



## TERMS OF REFERENCE

**Title:** Consultant for Endline evaluation  
**Location:** Hanoi and project site  
**Duration:** July – Oct 2025  
**Reporting to:** Project Manager and MEAL Advisor

Since 1989, CARE in Vietnam (CVN) has partnered with a wide range of organizations to implement over 300 impactful projects across the country. We believe that true sustainable development can only be achieved by addressing the root causes of poverty, social injustice, and inequality. In collaboration with our partners, we are committed to empowering women and their communities—whether smallholder farmers, workers, or owners of micro and small enterprises—by enhancing their skills, confidence, and capacity to engage in economic development, adapt to climate change, and strengthen their resilience to natural or major disasters. Together, we aim to foster a society where development is inclusive, equitable, and accessible to all.

### Project information

Almost 13 million informal workers work in sectors facing the largest economic shock caused by COVID-19. The social distancing measures of the COVID-19 response are likely to severely reduce income options for individuals near the poverty line, such as waste recyclers, street vendors and domestic workers, of which nearly 95% are women.<sup>1</sup> The impact of COVID-19 pushed women, especially garment workers from formal occupations into informal insecure forms of employment (e.g. own small business). Those already working in the informal sector, e.g. street vendors, experienced a decreased demand for their services through changing consumer behavior caused by social distancing and a shift from shopping in the streets to online shopping. WODIMO's objective is to support decent work for women migrant workers in the informal sector and to improve their access to social protection during and beyond COVID-19 pandemic, through their access to the existing digital platforms.

The “**Women on the Digital Move**” (WODIMO) project is expected to recruit ~1,800 women migrant workers in informal sector by the end of its timeline (Project's target is 1,475). The project focuses on creating opportunities for these women to increase their income and enhance their access to social welfare through online trading platforms. By 31 May 2025, the project successfully recruited 1,586 beneficiaries with details as below:

- **Outcome 1:** Women informal migrant workers have increased digital income generation opportunities: 920 recruited
- **Outcome 2:** Improved public services for the informal workers provided by the local government officers: 150 recruited
- 516 beneficiaries have joined both Outcome 1 & Outcome 2 activities.

*Project key interventions:*

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<sup>1</sup>[https://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-hanoi/documents/briefingnote/wcms\\_742134.pdf](https://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-hanoi/documents/briefingnote/wcms_742134.pdf)

- Building capacity (knowledge and skills) for women informal migrant workers on online business to improve their income generation opportunities.
- Provide information on social protection rights to informal migrant workers and equip them with skills to have better access to social services.
- Create space for the informal migrant workers to have dialogues with local authorities/ government agencies on any obstacles they may face in accessing social services and propose relevant solutions

### **Rationale and purpose**

WODIMO is a 3-year project, running from December 2022 to November 2025. Although formal implementation began in April 2024 due to delays in project permitting and beneficiary recruitment, the project is now approaching its completion. As the project draws to a close, it is critical to assess its overall performance and achievements against the intended objectives and outcomes outlined in the project's design.

The evaluation will measure progress against intended outcomes, highlight key achievements and challenges, and extract lessons to inform future programming. It will also provide accountability to CVN, partners, donors, and stakeholders.

Findings will support strategic learning, strengthen organizational knowledge, and guide future interventions in similar contexts. The primary audience includes CVN and affiliates, implementing partners, beneficiaries, and relevant government and donor actors.

### **Key objective**

An independent external consultant/team is sought to undertake the Endline Evaluation of the WODIMO project to ensure an objective and impartial assessment.

The evaluation will focus on capturing the project's overall performance, achievements, and lessons learned to inform future programming and accountability to stakeholders. Specifically, the objectives of the Endline Evaluation are to:

1. Assess the overall results and achievements of the project against its log-frame, outcome indicators, and targets, considering both intended and unintended results.
2. Examine the relevance, effectiveness, efficiency, impact, and sustainability of the project strategies, activities, and approaches in the current local context.
3. Analyze internal and external factors that influenced project implementation and results, including enabling and hindering factors.
4. Evaluate the sustainability of outcomes and the potential for continued benefits after the project's conclusion.
5. Document key lessons learned and good practices to inform CVN, partners, and donors in the design and implementation of future programs

### **Key Endline Evaluation Questions**

1. **Relevance:** To what extent were WODIMO's objectives, activities, and methodologies appropriate to the needs and priorities of the target groups and effectively reach the informal migrant women. Whether the changes during the project's lifecycle help to leverage the project effectiveness and adapted to context change? Given the project's key intervention approaches:
  - **Rights-based approach:** Empowered informal workers and civil society to advocate for

gender equality and social security, addressing systemic barriers.

