



## REQUEST FOR PROPOSAL (RFP)

From firms/institutes/organizations

Dear Sir / Madam:

We kindly request you to submit your Proposal for **End of Project Evaluation**.

Please be guided by the form attached hereto as Annex 2, in preparing your Proposal.

Proposals may be submitted on or before **Monday, November 28, 2016** by the following methods:

<b><u>By email: For green environment, this is preferred submission method</u></b>	<b><u>By hard copy: (within working hours only)</u></b>
E-mail address for proposal submission: <a href="mailto:huynh.huong.thanh@undp.org">huynh.huong.thanh@undp.org</a>	Please submit proposals to:
Separate emails for technical and financial proposal.	Ms. Huynh Huong Thanh Procurement Assistant UNDP Vietnam 304 Kim Ma Street, Hanoi, Vietnam
With subject: (Name of bidder) RFP for <b>End of Project Evaluation</b> (Email ... of ... emails)	Technical and Financial Proposals are to be submitted in separate envelop.
Maximum size per email: <b>7 MB</b> . Bidders can split proposal into several emails if the file size is large)	With envelop/email subject: (Name of company) RFP for <b>End of Project Evaluation</b>

### **Note:**

- For both submission methods, please send separate email to [procurement.vn@undp.org](mailto:procurement.vn@undp.org) notifying that you already submitted proposal and the number of email submitted (in case submitted by email). Notification emails should be sent to above persons by submission deadline or right after you submit proposals).
- UNDP will acknowledge receipt of the proposals within 3 working days from the submission deadline. In case you do not receive acknowledgement, please contact us within 5 working days after submission deadline.

Your Proposal must be expressed in the English language, and valid for a minimum period of 120 days from the date of bid submission.

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. If you are submitting your Proposal by email, kindly ensure that they are signed and in the .pdf format, and free from any virus or corrupted files.

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP's re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 3.

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link: <http://www.undp.org/procurement/protest.shtml>.

UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link : [http://www.un.org/depts/ptd/pdf/conduct\\_english.pdf](http://www.un.org/depts/ptd/pdf/conduct_english.pdf)

Thank you and we look forward to receiving your Proposal.

Sincerely yours,

**Tran Thi Hong**  
Head, Procurement Unit  
11/18/2016

### Description of Requirements

Context of the Requirement	Please see information in the TOR
Implementing Partner of UNDP	Please see information in the TOR
Brief Description of the Required Services	End of Project Evaluation
List and Description of Expected Outputs to be Delivered	Please see information in the TOR
Person to Supervise the Work/Performance of the Service Provider	UNDP Vietnam Country Office
Frequency of Reporting	Please see information in the TOR
Progress Reporting Requirements	Please see information in the TOR
Location of work	<input checked="" type="checkbox"/> Hanoi, Vietnam <input type="checkbox"/> At Contractor's Location
Expected duration of work	Dec. 2016 – 10 <sup>th</sup> Jan 2017
Target start date	5 Dec. 2016
Latest completion date	10 <sup>th</sup> Jan 2017
Travels Expected	Please see information in the TOR
Special Security Requirements	Not applicable
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	<input type="checkbox"/> Office space and facilities <input type="checkbox"/> Land Transportation <input type="checkbox"/> Others <i>[pls. specify]</i>
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required
Currency of Proposal	<input checked="" type="checkbox"/> United States Dollars <input type="checkbox"/> Euro <input checked="" type="checkbox"/> Local Currency (Vietnam Dong)  For the purposes of comparison of all Proposals: UNDP will convert the currency quoted in the Proposal into the UNDP preferred currency, in accordance with the prevailing UN operational rate of exchange on the proposal submission deadline.
Value Added Tax on Price Proposal	<input checked="" type="checkbox"/> must be inclusive of VAT and other applicable indirect taxes <input type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes
Validity Period of Proposals	<input checked="" type="checkbox"/> 120 days

