

TERMS OF REFERENCE



Title: Project Final Evaluation
Location: Ha Noi, Ha Giang and Lai Chau province
Duration: October 2025 – May 2026
Project: The Advancing Women's Economic Empowerment in Vietnam (AWEEV)
Reporting to: Portfolio manager and MEAL Advisor

Since 1989, CARE Vietnam has actively cooperated with many partner organizations to implement more than 300 projects in Vietnam. We recognize that the key to equitable and sustainable development lies in addressing the root causes of poverty, social injustice and inequality. We always work with our partners to support women smallholder farmers, workers, and women small and micro-enterprise owners in enhancing their capacity and confidence to participate in economic development activities, adapt to climate change, and increase resilience after natural disasters or major disasters. Together, we aim for a society that develops fairly and equitably for everyone.

Project information

The Advancing Women's Economic Empowerment in Vietnam (AWEEV) project, implemented by CARE Canada through CARE Vietnam and funded by Global Affairs Canada (GAC), is a six -year initiative from March 2021 to September 2026. The project aims to improve the economic well-being of poor rural women, particularly ethnic minority (EM) women, in Vietnam's northern mountainous provinces.

Ultimate Outcome

The ultimate goal of AWEEV is to improve economic well-being for poor rural women, especially ethnic minority women in Vietnam. This means ensuring that EM women have access to sustainable livelihoods, increased incomes, and reduced vulnerabilities, allowing them and their families to thrive socially and economically.

Intermediate Outcomes and Immediate Outcomes

To achieve its ultimate outcome, AWEEV is structured around two mutually reinforcing intermediate outcomes:

1. Enhanced promotion of economic rights for poor rural and EM women in Vietnam (1100)
2. Increased participation by poor rural and EM women in paid economic activities (1200)

Each intermediate outcome is achieved through three immediate outcomes, supported by comprehensive interventions:

Key Interventions

Intermediate Outcome 1100: Enhanced promotion of economic rights for poor rural and EM women

To create an enabling environment where women's economic rights are promoted and respected, the project supports local civil society organizations (CSOs), government agencies, and communities to recognize and address systemic gender inequalities.

- Immediate Outcome 1110: The project strengthens the capacity of CSOs, women's rights organizations (WROs), media partners (notably RED), and the private sector to promote economic rights. AWEEV facilitates media engagement on gender equality, organizes learning events, documents best practices, and enables CSOs to participate in national dialogues and policy advocacy. These efforts help amplify the voices of EM women and raise public awareness around their rights and contributions.
- Immediate Outcome 1120: AWEEV enhances the ability of EM women to participate meaningfully in household and community-level economic decision-making. Women receive training in leadership, negotiation, and communication. Simultaneously, men are engaged through CARE's Engaging Men and Boys (EMB) approach to challenge harmful gender norms and support women's leadership within families and communities.

- Immediate Outcome 1130: The project addresses the disproportionate burden of unpaid care and domestic work (UCDW) placed on women. Using the 3R Framework—Recognize, Reduce, and Redistribute—AWEEV implements a package of interventions: distributing labor-saving tools (e.g., banana slicers, improved cookstoves), enhancing preschool infrastructure, and organizing gender dialogues and public campaigns. These activities aim to shift social norms and build shared caregiving responsibilities between women, men, and local authorities. The project also conducts policy advocacy to secure public financing for early childcare and lunch subsidies for preschool children, helping women to participate in paid work.

Intermediate Outcome 1200: Increased participation of EM women in paid economic activities

To ensure EM women can engage in and benefit from economic opportunities, the project focuses on improving the systemic and practical conditions that hinder their participation in income-generating activities.

