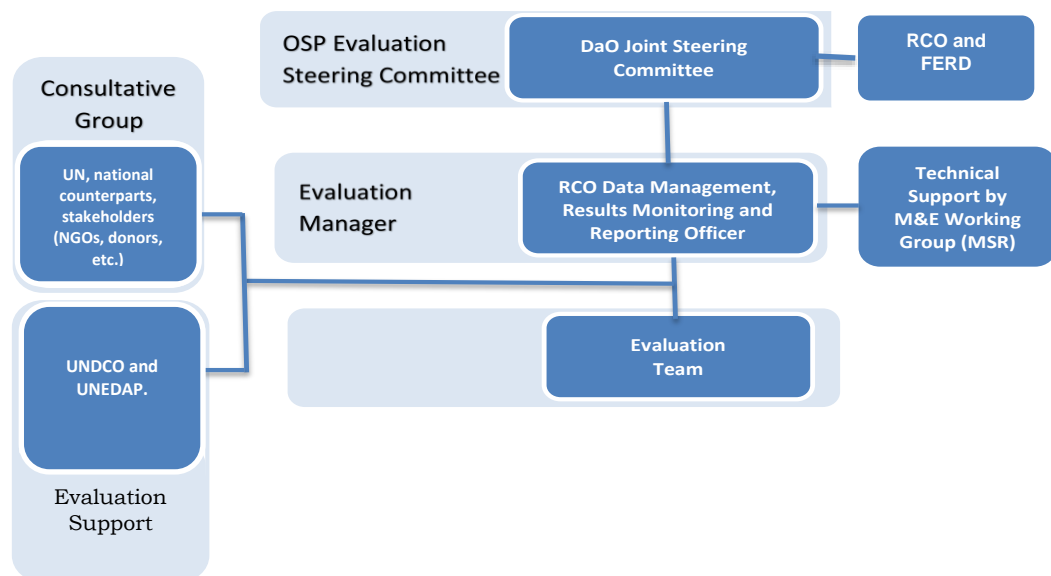
The **OSP Evaluation Steering Committee** is responsible for the proper conduct of the OSP Cooperation Framework evaluation. The Delivering as One Joint Steering Committee (JSC), co-chaired by the UN Resident Coordinator (UNRC) and the MPI Vice Minister (VM), will assume this role. The Steering Committee is supported by the UN Resident Coordinator Office (RCO) and MPI Foreign Economic Relation Department (FERD) who are the DaO JSC Secretariats. The UNRC and MPI VM co-chairs can choose to delegate their roles to relevant RCO and FERD officials whenever and wherever necessary. UNCT members or government agency counterparts not on the Steering Committee may opt to join the Consultative Group (defined below).

The **Evaluation Manager** is the Data Management, Results Monitoring and Reporting in the Resident Coordinator Office (RCO). The Evaluation Manager is not involved in implementing programmes/projects and have a sound knowledge of the evaluation process and methodology and understands how to abide by UNEG Evaluation Norms and Standards. The OSP Evaluation Steering Committee ensures that the Evaluation Manager could operate within an environment and conditions conducive to an independent and unbiased evaluation management and is not subject to undue pressure from any interested party. The Evaluation Manager is technically supported by the UN M&E Working Group (namely the Monitoring for Strategic Results Working Group – MSR) comprising M&E officers from UN agencies. The Evaluation Manager is also backed by the RCO Head and RCO staff in coordination-related tasks.

The Steering Committee will invite government counterparts and other key stakeholders of UN agencies to form a **Consultative Group**. The Consultative Group should be sufficiently inclusive to represent various sectoral interests. Key stakeholders include civil society representatives, in particular those who could reflect interest of various social groups, including women and people who are "left behind", as well as international development or financing partners. The Group can also include UNCT members not on the Steering Committee, or non-resident agency representatives. The Consultative Group will provide inputs at key stages of evaluation, such as in the design and activity planning, the validation of findings and the forming of recommendations.

The **Evaluation Team** comprises independent external evaluators. It has a team leader with extensive evaluation expertise and at least 2 members to allow triangulation of observations and validation of findings within the team (see Section 10 on the *Composition and selection of the Evaluation Team).*

The OSP evaluation receives **Evaluation Support** from the UNEDAP in providing technical advice for the evaluation process and reviewing key products (including the evaluation TOR, inception report and draft evaluation report), and coordinating agency evaluations, to the extent possible, as inputs to the OSP evaluation. The evaluation will also receive guidance and support from the UNDCO to safeguard the independence and quality of the evaluation and to intervene in case of dispute.

