

TERMS OF REFERENCE

Title: Endline Evaluation – Vietnam Flagship program
Location: Hanoi & Ho Chi Minh city (travel required)
Duration: Early March – Mid-May 2026
Reporting to: Portfolio Manager



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 Vietnam Flagship Program is a collaborative initiative between CARE Vietnam and a US brand. The program operates in three garment factories across southern Vietnam. Collectively, these factories employ over 6,000 workers, approximately 70% of whom are women.

This program also serves as a critical implementation site for testing CARE's EKATA (Empowerment, Knowledge and Transformative Action) model within factory settings. EKATA, developed through CARE's global programming experience, provides a framework for building women's agency and leadership at the community level. The Vietnam Flagship Program represents an opportunity to adapt and validate this model within the structured environment of garment manufacturing, examining how EKATA principles translate to workplace contexts where power dynamics, production pressures, and organizational hierarchies create unique challenges and opportunities for women's empowerment.

The program was designed as a bold response to long-standing challenges in the garment sector, particularly the absence of meaningful worker voice and the persistence of inequitable workplace norms. Moving away from traditional top-down approaches, the program embraced an innovative, adaptive, and collaborative approach, built upon co-creation with supply chain stakeholders.

The program was driven by an understanding that:

- Workers, especially women, rarely had access to decision-making spaces within factories
- Existing committees and feedback mechanisms were often ineffective or distrusted
- Managers lacked the tools and support to lead inclusively or respond to gender-specific, worker-centered concerns
- Fragmented efforts had not delivered the cultural transformation needed for sustained equity

Strategic Approach and interventions

The program operates through CARE's Women & Girl Empowerment Framework using three interconnected streams:

WGE Domain	Program Stream	Key Interventions
AGENCY (<i>Build individual</i>)	Workers' Stream	<ul style="list-style-type: none">• Building agency through leadership

<i>capabilities)</i>		<p>capacity-building and mentoring programs</p> <ul style="list-style-type: none"> • Enabling worker-led initiatives and dialogue spaces • Formation of core worker groups for collective action
RELATIONS (<i>Change power dynamics</i>)	Collaboration Stream	<ul style="list-style-type: none"> • Creating structured dialogue mechanisms between workers and management • Facilitating worker-led initiatives and co-created workplace improvements • Building trust and psychological safety for open communication • Sustaining activation of collaborative spaces through regular engagement and follow-up
STRUCTURES (<i>Transform systems and norms</i>)	Management Stream	<ul style="list-style-type: none"> • Reviewing and strengthening Diversity, Equity, and Inclusion (DEI) policies • Providing gender sensitization training for managers • Developing gender-responsive grievance mechanisms • Building soft skills in grievance handling, conflict resolution, and inclusive management

Program Outcomes

The program outcomes are structured to reflect the IF-AND-THEN-SO logic of the Theory of Change, recognizing that sustainable workplace transformation requires simultaneous investment across multiple pathways:

Outcome 1 – Worker Empowerment (IF): Workers have increased agency through enhanced knowledge, skills, confidence, and sense of possibility

- Increased knowledge of rights, DEI principles, and workplace dynamics
- Development of practical skills in communication, problem-solving, and leadership
- Strengthened confidence, self-efficacy, and belief in ability to contribute to workplace change

Outcome 2 – Management Capacity (AND): Factory management demonstrates inclusive leadership and improved DEI knowledge and practices

- Strengthened DEI knowledge and gender-sensitive management practices
- Improved soft skills in grievance handling, conflict resolution, and inclusive leadership
- Enhanced gender-responsive policies and practices including improved grievance

mechanisms

Outcome 3 – Space Creation & Activation (AND): Collaborative spaces are established, activated, and sustained for worker-management dialogue and worker-led initiatives

- Structured dialogue mechanisms enabling ongoing worker-management communication
- Worker-led initiatives that address workplace concerns through co-created solutions
- Regular activation and sustained use of collaborative spaces over time

Outcome 4 – Collaboration (THEN): When Outcomes 1-3 are achieved, genuine collaboration emerges between workers and management

- Authentic partnership in addressing workplace issues and challenges
- Foundation of trust and psychological safety where workers feel secure to speak up and management responds constructively