- Immediate Outcome 1210: AWEEV works to strengthen the enabling environment by building the capacity of local duty bearers, such as commune officials, Women’s Unions, and DARD staff, to adopt gender-sensitive planning and programming. This includes supporting gender-responsive local regulations and encouraging institutional recognition of women’s economic roles.
- Immediate Outcome 1220: The project improves women’s access to inclusive markets and financial services by forming and strengthening producer groups, cooperatives, and Village Savings and Loan Associations (VSLAs). It facilitates linkages between women-led groups and tea factories (Quang Binh and Tam Duong), enabling women to enter high-value supply chains. Access to capital, technical support, and fair markets allows women to increase their productivity and income sustainably.
- Immediate Outcome 1230: AWEEV builds EM women’s capacity to develop and manage sustainable, climate-smart livelihoods. Women receive technical training in VietGAP and organic tea production, as well as support for environmentally friendly and climate-resilient agricultural practices. The project promotes women-led entrepreneurship and supports the development of green business models through coaching and group-based enterprise development.

Project Locations (The names of provinces, districts, and communes listed below are based on the administrative divisions prior to July 1, 2025)

AWEEV is implemented in two of Vietnam’s poorest provinces—Ha Giang and Lai Chau—home to ethnic groups such as the Dao, H’Mong, and Thai. The project originally targeted nine communes and was later expanded to six additional communes in Quang Binh district, Ha Giang, due to their high levels of childcare needs and poverty.

- Lai Chau Province (Tam Duong District): Then Sin, Binh Lu, Ban Bo
- Ha Giang Province (old) (Quang Binh District): Yen Thanh, Xuan Minh, Tien Nguyen, Tan Bac, Tan Trinh, Yen Binh
- Additional communes (Ha Giang): Ban Ria, Na Khuong, Bang Lang, Yen Ha, Tan Nam, Huong Son

These locations were chosen due to high poverty rates, low access to public services, and the presence of strong tea production value chains.

Partners

AWEEV is delivered through a partnership modality, leveraging the expertise and networks of multiple stakeholders:

- Lead organization: CARE Vietnam
 - CSO Partners: VietED Center, Centre for Organic Development and Support (CODAS), Institute for Research on Development Communication (RED), Women’s Union (WU)
 - Government partners: Department of Agriculture and Rural Development (DARD),
 - Private sector: Quang Binh Tea Factory (Ha Giang), Tam Duong Tea Factory (Lai Chau)
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Beneficiaries

The project directly targets 4,885 participants, including 3,050 women and 1,835 men, primarily ethnic minorities in remote areas. Through its interventions, AWEEV aims to indirectly benefit over 9,000 household members, including children who benefit from improved childcare services and shifting gender norms. The

project specifically prioritizes the empowerment of ethnic minority women, recognizing their intersectional challenges of poverty, isolation, and gender-based exclusion

Rationale and purpose

The Advancing Women's Economic Empowerment in Vietnam (AWEEV) project is going to phase out after 6 years' implementation and close all its activities by March 2026. CARE Vietnam (CVN) and its project partners are commissioning an independent evaluation to understand the project's impacts, outcomes and key lessons learned. The OECD/DAC criteria shall be used as the guideline for the project final evaluation to look through the project relevance, effectiveness, efficiency, sustainability, potential and observed impacts. Furthermore, progress against baseline indicators and targets will be measured. The project's lessons will inform other CARE Vietnam's interventions in the future. Therefore, CARE Viet Nam is seeking a team of independent evaluators or a firm to undertake the Project Final Evaluation to ensure an objective view and assessment.

Key evaluation objectives:

The final project evaluation shall:

- 1) Assess the project relevance, coherence, effectiveness, efficiency and certain impact based on the OECD criteria.
- 2) Draw out lessons and recommendations for the provincial authorities, project implementation partners, CARE and concerned stakeholders to inform for the development of the new projects and program in the areas