Specific roles and responsibilities of each body above are presented in Section 8 on Process and Timeline.

8. PROCESS AND TIMELINE

The OSP evaluation will be conducted in five main stages with key activities, deliverables, responsible entities, and timelines as follows:

Phase	Activities	Deliverables	Responsibility	Completion Time
1. Preparation (1.5 months)				
	1.1. Development of Evaluation Terms of Reference (TOR)	- Evaluation TOR (and TOR for hiring Evaluation Team based on the approved evaluation TOR)	- RCO (with MSR support) to draft the TOR - **Evaluation Support** to review, comment on the TOR - **Steering Committee** to endorse the TOR	Mid of August
	1.2. Establishment of Consultative Group	- Consultative Group established	- **Evaluation Manager** in coordination with FERD/MPI to form the list -	
	1.3. Preparatory desk work	- Mapping of UN agencies' evaluations and reviews - Collection of relevant documents and data (e.g. financial and OSP outcome indicator data)	- **Evaluation Manager** (with MSR and RCO support) -	
	1.4. Recruitment the Evaluation Team	- Evaluation Team selected	- **Evaluation Manager** (with MSR support) to organize the recruitment (including to form Recruitment Panels) - **Steering Committee** to endorse	
2. Inception (1 month)				
	2.1. Brief and support the Evaluation Team	- Briefings with RC, UNCT members, programmes managers, Results Groups, RCO, etc. conducted	- **Evaluation Manager** (with MSR and RCO support) to organized - **Evaluation Team** to participate	Mid of September
	2.2. Organize Theory-of-Change workshop(s)	- Theory-of-Change workshop(s) with UNCT members or PMT as designated by the UNCT	- **Evaluation Manager** (with MSR and RCO support) to organize - **Evaluation Team** to present on ToCs and facilitate the discussion	

		- Agreement on Theories of Change	- **UNCT/PMT** to participate and agree on ToCs	
	2.3. Development of Inception Report	- Inception Report	- **Evaluation Team** to prepare - **Evaluation Support and Consultative Group** to review - **Evaluation Manager** (with MSR support) and to review and endorse	
3. _Data collection and analysis (1 month)_				
	3.1. Data collection and analysis		- **Evaluation Team** to implement - **Steering Committee:** to Ensure the Evaluation Team has access to information and stakeholders - **Evaluation Manager** (with MSR and RCO support) to facilitate evaluation activities, assist the Evaluation Team in gaining access to stakeholders and additional information, and arrange meetings and logistics - **Consultative Group:** to facilitate the evaluation process, helping the team to identify and gain access to government and other stakeholders	Mid of September
4. _Reporting (1.5 months or 1 month?)_				
	4.1. Development of Draft Evaluation Report	- Draft Report - PPP Presentation on key preliminary findings	- **Evaluation Team** to implement	Mid of Octorber
	4.2. Review and Validation of Draft Report	- Presentation on preliminary findings to Consultative Group - Revised Draft Report	- **Evaluation Team:** to present key preliminary findings to consultative group, address comments and revise draft report - **Consultative Group and Evaluation Support:** to comment on the draft report and participate in the meeting on presentation on preliminary findings - **Evaluation Manager** (with MSR support) to: conduct a pro forma quality check; manage the validation process by circulating the draft for comment to the Steering Committee, Consultative Group, Evaluation Support and any other key stakeholders, ensuring all comments and responses are	Mid of November