<i>(Counting for the last day of submission of quotes)</i>	In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.
Partial Quotes	<input checked="" type="checkbox"/> Not permitted <input type="checkbox"/> Permitted
Payment Terms	<ul style="list-style-type: none"> <li>• First installment of 30% of the contract value upon receiving and acceptance of the detailed proposal of methodology, work plan and related research tools.</li> <li>• Second/last payment of 70% of the contract value upon receiving and acceptance of the final report.</li> </ul>
Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment	UNDP and MOFA
Type of Contract to be Signed	<input checked="" type="checkbox"/> Institutional Contract
Criteria for Contract Award	<input type="checkbox"/> Lowest Price Quote among technically responsive offers <input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution) <input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criteria and cannot be deleted regardless of the nature of services required. Non acceptance of the GTC may be grounds for the rejection of the Proposal.
Criteria for the Assessment of Proposal	<p>Proposal shall be considered technically qualified if it achieves minimum 70% of total obtainable technical points.</p> <p><b>Weight of technical and financial point:</b></p> <p><b><u>Technical Proposal (70%)</u></b></p> <p><b><u>Financial Proposal (30%)</u></b></p> <p>Financial score will be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.</p> <p>See detailed evaluation criteria in the below table.</p>
UNDP will award the contract to:	<input checked="" type="checkbox"/> One bidder
Annexes to this RFP	<input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2-a: Technical proposal; Annex 2-b: Financial proposal; Annex 2-c: Submission check-list) <input checked="" type="checkbox"/> Detailed TOR (Annex 3) <input checked="" type="checkbox"/> <a href="#">General Terms and Conditions</a> (Annex 4) <sup>1</sup> <input checked="" type="checkbox"/> <a href="#">Institutional contract for service</a> (Annex 5)

<sup>1</sup> Service Providers are alerted that non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process.

Contact Person for Inquiries (Written inquiries only) <sup>2</sup>	<p>Ms. Huynh Huong Thanh Procurement Associate, UNDP Vietnam Email: huynh.huong.thanh@undp.org</p> <p>Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.</p>
Notification of selection result	UNDP will contact only successful bidder for contracting.

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<sup>2</sup> This contact person and address is officially designated by UNDP. If inquiries are sent to other person/s or address/es, even if they are UNDP staff, UNDP shall have no obligation to respond nor can UNDP confirm that the query was received.

## Evaluation Criteria

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable	Company / Other Entity				
				A	B	C	D	E
1.	Expertise and Capacity of Firm / Organization submitting proposal	20%	200					
2.	Adequacy of the proposed approach, methodology and work -plan responding to the ToR	40%	400					
3.	Personnel competencies and human resource organization	40%	400					
<b>Total</b>			<b>1000</b>					

Evaluation forms for technical proposals follow on the next two pages. The obtainable number of points specified for each evaluation criterion indicates the relative significance or weight of the item in the overall evaluation process. The Technical Proposal Evaluation Forms are:

Form 1: Expertise and Capacity of Firm / Organization submitting Proposal

Form 2: Adequacy of the proposed approach, methodology and workplan responding to the ToR

Form 3: Personnel competencies

Technical Proposal Evaluation Form 1			Points	Company / Other Entity				
				A	B	C	D	E
Expertise and Capacity of Firm / Organization submitting Proposal								
1.1	Reputation of organization and staff (Competence/Reliability)	40						
1.2	Litigation and arbitration history	10						
1.3	Organizational capability which is likely to affect implementation <i>(risks versus access to specialized skills: i.e. subcontracting/partnerships - loose consortium, holding company or one firm, size of the firm/organization, strength of project coordination and support)</i>	40						
1.4	Quality assurance procedures, warranty	10						
1.5	Previous experience of conducting evaluations (i.e. questionnaires and interviews)	50						
1.6	Previous experience in conducting evaluation in development projects	50						
			200					

Technical Proposal Evaluation Form 2			Points	Company / Other Entity				
				A	B	C	D	E
Adequacy of the proposed approach, methodology, work plan and quality control responding to the TOR								
2.1	Does the suggested work-plan sufficiently address the key tasks/responsibilities expressed in the TOR?	50						

2.2	Is the suggested methodology for the evaluation sufficient to address the needs/demands of the TOR?	100					
2.3	Does the proposal commit commissioning a strong team of international and national experts for quality assurance of the expected outputs?	50					
2.4	Does the proposal commit adequate human and logistical resources (including support staff, translation/interpretation etc.) to ensure high-quality and timely delivery of the evaluation?	100					
2.5	Is the presentation clear and the sequence of activities and the planning logical, realistic and promise efficient delivery of quality evaluation report?	100					
		400					