Key evaluation questions

1. To what extent are AWEEV's methodologies and adaptiveness to the findings from the Midterm review aligned and relevant to the existing context (changes and new opportunities), local program and development plan)?
2. What results have been achieved in comparison with the project baseline values, and the targets in the log frame? What are the factors contributing to or limiting the achievement of results?
 - To what extent has the project increased the economic well-being of rural and ethnic minority women in Ha Giang and Lai Chau?
 - How effectively did the project strengthen the capacity of civil society organizations and local officials to promote women's economic rights?
 - What changes occurred in household-level gender norms, particularly related to unpaid care and domestic work?
3. At what level the value-for-money approach is applied to ensure the project targets?
4. What are the expected and unexpected impacts the project created or contributed to at this stage? What should be leveraged in the following phases?
5. How sustainable and enduring are the project results, strategy, and approach likely to be?
6. What are the key lessons learned and recommendations for women's economic empowerment programming in CARE Vietnam?
7. How can the AWEEV program's approaches to women's economic empowerment (WEE) and livelihood development be adapted and scaled up within national programs, considering existing challenges, contextual differences, and the principles currently adopted by the government?
 - What principles are currently being applied in national targeted programs to promote community and individual livelihood development?
 - What intervention frameworks or approaches are being used by organizations working on women's economic empowerment? What makes AWEEV's approach distinct from those of other organizations?
 - What challenges do CARE's and other organizations' approaches face? What changes are needed to make these approaches more applicable within government programs?
 - What elements of the WEE approach should be adopted by the government, and how should they be implemented?

Evaluation methodology

- The Evaluation should apply a mixed-method approach using desk review, qualitative and quantitative data from primary and secondary sources, and data triangulation.
- The Evaluation process should be participatory, incorporating a cross-section of key stakeholders.
- The sample size should be representative for the targeted population, genders and ethnic groups. All data and findings should be disaggregated by sex and ethnicity and geographic.
- The evaluation methodology will be presented to the CARE and partner for validation and commencing.
- The evaluation consultant should conduct the evaluation with careful consideration of the utility of the evaluation and bearing in mind the following principles:
 - Ethical research principles.
 - Judgments should be made relative to context (the evaluation will draw conclusions and identify trends taking into consideration the role of and interplay with context);
 - Strong utility focus (user engagement) in planning and implementing the final evaluation (respecting time constraints);
 - Using/building on previous assessments (baseline, MTR and other studies).
 - Attention to equality and rights in all aspects of the evaluation.

The evaluation will be participatory and grounded in feminist MEAL principles, ensuring that diverse voices, especially those of ethnic minority women, are actively included throughout the process. Stakeholders will not only provide information but will also be engaged in sense-making and interpretation of findings, supporting a shift from extractive approaches to collaborative knowledge creation.

The evaluation will incorporate validation processes with project beneficiaries, creating space for women and community members to review key findings, provide feedback, and confirm that their realities are accurately reflected. Where appropriate, participatory validation sessions or community feedback mechanisms should be used to ensure findings resonate with lived experiences.

Scope of work and key deliverables:

Scope of work

- Desk review: Analysis of existing and relevant documents.
- Develop a Final Evaluation proposal including methodology, sample size calculation, and sampling strategy, data collection tools, detailed fieldwork plan, analysis plan, quality control plan, and timeframes for key management inputs and decisions.
- Field data collection process:
 - Developing quantitative and qualitative interview tools in accordance with the key informant types in the design. The tools will need to be approved by CARE team before commencing.
 - Conducting all the expected qualitative interviews in the field.
- Data analysis and interpretation using relevant software for the qualitative interviews.
- Producing codebook and good quotation document.
- Consolidating all the quantitative and qualitative data analysis results to develop the full report and a presentation on research key findings (PowerPoint format).
- Conduct the debriefing for CARE and project staff on the results of evaluation results.

Deliverables:

- Inception Report: Evaluation protocol in English (inception report) including methodology, sample size calculation and sampling strategy, data collection tools, detailed fieldwork plan, analysis plan, quality control plan, and timeframes for key management inputs and decisions.
- Debrief session: One debrief session on the key findings of the evaluation to be presented to the project team in Hanoi, partners and CARE Canada
- Dataset: raw and cleaned dataset to be submitted as collected by the data collection tools (both quantitative and qualitative data with electronic formats), which should include all original records and transcripts (if recording), all completed questionnaire (may be hard copies or in software), code book.
- Presentation & validation: key findings in both English and Vietnamese (PowerPoint format) to be presented to CARE and include suggestions and recommendations by CARE and its stakeholders.