- **Locally led & partner-driven:** Worked through trusted local CSOs to co-design interventions tailored to the lived experiences of informal migrant women.
  - **Inclusive delivery:** Used peer outreach, hybrid (online/offline) activities, and partner networks to reach diverse and hard-to-reach beneficiaries.
  - **Context responsiveness:** While following original plans, the project adapted to evolving needs and challenges, enhancing effectiveness and maintaining relevance
2. **Effectiveness:** To what extent has the project achieved its intended outcomes and outputs as defined in the log-frame? What have been the key contributing or hindering factors?
  3. **Efficiency:** How well were resources (time, funding, human resources) used to achieve results, especially the online intervention and core group coaching activity? Were there any areas where implementation could have been more cost-effective?
  4. **Sustainability:** How likely is it that the benefits of the project will be sustained after its completion? Are local partners positioned to continue or build on the results?
  5. **Impact:** What are the broader changes (intended or unintended, positive or negative) that can be attributed to the project at the individual, household, community, or institutional level?
  6. **Lessons Learned and Recommendations:** What lessons and best practices have emerged from the project's implementation and results? What recommendations can be made to CVN, its partners, and donors for future programming?
- Given project's learning agenda:
- **Partnership Effectiveness:** How to work effectively with diverse partners (private, government, NGOs), considering their motivations, strengths, and challenges?
  - **Beneficiary Engagement:** What approaches best attract and retain informal migrant women in project activities?
    - **Online Delivery:** Are online interventions suitable and effective for informal migrant women, and how can they be improved?

### **Evaluation Approach**

The Endline Evaluation will apply a mixed-methods approach, integrating both qualitative and quantitative methods, and drawing on primary and secondary data. The methodology should enable a robust assessment of the project's outcomes and impact, while remaining feasible within the timeframe and resources available. Specifically:

- **Desk Review:** A thorough review of relevant project documentation
- **Quantitative Data Collection:** A structured survey among project beneficiaries to assess measurable outcomes. A representative, comparison-able and feasible sample size is required. Surveys may be conducted through a combination of online and offline tools, depending on accessibility and context.
- **Qualitative Data Collection:** In-depth interviews and focus group discussions with a range of stakeholders, including project staff, implementing partners, community members, and local authorities, to gather contextual insights and perceptions.
- **Participatory and Inclusive Process:** The evaluation should engage a cross-section of stakeholders and beneficiaries, ensuring diverse voices are included. Data must be disaggregated by sex, age, and geographic location where relevant.
- **Ethical Considerations:** The evaluator is expected to adhere to ethical research principles, including informed consent, confidentiality, and safeguarding of participants.

- **Validation of Methodology:** The proposed evaluation design, sampling strategy, and tools will be presented to CVN and its partners for feedback and validation before implementation.
- **Utility and Contextual Sensitivity:** The evaluator should maintain a strong focus on the practical use of evaluation findings, acknowledging the context-specific nature of conclusions and maintaining flexibility to adjust methods as needed.
- **Equity and Rights-Based Lens:** The evaluation should reflect a commitment to inclusion, gender equality, and human rights throughout its design and implementation

## Scope of work and key deliverables

### Scope of work/Responsibilities:

- 1- **Desk Review:** Analysis of existing and relevant documents
- 2- **Development of Evaluation Plan:** Prepare a detailed Endline Evaluation Plan with timeline, pre-discuss and align with CVN before implementation. The plan outlines, including but not limited to:
  - Methodology and rationale
  - Data collection tools (quantitative and qualitative)
  - Fieldwork and interview plans
  - Data analysis and quality control approach
- 3- **Field Data Collection:** The consultant will lead both the qualitative and quantitative data collection process, including:
  - **Tool development and testing:** Design and refine structured survey instruments and qualitative interview guides tailored to key stakeholder groups (e.g., beneficiaries, partners, local authorities). The survey tool should be tested with female migrant on the understandability, interview length, and relevant language. All tools must be reviewed and approved by the CVN team prior to use.
  - **Implementation:** Recruitment and provide training to the interviewer team. Conduct data collection through face-to-face, online, or phone-based interviews, as appropriate to context and accessibility.
  - **Ensure ethical considerations** during the data collection process.
- 4- **Data Management and Analysis**
  - Clean and manage all collected data securely.
  - Conduct quantitative analysis using appropriate statistical software.
  - Analyze qualitative data, coding themes and identifying insights.
  - Develop a codebook and a curated quotation document from qualitative interviews to support findings.
- 5- **Reporting**
  - Consolidate findings into a comprehensive Endline Evaluation Report, integrating both qualitative and quantitative results.
  - Prepare a PowerPoint presentation summarizing key findings, conclusions, and recommendations.
  - Conduct a validation and debrief session with CVN (and project stakeholders if needed) to present preliminary findings and gather feedback before finalization.