Personnel Evaluation Form 3			Points	Company / Other Entity				
				A	B	C	D	E
Personnel competencies								
3.1	International Team Leader		210					
		Sub-score						
	Master degree and above in Political Science, Social Science, Public Administration, Gender and Development, institutional development, and other similar disciplines	40						
	At least 10 years of experience in working with countries in transition. Knowledge about and proven working experience in the area of Women’s Leadership is essential. Previous work experience in Vietnam is an asset.	40						
	Demonstrated project evaluation experience	50						
	Strong analytical capacities and excellent oral and written presentation and communication skills, maturity and confidence in dealing with senior and high ranking officials of national and international institutions, and government	40						
	Knowledge of and practical application experience of gender issues and concept.	20						
	Understanding of organizational structure, functions of Vietnamese government agencies and political bodies in particular is preferred but not essential.	20						
3.2	Senior National Team member		190					
		Sub-score						
	Educational background in Political Science, Social Science, Public Administration, Gender and Development or other related disciplines	40						

	At least 10 years of experience within the state administration or international organizations in Vietnam	40						
	Demonstrated project evaluation experience	40						
	Knowledge and practical experiences on empowerment of women	40						
	Good skills of writing and presenting the report. Fluency in written English. Able to translate from English to Vietnamese	30						
		190						



## FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL<sup>3</sup>

*(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery<sup>4</sup>)*

[insert: Location].

[insert: Date]

To: [insert: Name and Address of UNDP focal point]

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated [specify date], and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions :

### A. Qualifications of the Service Provider

*The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following :*

- a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations;*
- b) Business Licenses – Registration Papers, Tax Payment Certification, etc.*
- c) Latest Audited Financial Statement – income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation, etc. ;*
- d) Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contract references;*
- e) Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.*
- f) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.*

### B. Proposed Methodology for the Completion of Services

*The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.*

### C. Qualifications of Key Personnel

*If required by the RFP, the Service Provider must provide :*

<sup>3</sup> This serves as a guide to the Service Provider in preparing the Proposal.

<sup>4</sup> Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

- a) *Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.;*
- b) *CVs demonstrating qualifications must be submitted if required by the RFP; and*
- c) *Written confirmation from each personnel that they are available for the entire duration of the contract.*



## FORM FOR SUBMITTING SERVICE PROVIDER'S TECHNICAL PROPOSAL<sup>5</sup>

*(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery<sup>6</sup>)*

[insert: Location].

[insert: Date]

To: Procurement Unit - UNDP Vietnam

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated [specify date], and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions:

### D. Qualifications of the Service Provider

The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating among others the following with appropriate supporting documents:

- a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations;
- b) Business Licenses – Registration Papers, Tax Payment Certification, etc.
- c) Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references

Client	Contract value	Duration of activity	Services/goods provided	References contact (name, phone, email)

- d) Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc. (if any)
- e) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.

**(Note:** Please refer to Form 1 – Evaluation criteria for providing appropriate information and supporting documents to demonstrate the bidders' capacity)

### E. Proposed Methodology for the Completion of Services

The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.

**(Note:** Please refer to Form 2 – Evaluation criteria for UNDP requirements when preparing this section)

### F. Qualifications of Key Personnel

The Service Provider must provide:

- a) Names and qualifications of the key personnel that will perform the services indicating who is Team

<sup>5</sup> This serves as a guide to the Service Provider in preparing the Proposal.

<sup>6</sup> Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

Leader, who are supporting, etc.;

b) CVs demonstrating qualifications must be submitted if required by the RFP

(**Note:** Please refer to Form 3 – Evaluation criteria for UNDP requirements when preparing this section)

We agree to abide by this Proposal for 120 days from the date of proposal submission deadline.

*[Name and Signature of the Service Provider's Authorized Person]*

*[Designation]*

*[Date]*

## FORM FOR SUBMITTING SERVICE PROVIDER'S FINANCIAL PROPOSAL<sup>7</sup>

*(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery<sup>8</sup>)*

The Proposer is required to prepare the Financial Proposal in an envelope separate from the rest of the RFP as indicated in the Instruction to Proposers.

The Financial Proposal must provide a detailed cost breakdown. Provide separate figures for each functional grouping or category.

Any estimates for cost-reimbursable items should be listed separately.

In case of an equipment component to the service provider, the Price Schedule should include figures for both purchase and lease/rent options. UNDP reserves the option to either lease/rent or purchase outright the equipment through the Contractor.

The format shown on the following pages is suggested for use as a guide in preparing the Financial Proposal. The format includes specific expenditures, which may or may not be required or applicable but are indicated to serve as examples.