- Final evaluation report in Vietnamese and English (outline agreed with CARE). The outline report can be:
 1. Title Page
 2. Executive Summary (maximum four pages)
 3. List of acronyms
 4. Project description
 5. Logic model (and/or theories of change) and Performance Measurement Framework including strategies that were used to achieve the program's goals
 6. Evaluation purpose, evaluation methodology, approach, and analysis, including limitations of the available data, approach, etc.
 7. Evaluation findings, documented by evidence
 8. Conclusions: insights into the findings; reasons for successes and failures; innovations
 9. Lessons learned, barriers to success
 10. Recommendations (based on evidence and insights) for CARE , including analysis of sustainability of results and most / least effective sustainability approaches
- A two - page technical/ discussion paper on Women Economic Empowerment Approach: What work well and how it can be applied in government program for Social and Economic Development.

Tentative Timeframe and No of consultancy days:

Timeframe	Activity	Team lead	Team member
16 Sept– 16 Oct	Review proposals, conduct interviews, and sign contract	n/a	n/a
16 Oct – 30 Nov 2025	Design and finalize evaluation tools	5	5
10–20 Jan 2026	Field preparation	n/a	n/a
20–27 Jan	Enumerator training and fieldwork in <i>Lai Chau</i>	1	1
28 Jan – 4 Feb	Enumerator training and fieldwork in <i>Ha Giang</i>	1	1
4–22 Feb (Tet holiday)	• Data analysis	10	7
28 Feb	Key Findings – Version 1	4	3
10 Mar	CVN and CC provide comments on Key Findings	n/a	n/a
20 Mar	Consultant submits: • Key Findings – Version 2 • Report – Version 1 Draft for Discussion Paper on Women Economic Empowerment Approach	5	3
20 – 30 Mar	End of Project workshop with partners	0.5	0.5
30 Mar	CVN provides comments	n/a	n/a
10 Apr	Consultant submits Report – Version 2	1	1
20 Apr	CVN and CC provide comments	n/a	n/a
25 Apr	Consultant submits Report – Version 3	1	1
30 Apr	CVN and CC provide comments	n/a	n/a
10 May	Consultant finalizes the report	1	1

Total	27	23
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Selection criteria

The evaluator can be a team of Vietnam national or international experts with relevant education and working experience.

Required attributes:

- a. Proven capacity and extensive experience in management and conduct of evaluations, including strong analytical skills and experience in evaluating Women economic empowerment, Sustainable livelihood, Nutrition and food security, Climate Change Adaptation and Mitigation projects.
- b. Sound experience working with ethnic minority women**
- c. Demonstrated written communication skills, including the ability to communicate complex concepts in plain English and develop relevant, useful recommendations.**
- d. Have a strong understanding of national target programs, including their implementation processes and phases. They also have established networks and knowledge of relevant government ministries and agencies related.**
- e. Have experience conducting evaluations of women's economic empowerment programs implemented by various organizations, and a strong connections with international organizations and civil society organizations (CSOs) working in this field**

Preferred attributes:

- f. Experience with the Climate resilience livelihood interventions,**
- g. Experience in facilitating community-level engagement, participatory validation processes, and integrating beneficiary feedback into evaluation findings.
- h. Strong knowledge of the OECD/DAC evaluation criteria and ability to apply these meaningfully within complex development projects.
- i. Track record of delivering high-quality evaluations on time and within budget, including experience managing evaluation teams.
- j. Commitment to ethical research standards, particularly with regard to informed consent, privacy, safeguarding, and do-no-harm principles.

Application procedure:

Interested candidates should submit the following documents in English, clearly stating the title of the Terms of Reference to email: procurement2@care.org.vn before 5PM on 14 September 2025.

Applications including:

1. Consultants (firm) CV or profile.
2. A list of relevant past work
3. At least one written example of a past evaluation
4. A draft conceptual framework for the evaluation including a description of the methodology and tools
5. Financial proposal including the daily consultancy rate and a detailed breakdown of reimbursable costs.

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.