



TERM OF REFERENCE (TOR)

Final Evaluation

References	Project documents, Helvetas Cost Norm and other related materials
Project	Secure land rights for all- Giving ethnic minorities a voice - L4A
Activity Code	5.4
Mission	Final Evaluation of the L4A Project
Purpose	To review the performance of the Project; to analyse the achievements up to now, against the log-frame; to assess the implementation strategy applied by projects; to generate lessons learnt and provide recommendations for future approaches of donors and implementers
Place of execution	Cao Bang, Hoa Binh, Hanoi and LANDA organization members offices
Timeline	April-June 2023
Supervision	L4A Manager, LANDA Coordinator and Accountant

PROJECT SUMMARY

With the aim to contribute to the effective promotion and protection of land and forest resource rights of ethnic minorities (EMs) in the northern provinces of Vietnam, the project “Secure Land Rights for All - Giving Ethnic Minorities a Voice” (L4A) is being implemented in Cao Bang province (Nguyen Binh district), and Hoa Binh province (Da Bac and Mai Chau district). The Project is funded by the European Commission and implemented by HELVETAS Intercooperation gGmbH and the Land Alliance (LANDA) which is coordinated by the Centre for Rural Communities Research and Development (CCRD) in the period from June 2020 to May 2023. HELVETAS takes responsibility for managing and monitoring the project implementation while LANDA/CCRD acts as a facilitator and technical advisor regarding the management and use of land and forest resources in Vietnam.

The project empowers and promotes the ownership of local Civil Society Organizations (CSOs), Community Based Organizations (CBOs) and grassroots mediation teams, and so that they can provide better support to marginalized communities in claiming land and

forest resource rights and pro-actively participating in land governance processes.

The key expected results of the Project include:

- LANDA's member organizations and grassroots mediation teams dispose of an adapted toolkit on land and forest resource rights of EMs;
- LANDA's member organizations and grassroots mediation teams have strengthened capacities to support local EMs to effectively claim their land and forest resource rights;
- LANDA's member organizations and grassroots mediation teams contribute to the formulation and monitoring of land and forest resource rights and related policy implementation;
- Access to land and forest resource rights-related information of local EMs is improved

The project is expected to complete by 30 June 2023 and an evaluation to assess the project's performance and achievements vis-à-vis the project's overall objectives and impacts generated on various sub-national level beneficiaries is required.

The L4A Project is seeking a consultant or a team of consultants to undertake the final evaluation task. The Consultant is required to submit a detailed proposal and related documents as described below.

OBJECTIVES

The objectives of the Final Evaluation is to review the performance of the Project, analyse the achievement up to now, against the log-frame and assess the implementation strategy applied by projects. The Final Evaluation will generate lessons learnt and provide recommendations for future approaches of donors and implementers of similar land rights projects to ensure maximum impacts and sustainability and the way to achieve them.

The Final Evaluation therefore has the following specific objectives:

1. Review the project outputs and outcomes, assess progress against project implementation plans and log frames, assess effectiveness and efficiency of the portfolio.
2. Review and assess:
 - The relevance of the project in the concrete development context of the project localities and other influencing factors;
 - The effectiveness and efficiency of project;
 - The impact of the project;
 - The sustainability of the project; the potential for upscaling or replication of the projects.
3. Review the strategy applied by project including (i) the focus on providing resources for LANDA members organizations grassroots mediation teams; (ii) partnership with related partners (such as Farmers' Association of Hoa Binh Province, local government authorities in Cao Bang province);

4. Lessons and Recommendations: Generate lessons learnt and provide clear recommendations for relevant stakeholders for future land rights projects.

SCOPE OF WORK

The evaluation team will look at the whole achievement of the project within its duration, focusing on outputs and outcomes; assess current and future challenges, and propose recommendations and strategies for future interventions in land rights promotion.

To achieve the above objectives, the Final Evaluation should offer answers to the following key questions although not only restricted to:

Project achievement

- What are the projects' key outputs/results up-to date? How are they related to the project logframe?
- Is the project implementation effective and efficient? How efficient is the project management (accountability and cost effectiveness)? Is the project implementation sufficiently monitored and documented? Are problems identified in due time? Are practical, feasible solutions proposed and applied? Does the steering and decision-making process function appropriately?

What are key gaps between the project implementation process and the project designed outcomes? If the project is still relevant to current contexts? What are the level of effectiveness, efficiency, and sustainability of the project? What are the achieved impacts to date?

Project strategy

- Are the approaches applied by project appropriate to the local context and do they address context specific constraints within the chosen value chains?
- Has the project worked with partners and target groups that could deliver the impacts proposed?
- Are there any significant changes in the context during the project implementation? If yes, has the project evolved to respond to the context changes during the implementation? If not, what are the measures the projects should take to adapt/adjust in the future?
- What are the key challenges and risks for the future intervention and how to mitigate them, taking into account the market requirements and fluctuations?