			properly recorded, using an audit trail; send comments to the Evaluation Team for draft revision; make sure all comments are addressed by the Evaluation Team; and organize a meeting on presentation on preliminary findings	
	4.3. Finalization of Evaluation Report	- Final Evaluation Report	- **Evaluation Team** to implement - **Steering Committee:** to approve the final report - **Evaluation Manager:** to facilitate the approval of the final report by the Steering Committee	
5. _Use the results_				
	5.1. Preparation of and follow-up on Management Response	- Management Response	- **Steering Committee:** (with RCO and MPI support) to prepare the Management Response in consultation with all UNCT members and do the follow-up	
	5.2. Organization of Stakeholder Workshop	- Stakeholder Workshop	- **Steering Committee:** to organize a stakeholder workshop once the final report is ready - **Evaluation Manager** (with MSR and RCO support) and **Consultative Group**: to support Steering Committee in organizing the stakeholder workshop - **Evaluation Team:** to participate in the stakeholder workshop and make presentation as required	End of November and onward
	5.3. Dissemination of Evaluation Report	- Dissemination of the Evaluation Report global/regional platforms, UNCT website - Measures to disseminate the evaluation, and promote the use of evaluation and lesson learning	- **Steering Committee** to implement with support by RCO and UN Communication Team	

(Note: The timeline will be probably adjusted due to COVID-19 and when the Evaluation Team is recruited.)

9. KEY EXPECTED DELIVERABLES BY EVALUATION TEAM

9.1. Theory-of-change workshop (expected date: end of September)

The theory of change is the key reference framework for evaluators. A theory-of-change workshop during the first week of the Evaluation Team's in-country work is a great opportunity for the Evaluation Team and the UNCT members to develop a common understanding of what ought to happen to achieve the goals, what the UN's activities are expected to achieve, what interaction will be required with other actors, including government, and so on. Having a common understanding of this kind at the start of the exercise is critical to avoiding dispute at a later date.

For the OSP evaluations, because of the multiplicity of outcomes involving multiple SDGs and sectors, a series of shorter workshops may be organized on multiple theories by OSP outcomes.

9.2. Inception Report, including proposed methodology and work plan:

The inception report is produced by the Evaluation Team to elaborate on how it will conduct the evaluation. It contains:
- ✓ an assessment of the evaluability of the OSP, including identification of data gaps and a proposal to address any limitation identified;
- ✓ an elaboration of the evaluation questions into methodological sub-questions (by programme or project, by data-collection method, etc.);
- ✓ sources and methods for collecting data for each methodological sub-question; and
- ✓ a concrete plan of evaluation activities and a timeline, possibly with a tentative list of interviews to be arranged or plans for travel to other locations (e.g. municipalities, project sites).

9.3. Draft and Final Evaluation Report with accompanied ppt presentations and relevant annexes

The evaluation report should be written in a clear and concise manner that allows readers to easily follow its logic. It should not be overly filled with factual descriptions, especially those available elsewhere. The focus of the report should be to present the findings, the conclusions and the recommendations in a logical and convincing manner. The detailed outline of the final report will be proposed by the Evaluation Team in the inception report. It should contain:
- ✓ what was evaluated and why (purpose and scope);
- ✓ how the evaluation was conducted (objectives and methodology);
- ✓ what was found and on what evidence (findings and evidences/analysis);
- ✓ what has been concluded from the findings and in response to the main evaluation questions (conclusions);
- ✓ what are the recommendations; and
- ✓ what are the key lessons learned.

Recommendations

Recommendations[3] should be developed for the purpose, to help the UNCT as well as the GOVN and other stakeholders improve their support towards the achievement of national goals and the SDGs. In particular, recommendations:

- ✓ must logically follow the findings based on evidences and the conclusions drawn from them, with their rationale clearly explained;
- ✓ must be relevant to the country context and to the improvement of the UN system support towards the achievement of national goals and the SDGs;
- ✓ should be developed with the involvement of relevant stakeholders to ensure the relevance and feasibility of the actions to follow; and
- ✓ must not be overly prescriptive so as to allow the UNCT to design concrete actions for implementation in the management response.

9.4. Stakeholder workshop (expected end of November 2020)

The stakeholder workshop provides an opportunity to generate buy-in of the evaluation findings, conclusions and recommendations, as well as the management response. Through open discussion, the workshop ensures the UNCT, national counterparts and development partners to be on the same page in terms of future strategic direction. The participation of the team leader in the workshop is advisable.

A broad range of partners should be invited to the workshop. These include government officials, representatives of funding partners and civil-society organizations, local-government officials from areas where there were programme activities and representatives of other stakeholder groups, as appropriate.

The evaluation report and the management response should be presented at the workshop and the way forward should be discussed. The Evaluation Team is expected to participate in the stakeholder workshop and make presentation as required.