### A. Cost Breakdown per Deliverable\*

	<b>Deliverables</b> <i>[list them as referred to in the RFP]</i>	<b>Percentage of Total Price</b> <i>(Weight for payment)</i>	<b>Price</b> <i>(Lump Sum, All Inclusive)</i>
1	Deliverable 1		
2	Deliverable 2		
3	....		
	<b>Total</b>	100%	

*\*This shall be the basis of the payment tranches*

### B. Cost Breakdown by Cost Component *[This is only an Example]:*

<b>Description of Activity</b>	<b>Remuneration per Unit of Time</b>	<b>Total Period of Engagement</b>	<b>No. of Personnel</b>	<b>Total Rate</b>
<b>I. Personnel Services</b>				
1. Services from Home Office				
a. Expertise 1				
b. Expertise 2				
2. Services from Field Offices				
a. Expertise 1				
b. Expertise 2				
3. Services from Overseas				
a. Expertise 1				
b. Expertise 2				
<b>II. Out of Pocket Expenses</b>				

<sup>7</sup> This serves as a guide to the Service Provider in preparing the Proposal.

<sup>8</sup> Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

1. Travel Costs				
2. Daily Allowance				
3. Communications				
4. Reproduction				
5. Equipment Lease				
6. Others				
<b>III. Other Related Costs</b>				

*[Name and Signature of the Service Provider's Authorized Person]*

*[Designation]*

*[Date]*





## CHECK LIST OF DOCUMENTS SUBMITTED BY BIDDERS

**Note:**

- Bidders are required to review carefully this checklist before submitting proposal to ensure complete submission.
- Maximum email size: 07 MB/email. Bidders can split proposal into several emails if the file size is large
- Technical and Financial Proposals are to be submitted in separate envelop/email by 18 November 2016 (Hanoi time).
- Email and proposal should indicate clearly the name of tender.

Item	Documents	To be completed by bidders		
		Doc submitted Y/N	Number of pages	Remarks
1	Fully filled Technical proposal (pls. refer to template in Annex 2-a) with copies/scan of supporting documents			
2	Duly signed Price Schedule (pls. Refer to template in Annex 2-b)			
3	This duly filled, checked, certified submission checklist (Annex 2-c) to be attached to the submission			
4	Send email (without attachment) to <a href="mailto:procurement.vn@undp.org">procurement.vn@undp.org</a> notifying that you already submitted proposal and the number of email submitted (in case submitted by email). Notification emails should be sent to above email address by submission deadline or right after you submit proposals (either by email or hard copy).			

*[Name and Signature of the Service Provider's Authorized Person]*  
*[Designation]*  
*[Date]*

## TERMS OF REFERENCE

**SERVICE:** End of Project Evaluation  
**PROJECT:** Women's Leadership: Empowerment of Women in the Period of International Integration  
**DUTY STATION:** Viet Nam (Ha Noi and 4-6 selected provinces)  
**EXPECTED DURATION:** From December 2016 – 10 Jan 2017.

### 1. GENERAL BACKGROUND

UNDP began to support women's empowerment since 2008 through cooperation with Ministry of Foreign Affairs for the project "Empowerment of Women in the Public Sector in the Context of International Economic Integration (EOWP)" during 2008-2012 and the second extended phase "Women's Leadership: Empowerment of Women in the Period of International Integration" in 2013-2016. The current 4 year phase has been designed around the 5 components:

- **Institutional Leadership Program:** Strengthened institutional capacity to develop and implement leadership programs for women to support the achievement of targets set in the National Strategy on Gender Equality.
- **Preparations for the 2016 elections:** Increased women's representation in the National Assembly and People's Councils improved in the 2016 elections.
- **Human Resource Procedures:** Revised human resource procedures to promote women's participation in leadership positions.
- **Capacity Building and Training:** Increased access of mid and senior level women in the civil service to training and capacity building opportunities not normally offered or accessible to women
- **Research, Awareness Raising and Media Campaign:** Information and evidences strategically disseminated to decision makers in human resource management with practical recommendations to make a change in processes.