Impact and Sustainability: (assess the overall likely impact of the project)

- What are the main positive changes created by the project? What are the main political and social impacts created by the project in the short term?
- Can the impacts created by the project be able to self-adapt to grow and strengthen in the long run? If not, what are the key challenges that need to be addressed and what areas should be prioritized for future intervention?

Gender and inequality:

- Assess the roles, capacity of and benefit brought to female beneficiaries of the project.
- Access briefly the benefit sharing between actors in the project value chains.

Recommendations:

- Develop specific recommendations for major stakeholder groups anchored on the conclusions the different stakeholder groups will develop based on their own recommendations and insights. An action plan for major stakeholder groups shall be developed to promote sustainability and long-term impact to the beneficiary communities.
- Given the capacity of project partners and resources available, what are the areas that need further technical assistance to expand project impacts and maintain the sustainability?
- Any other recommendations.

METHODOLOGY

The review team will work in close collaboration with the project staff and partners, like Farmers' Association of Hoa Binh province (including its sub-networks in the 2 districts and 6 communes) and local government authorities of Cao Bang province (Nguyen Binh districts, Thanh Cong and Minh Tam communes). The team will need to review literature context, conduct interviews and discussion with related stakeholders including project partners, mass organizations, beneficiaries, relevant donors/NGOs, etc. The detailed methodology and process will be developed by the review mission, but with consideration of the following guidance:

1. The methodology will be developed based on the review of all important documents and literature sent to the Final Evaluation members by the project team in advance.
2. The methodology to be applied will be presented to the project in a kick-off meeting to ensure that the methodology is sensitive to the potential concerns of beneficiaries participating in this review.
3. Ensure that all analysis and recommendations are based on available records, evidence and interviews.
4. The project and all involved partners will support the team in organizing all meetings with related stakeholders.

TEAM AND QUALIFICATIONS

The evaluation may be comprised of more than one consultant.

The main responsibilities of the team leader are:

- Develop the methodology for the review based on providing a robust evidence-base, and where appropriate administering a short simple questionnaire, which will be tested and fine-tuned as appropriate.

- Provide overall strategic guidance and be responsible for the overall Final Evaluation process
- Allocate tasks to the team members
- Supervise and guide the team members in implementing their tasks and be responsible for the overall quality control of the report
- Coordinate with partners
- Write the Final Evaluation final report

The team leader should have the following experience:

- Excellent experience of evaluating development programmes and experience of providing strategic guidance to programmes based on result-based evaluations;
- Considerable and proven experience in both implementing and evaluating development projects; experience in evaluation of human rights, land rights, awareness raising interventions is preferable;
- Knowledge of Vietnam's land management system and experience working with mass organizations and CBOs would be an advantage;
- Experienced on project management and implementation.
- Very good communication skills.
- Capable to work in a multi-cultural environment, especially with ethnic minority groups.
- Fluent in English (writing, speaking) and Vietnamese.

Other team's members should be:

- A specialist on evaluation of development programmes and an understanding of evidence based evaluations;
- Experience in working with ethnic minority, community based organizations and
- Experienced on project management and implementation;
- Fluent in English and Vietnamese (writing, speaking)
- Very good communication skills.

DURATION

Total time frame suggested for this evaluation package is 2.5 months (from April 15 to June 30, 2023) for all following tasks:

- Contract signing;
- Review of project documents and current situation;
- Discuss with project officer to agree on work schedule & inputs;
- Desk review (Project design documents, Progress Reports, baseline studies, market researches, technical documents) to collect primary data/information;
- Evaluation design & finalization (tools, check-list, detail plan in fields, agenda).
- Field work.
- Data Analysis & Power Point Presentation.
- Report writing and submission of first draft.
- Revise reporting addressing comments of Helvetas.

- Finalization and Submission of the final version.

DELIVERABLES

- 1 debriefing meeting after the first field trip to the selected partners
- Presentation of Final Evaluation findings and recommendations (after the field trip)
- A draft report in English submitted to Helvetas
- A final report in English and Vietnamese (max. 40 pages, excluding annexes) including executive summary (max 3 pages) with critical and analytical views and clear recommendations submitted to Helvetas.
- The Final Evaluation report should be concise and self-explanatory. The report structure should be agreed at the kick off meeting.

Candidates, who are interested in this work, please send your CV and technical/financial proposal to: diep.dinh@helvetas.org before 5 Apr, 2023.

Note: *Successful applicants need to sign the Helvetas Code of Conduct (COC) and other necessary documents before starting their duties.*