10. COMPOSITION AND SELECTION OF THE EVALUATION TEAM

The composition and selection of the OSP Evaluation Team follow the good practices applied by UN Evaluation Group (UNEG). The Steering Committee opts to select one international consultant (as team leader) and two national consultants (as team member) to conduct the independent OSP Evaluation. The selected team should have past experience with carrying out similar evaluations and collective knowledge of the national context in various areas of UN work. The team should be built with due consideration to ethnic/tribal/language balance, gender balance, and coverage of different subject areas of work by UNCT member agencies.

The evaluation team leader (TL) will lead the entire evaluation process, working closely with all team members. The TL will develop a workplan including task division for the whole exercise, in agreement with the TMs. He/she will conduct the evaluation process in a timely manner and communicate with

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[3] UNEG Improved Quality of Evaluation Quality Checklist (2018), http://www.unevaluation.org/document/detail/2124

the Evaluation Management Group on a regular basis and highlight progress made/challenges encountered. The team leader will be responsible for producing the inception report and the draft and final evaluation reports.

The team members (TM) will contribute to the evaluation process substantively through data collection and analysis. They will share responsibilities for conducting desk review and interviews and conduct field visits to the project sites identified and collect data. They will provide substantive inputs to the inception report as well as to the draft and final reports.

Specific Deliverables by TL and TMs (detailed task division and workplan to be developed by TL in consultation and agreement with TMs):

Duty stations:

International Consultant (Team Leader): 30 working days at home-based with physical or virtual presentations for the workshops depending on the current living location of the selected candidate (inside or outside of Viet Nam)

National Consultants (Team Member): 35 working days/each at Ha Noi, Viet Nam

Deliverables	Team Leader	Team Members
Theory of Change Workshop	Lead the preparation of presentation and discussion	Provide inputs as required
Inception, Draft, Final Reports	Lead the development process Draft and finalize the reports based on inputs from TMs and self collected inputs	Play key role in desk review, interviews, field visits Provide substantive inputs to the reports' analysis
Stakeholder Workshop	Participate in the stakeholder workshop and make presentation as required by Evaluation Manager	Participate in the stakeholder workshop and make presentation as required by Evaluation Manager

Qualification of Evaluation Team
   1) *International Team Leader (1 person)*
- Advanced University Degree (Masters or PhD) in political science, public administration, development studies, law, human rights or other relevant field;
- Minimum fifteen years of relevant professional experience;
- A strong record in designing and leading evaluations;
- Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods;
- Demonstrated managerial competence and experience in organizing, leading and coordinating evaluation teams at the international level;

- Technical competence in undertaking complex evaluations which involve use of mixed methods;
- Prior experience in working with multilateral agencies;
- Knowledge of UN role, UN reform process and UN programming at the country level, particularly UNDAF/UNCF;
- Strong experience and knowledge of the UN programming principles including leaving no one behind LNOB, human rights, gender equality and women's empowerment, sustainability and resilience, and accountability; and
- Fluency in English, excellent oral, written, communication and reporting skills.

2) National Team Members (2 persons)
- Advanced University Degree (Master or PhD) political science, public administration, development studies, law, human rights or other relevant field;
- Minimum of ten years of relevant professional experience;
- Technical competence in undertaking complex evaluations which involve use of mixed methods;
- Strong data collection and analysis skills; ⬜ Prior experience in working with multilateral agencies;
- Knowledge of UN role, UN reform process and UN programming at the country level, particularly UNDAF;
- Strong experience and knowledge in the UN programming principles including leaving no one behind LNOB, human rights, gender equality and women's empowerment, sustainability and resilience, and accountability;
- In-depth knowledge and strong research record of Viet Nam socio-economic development;
- Process management skills such as facilitation skills and ability to negotiate with a wide range of stakeholders;
- Fluency in English and Vietnamese, excellent oral, written, communication and reporting skills;
- Experience in conducting evaluation of an UNDAF especially the one of the similar country context is considered a strong asset;
- Experience in translation and interpretation.

The selection process will follow the procurement rules and regulations of the contracting entity (the United Nations Development Programme under the service-level agreement). To ensure independence, value for money and transparency, the process will follow the principle of open and competitive recruitment. The sources of recruitment should include:
- ✓ advertisement in major national media where international job opportunities are normally found by local professionals;
- ✓ circulation to national evaluation associations, regional evaluation associations and international evaluation networks (UNEG can support this process, on request); and
- ✓ referrals from the UNEG member evaluation offices.