The ultimate objective of the project is to strengthen women's representation and participation at legislative and administrative levels, contributing to the realization of the national strategy and the objectives of building a democratic, just and civilized society, with the following focuses:

- Enhance capacity and empowerment of women in the public sector in the period of international integration, especially to build awareness and knowledge of female cadres about emerging issues in the implementation of international integration guideline.
- Support the increase of the number of women candidates and elected women MPs in the 2016 election and gender mainstreaming in human resource guidelines and practices of government agencies in order to meet the objectives of the National Strategy on Gender Equality for the 2011–2020 period.
- Support policy formulation and implementation in the area of women leadership and to build public awareness about the role and contribution of women in leadership through policy research, dialogues and international networking.

As designed in the Detailed Project Outlines (DPO) the final evaluation will assess the achievement, relevance, effectiveness, and efficiency of the project during the period from June 2013 to end of 2016. It will be a "forward looking" evaluation, which will find out the strengths and weakness of the project, analyze the support to increase women's representation in the context of macro governance issues and provide recommendations which will be built on the achievements of the project. The evaluation will be outcomes oriented, meaning that the evaluation should go beyond the assessment of project activities,

looks at early signs of potential impact and sustainability of results, and be geared as much as possible to project contributions to improved gender equality and governance in Vietnam in general.

The final evaluation is scheduled to be held during 28 Nov 2016 – 10 Jan 2017 , and a team consisting of one international and one national consultant will be recruited to conduct the evaluation.

## **2. OBJECTIVE OF THE ASSIGNMENT**

In this context, the objective of the Evaluation is

- to assess the implementation of the project since its start in June 2013 (results, achievements, constraints) against expected results defined in the project document and annual work plans
- to assess operational aspects such as project management in achieving the project results.
- to make recommendations on future strategy and partnerships
- to synthesize lessons to help improve the design and implementation of activities within future programme/projects in related thematic area

## **3. SCOPE OF WORK**

### ***a) Review and assessment of rationale, justification and project design***

This includes an assessment and documentation of the relevance of the project. It will respond specifically to:

- Was the project relevant to the local context?
- How did the project align with government priorities and strategies (such as National Strategy on Gender Equality) and UN strategies, UNDP Gender Equality Strategy?
- How did the project complement and link to interventions of other donors/projects?
- Were the project objectives and interventions relevant and realistic?
- Were the project's activities relevant, appropriate and strategic compared to the national goals and UNDP's mandate in governance?
- Assess the quality and logic of project design
- Conduct a financial budget analysis of expenditures to determine the focus of the project by activity and by expected outcome.

### ***b) Review of project achievements and results***

This includes an assessment and documentation of project progress against the expected results as defined in the project document and annual work plans. Apart from that, project's results should be rated in the following aspects:

- *Effectiveness*: To what extent project objectives were achieved? (*progress towards* the achievement of development results and implementation of better processes to achieve those results). Were the activities implemented as planned? Who were partners of the project? How strategic were they in terms of mandate, influence, capacities and commitment? How satisfied were different stakeholders with the involvement in the project?
- *Efficiency*: Were activities cost efficient? Were output/objectives achieved on time? Was the project implemented in the most efficient way compared to alternatives? Analysis of budget allocation/expenditure on the 5 main activities.
- *Impact*: What was the impact of the 5 main activities: study tours, leadership and management training of women civil servants, research grant program, scholarship program, networking/policy dialogues. How did the project reach the targeted beneficiaries? What were project achievements? What were the supporting/constraining factors? What were the outcomes of the project? Were there any changes in knowledge, attitudes or behaviors of decision makers? How was the project's contribution to these changes? Were there any policy and practice changes? How was the project's contribution to these changes? What could be long-term impacts of the project? Were the right people/bodies/offices targeted? Was the way the policy influencing took place effective/appropriate?
- *Sustainability* (the probability of benefits to continue over time): Sustainability assessment includes 2 aspects: (i) financial and (ii) technical

- c) **Recommendations on the project scope, objectives and activities for the next phase of the project** taking into account recent developments (UNDP Gender Equality Strategy, 2017-2021 Vietnam Country Programme Document, national policies and programmes, and direction of governments. Specific questions to respond to:
- What are lessons learned for future projects?
  - What could be done differently?
  - Who should be implementing partners for the next phase of the project?
  - What should be the priorities for the next phase of the project?
  - What should be the key activities for the next phase of the project?
  - Identify the strengths and weaknesses of the management structure of the project and recommendations for management structure of next phase?