### Product's deliver:

The consultant is expected to produce the following deliverables in a timely and high-quality manner:

**1- Evaluation/Inception Report (in English):** A detailed document outlining the proposed approach with corresponding timeline, including:

- Evaluation methodology (qualitative and quantitative)
- Sampling strategy and sample size calculations
- Interview techniques and number/types of interviews
- Draft data collection tools
- Fieldwork plan
- Data analysis plan and quality assurance measures

*This protocol must be approved by CVN before fieldwork begins.*

**2- Debriefing Session on Preliminary Findings:**

- A live (in-person or virtual) debriefing session in Hanoi (or agreed platform) to present initial key findings to CVN and the project team.

**3- Raw Data and Documentation:**

- Electronic versions of interview notes, original recordings, and transcripts (where applicable)
- A codebook and a well-organized list of meaningful quotes from qualitative interviews

**4- Presentation of Key Findings (English):**

- A PowerPoint presentation summarizing key results, insights, and recommendations, designed for CVN (and stakeholders' if needed) review and feedback.

**5- Final Evaluation Report (in English):** A comprehensive Endline Evaluation Report **no more than 30 pages** that includes but not limited to:

- Executive summary
- Methodology
- Analysis of findings aligned to evaluation questions
- Conclusions and evidence-based recommendations
- Lessons learned and implications for future programming

### Tentative Timeframe:

Deliverables	Duration (Estimated # of days)	Deadline
Desk review	1	5 August 2025
Development of Evaluation Plan, methodology and tool: <ul style="list-style-type: none"><li>- Inception report</li><li>- Qualitative and quantitative tools</li></ul>	3	22 Aug 25
Data collection: <ul style="list-style-type: none"><li>- Tool testing</li><li>- Training for the interview team</li><li>- Field data collection</li></ul>	15	25 Aug – 12 Sep 25

<b>Deliverables</b>	<b>Duration (Estimated # of days)</b>	<b>Deadline</b>
Data analysis	10	12 – 22 Sep 25
Key findings V1 (PPT format)	2	25 Sep 25
Key findings V2 (PPT format) + Full report V1	4	5 Oct 25
Key findings FINAL + Full report V2	4	15 Oct 25
Full report V3	3	25 Oct 25
Full report FINAL	1	30 Oct 25
	43 days	

*The number of days can be adjusted upon discussion and mutual agreement between CVN and consultant/team, depending on actual context at the time of implementation.*

### **Selection criteria**

The consultant/team can be a team of Vietnam national or international professionals with relevant education and working experience.

Required attributes:

- 1- Proven expertise in study areas such as economic rights, gender equality and social inclusion, women entrepreneurship, women's rights, monitoring and evaluation, political science, or community development
- 2- Demonstrated experience in undertaking and leading relevant projects evaluation
- 3- In-depth knowledge of Vietnam's digital business and policy environment
- 4- Ability to arrange and manage all logistical issues related to the implementation of the assignment
- 5- Ability to produce high-quality outputs in a timely manner while understanding and anticipating the evolving client needs
- 6- Sound communication, facilitation and presentation skills with multiple stakeholders
- 7- Excellent written and verbal communication skills and quality report-writing skills in Vietnamese and English

### **Application procedure:**

Interested candidates should submit the following documents in English, clearly stating the title of the Terms of Reference to [procurement1@care.org.vn](mailto:procurement1@care.org.vn) before the end of 24 July 2025.

Applications including:

1. CV
2. Evaluation plan (with components indicated in the TOR) on how the consultant team will undertake this evaluation
3. A list of relevant past work
4. At least one written example of a relevant evaluation
5. Detailed financial proposal with the daily rate for the consultancy (this file is separated)

CARE is an equal opportunity employer committed to a diverse workforce. Women, ethnic minorities and people with disabilities are strongly encouraged to apply.

*Thanks for your interest in CARE! We are committed to each other and to the protection of the people we serve. We do not tolerate sexual misconduct within or external to our organisation and imbed child protection in all we do. Protection from sexual harassment, exploitation and abuse and child protection are fundamental to our relationships, including employment, and our recruitment practices are designed to ensure we only recruit people who are suitable to work with other staff and the people we serve. As well as pre-employment checks, we will use the recruitment and reference process to ensure potential new consultant/supplier understand and are aligned with these expectations. To find out more, please contact the Human Resources Team Leader.*