The Evaluation Manager will facilitate to form a Recruitment Panel with participation of UNCT/PMT members, MSR working group, and other relevant stakeholders.

The OSP Evaluation Team will work under the direct supervision of the Evaluation Manager. All key deliverables will be validated and approved by the OSP Evaluation Steering Committee. The evaluation

team members must be committed to respecting deadlines of delivery outputs with the agreed timeframe and must be able to work with a multidisciplinary team and in a multicultural environment.

11. PAYMENT TERMSs

30% of contract amount shall be paid upon receipt and acceptance of the inception report, 70% paid upon receipt and acceptance of the Final Evaluation Report.

12. ETHICAL CONSIDERATION

The evaluation process should conform to the relevant ethical standards in line with UN Ethical Guidelines for Evaluation including but not limited to informed consent of participants, privacy, and confidentiality considerations. The relevant ethical standards will be identified and the mechanisms and measures to ensure that standards will be maintained during the OSP evaluation process should be provided in the inception report. UNEG ethical code of conduct for evaluation, at
http://www.unevaluation.org/document/detail/102

13. EVALUATION NORMS AND STANDARDS

All Cooperation Framework evaluations should adhere to and implement UNEG Norms and Standards, as well as UNEG guidance on gender equality and human rights. Each Evaluation Team member should also be provided with and sign off on the UNEG Code of Conduct for Evaluators, which provides ethical guidelines for the conduct of evaluations.

14. REFERENCE MATERIALS

The evaluation manager with the MSR support will pool all selective documents to share with the Evaluation Team. The key documents will include basic documents to understand the subject of evaluation (programme and project documents, etc.), the source of secondary data (project reports, evaluation reports, results monitoring data, etc.) and the documents prepared for the Evaluation Team (stakeholder map, programme/project map, etc.)

EVALUATION CRITERIA

International Team leader

No.	Consultant's experiences/qualification related to the services	Max points
1.	*Relevant qualifications:* **Advanced University Degree (Masters or PhD) in political science, public administration, development studies, law, human rights or other relevant field**	*150*
2.	*Relevant experiences/knowledge*	*850*
2.1	Minimum fifteen years of relevant professional experience	100
2.2	Experience in conducting evaluation: A strong record in designing and leading evaluations	150
2.3	Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods	100
2.4	Demonstrated managerial competence and experience in organizing, leading and coordinating evaluation teams at the international level	100
2.5	Technical competence in undertaking complex evaluations which involve use of mixed methods	100
2.6	Prior experience in working with multilateral agencies	100
2.7	Knowledge of UN role, UN reform process and UN programming at the country level, particularly UNDAF/UNCF: Strong experience and knowledge of the UN programming principles including leaving no one behind LNOB, human rights, gender equality and women's empowerment, sustainability and resilience, and accountability	150
2.8	Fluency in English, excellent oral, written, communication and reporting skills	50
	Total	**1000**

02 National Team Members

No.	Consultant's experiences/qualification related to the services	Max points
1.	*Relevant qualifications:* **Advanced University Degree (Master or PhD) political science, public administration, development studies, law, human rights or other relevant field**	*150*
2.	*Relevant experiences/knowledge*	*850*
2.1	Minimum of ten years of relevant professional experience	100
2.2	Technical competence in undertaking complex evaluations which involve use of mixed methods	150
2.4	Strong data collection and analysis skills; Prior experience in working with multilateral agencies	100
2.5	Knowledge of UN role, UN reform process and UN programming at the country level, particularly UNDAF: Strong experience and knowledge in the UN programming principles including leaving no one behind LNOB, human rights, gender equality and women's empowerment, sustainability and resilience, and accountability;	150
2.6	In-depth knowledge and strong research record of Viet nam socio-economic development	100
2.7	Process management skills such as facilitation skills and ability to negotiate with a wide range of stakeholders Experience in conducting evaluation of an UNDAF especially the one of the similar country context is considered a strong asset	100
2.8	Fluency in English and Vietnamese, excellent oral, written, communication and reporting skills	100
2.9	Experience in translation and interpretation	50
	Total	**1000**