#### 4. METHODOLOGY

This final evaluation will adhere to the United Nations Evaluation Group's Norms & Standards (which can be found in the following link)

[http://www.uneval.org/papersandpubs/documentdetail.jsp?doc\\_id=22](http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=22)

[http://www.uneval.org/papersandpubs/documentdetail.jsp?doc\\_id=21](http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=21)

The contractor will propose evaluation methodology based on the following activities:

- Propose a detailed work plan, methodology, approach and interview questionnaires
- Desk review of project documentation
- Desk review of annual and mid-year reports, activity reports from partners
- Desk review of policy research reports
- Interviews with Project Staff, Project Partners (Vietnam Women's Union, WIPPA) scholarship holders, members of study tours, trainings' participants (especially elected women at different levels)
- Questionnaires for recipients of research grants, trainees of training conducted by the Project, trainees for training conducted by Project Partners
- Conduct in depth interviews with key counterparts at central level and local level to understand the reasons for identified gaps in relevance and efficiency as well as to document initial impact and lessons learnt of the project
- Prepare the draft report to seek comments from different stakeholders such as project partners, UNDP, Donors supporting women empowerment.
- Present the key findings and recommendations in a workshop to validate the draft report. The cost of the workshop will be borne the Project.
- Finalization and submission of report

#### 5. EXPECTED PRODUCTS

A comprehensive analytical End-of-Project Evaluation Report in both English and Vietnamese that highlights the findings, recommendations and lessons learnt. The report will also specifically cover suggestions for a next phase of preprogramming on women empowerment. It should consist of the following parts:

- Review of project achievements and results against expected outputs as defined in the project document and reflected in annual work plans, mid-year reports and annual reports (to UNDP and MOFA). Project results should be rated based on five criteria: relevance, effectiveness, efficiency, impact and sustainability. The assessment of project implementation should include an analysis of success factors as well as bottlenecks encountered during project implementation.
- Recommendations should cover objectives, potential outputs, partners (national and international), resources mobilization opportunities (taking into account options for some mobilization in Vietnam) for a new programme on women empowerment.

The report is maximum thirty pages excluding annexes, which should include, but is not limited to the following components:

- Title page
- List of acronyms and abbreviations
- Table of contents, including list of annexes
- Executive summary (max 3 pages)
- Introduction, Scope, and Purpose of the evaluation
- Methodology including description of the work conducted and Key questions
- Findings and Observations
  - o Analysis of project design
  - o Analysis of actual project implementation (relevance, effectiveness, efficiency, impact, sustainability): Key findings and lessons learnt.
- Recommendations/Lessons Learnt for future initiatives
- Budget Utilization
- Conclusion (max 3 pages)
  - o Suggestions on the way forward: objectives, outcomes, outputs, activities, budgets, project human resources, management structure etc.
- Annexes

Besides the above report, following intermediate semi-products and tools should be submitted

- Detailed work plan of the assignment with clear elaboration of tasks of international and national consultant
- Questionnaire (for trainees of partner-led training and project led training)
- List of interviewees and questionnaire recipients

## 6. ASSIGNMENT DURATION, DUTY STATION AND EXPECTED PLACES OF TRAVEL

The team (of 2 members) will have a duration of up to 35 days, **within 28 Nov 2016 – 10 Jan 2017**. The team will work mainly in Hanoi, with field trips to 3-6 (1-2 provinces for each of the Northern, Central and Southern region where there is training beneficiaries) Is it up to the bidders to propose the provinces for the field trips with justification for such selection.

Indicative timeline of the evaluation:

Event	Deadline	Key Deliverables/Outputs
RFP published on UNDP website	Nov 2016	
Award of contract to successful Local Service Contractor	December 2016	Contract signed
Detailed proposal of methodology, work plan and related research tools	By 5 Dec 2016	Detailed Plan submitted to UNDP
Desk-review and questionnaires	By 12 Dec 2016	Questionnaires set
In depth interviews	By 19 Dec 2016	Set of data and information collected from fieldwork
Draft report and one-day validation workshop in Hanoi	By 30 Dec 2016	Draft report with initial findings consulted with key stakeholders
Finalization and submission of report	By 10 Jan 2016	Final evaluation ready for circulation

## 7. TEAM COMPOSITION:

The team members should be selected from those, who have not been involved in the project in one form or the other, be it project formulation or implementation.

Qualification requirements for the international team leader:

- Master degree and above in Political Science, Social Science, Public Administration, Gender and Development, institutional development, and other similar disciplines
- At least 10 years experience in working with countries in transition. Knowledge about and proven working experience in the area of Women's Leadership is essential. Previous work experience in Vietnam is an asset.
- Experience in conducting project evaluations
- Strong analytical capacities and excellent oral and written presentation and communication skills, maturity and confidence in dealing with senior and high ranking officials of national and international institutions, and government
- Knowledge of and practical application experience of gender issues and concept.
- Understanding of organizational structure, functions of Vietnamese government agencies and political bodies in particular is preferred but not essential.

The Evaluation Team Leader will have overall responsibility for the quality and timely submission of the evaluation report to UNDP and MOFA. Specifically, the team leader will perform the following tasks:

- Lead and manage the evaluation mission
- Design the detailed evaluation scope and methodology and approach
- Ensure efficient division of tasks between the mission members
- Conduct the evaluation in accordance with the proposed objective and scope of the evaluation
- Share initial findings with consultative group
- Draft and communicate the evaluation report
- Finalize the evaluation report in English and Vietnamese and submit to UNDP

Qualification requirements for the senior national team member:

- Educational background in Political Science, Social Science, Public Administration, Gender and Development or other related disciplines
- At least 10 years of experience within the state administration or international organizations in Vietnam
- Knowledge and practical experiences on empowerment of women
- Experience in conducting project evaluations
- Good skills of writing and presenting the report.
- Fluency in written and spoken English
- Able to translate from English to Vietnamese

S/he will perform the following tasks:

- Review documents
- Participate in the design of the methodology
- Conduct the evaluation in accordance with the proposed objective and scope of the evaluation
- Draft certain sections of the evaluation report
- Conduct the interviews in Vietnamese
- Assist the Team Leader in finalizing the draft evaluation report through incorporating suggestions received
- Finalize the Vietnamese version of the report

**8. PROVISION OF MONITORING AND PROGRESS CONTROLS**

- The successful bidder will be accountable to UNDP on the timeliness and quality of the expected outputs. The deliverables and reports should be submitted as per the agreed plan.
- The assigned expert team will work closely with UNDP Head of Governance Cluster, UNDP Programme Officer and the project management unit at MOFA in order to implement the work and achieve the required results.

- The following intermediate products and tools must be submitted in both English and Vietnamese to UNDP and MOFA for agreement
  - ✓ Detailed work plan and methodology of the assignment with clear elaboration of tasks of international and national consultants
  - ✓ Selection of interlocutors
  - ✓ Questionnaires
  - ✓ Draft report outline
  - ✓ Draft report on the findings and recommendations
  - ✓ Presentations to relevant stakeholders (UNDP, MOFA, donors supporting women empowerment...) to present the evaluation findings and recommendations and to collect feedbacks to finalize the report
- The partner agencies and the project office will be responsible for facilitating the contractor, providing all documents, reference materials, suggesting contacts required to conduct the Evaluation.
- The findings of the report should be disaggregated by gender where possible and should follow the ethical code of conducts for UNDP evaluations in Annex III

## **9. ADMINISTRATION SUPPORT AND REFERENCE DOCUMENTS**

The UNDP-MOFA project will facilitate the work of the mission before and during its stay in Vietnam, including support to schedule meetings and interviews and, producing the necessary background information for the evaluation process.

The Project will also extend support to the international consultant for arranging VISA for Vietnam. Consultants will have a temporary working station in Project Office and can utilise meeting rooms in UNDP Country Office with advance bookings. Necessary documents will be forwarded to the consultants in advance by the project office.

Suggested Documentation:

- Guidelines for outcome evaluators (UNDP publications)
- One UN documents (One UN Plan 3, annual One UN reports etc.)
- UNDP 2017-2021 Country Programme Document
- UNDP Gender Equality Strategy
- Project Document (DPO)
- Quality Management for Project Activity Results
- National Strategy on Gender Equality
- National Programme on Gender Equality
- All Project Work Plans 2013, 2014, 2015, 2016
- Progress and financial reports by Project (Annual and quarterly)
- Annual Project Review meeting minutes
- All research conducted by the project
- Partner Project activities' reports
- Training Materials (from partners and from project)
- Any other materials deemed useful and necessary

## **10. REVIEW TIME REQUIRED AND PAYMENT TERMS**

- First installment of 30% of the contract value upon receiving and acceptance of the detailed proposal of methodology, work plan and related research tools.
- Second/last payment of 70% of the contract value upon receiving and acceptance of the final report.