Long-term Impact – Better Workplace Culture (SO): Sustainable transformation toward gender equity, worker well-being, and dignified work

- Shift from compliance-driven to culture-driven approaches to workplace improvement
- Embedded norms that support gender equity and worker voice as ongoing practice
- Capacity for continuous improvement sustained beyond program intervention

Factory Profiles and Context

Criteria	Factory A	Factory B	Factory C
Location	Urban	Peri-urban	Peri-urban
Employees	~1,000 (~75% female)	~1,400 (~78% female)	~4,000 (~70% female)
Ownership	Family-owned private	Women-led private	Former state-owned, equitized
Workers	Mostly migrant	Mostly local	Mostly local
Core Group	Core Group A	Core Group B	Core Group C

Rationale and purpose

Evaluation Purpose

1. Validate the Theory of Change and program results

To assess whether and how the program's Theory of Change holds across different factory contexts, including the extent to which intended outcomes were achieved and how key components (workers, management, and collaborative spaces) interacted and contributed to observed changes.

2. Generate learning on mechanisms, co-creation, and sustainability

To understand what worked, what did not, and why—examining the role of co-creation processes, contextual factors, and signals of lasting cultural and behavioral change beyond program activities.

3. Inform future design, adaptation, and scale-up

To draw actionable insights on the feasibility, conditions, and adaptations required for replicating and scaling the model across diverse factory environments.

Evaluation Questions

The endline evaluation will answer the following priority learning questions organized by key domains:

1. Theory of Change Validation

- Does the IF-AND-THEN-SO logic hold true across different factory contexts?
- What is the level of contribution of each program component (workers, management, collaboration) to achieving outcomes?
- Are all three components necessary, or can meaningful change occur with fewer elements?

2. Effectiveness and Results

- To what extent did the program achieve its intended outcomes across all three factories?
- To what extent did worker empowerment, management capacity, and collaboration outcomes materialize?

3. Co-Creation Approach

- How effective was the co-creation methodology in achieving program outcomes?
- Have factories transitioned from CARE-led guidance to owning shared responsibilities?

4. Sustainability

- What evidence indicates that changes are likely to be sustained after program support ends?
- To what extent have core groups and DEI practices been institutionalized within factory systems?

5. Enabling and Constraining Factors

- What conditions supported or limited achievement of outcomes?
- How did contextual differences across factories influence outcomes?

6. Scalability and Replication

- What does this program reveal about the model's feasibility for replication and scale?
- What are the key transferable components and what adaptations are required for scale?

Scope of work and key deliverables:

Stakeholder Scope

The evaluation will include perspectives from:

- Core worker group members from the three factories
- In-line factory workers (including non-core group members)
- Line supervisors and team leaders
- Middle management (HR, Compliance, Production heads)
- Top factory leadership
- Labour Union representatives

- CARE Vietnam program team and implementation partners

Methodology

Given the adaptive nature of the program and the co-creation methodology employed, the endline evaluation will adopt a mixed-method, learning-focused approach that can capture both measurable outcomes, emergent changes, and lessons learnt while testing the Theory of Change.

Evaluation Approaches to be considered

The evaluation team should consider employing a combination of the following approaches:

- **Theory-Based Evaluation**

The evaluation should be designed to explicitly test the IF-AND-THEN-SO logic model, examining whether each component contributed to subsequent changes and whether all three "IF-AND" components were necessary for achieving the "THEN" and "SO" outcomes.

- **Outcome Harvesting**

Given that the program evolved through co-creation and adaptive learning, Outcome Harvesting using Most Significant Change method is particularly suited to capture intended and unintended outcomes, including those not foreseen at baseline. This approach will document what changed, for whom, when, and how the program contributed to those changes.

- **Realist Evaluation (Context-Mechanism-Outcome)**

To understand what worked, for whom, under what circumstances, and why. This approach will help identify how different factory contexts (leadership buy-in, workforce composition, organizational culture) affected whether the interventions succeeded. Moreover, since multiple actors (factory leadership, CARE, vendors, supply chain actors) contribute to workplace changes, Contribution Analysis will help build a plausible causal story showing how the program contributed to observed outcomes without simplistic attribution. This approach aligns well with examining the "level of contribution of each ingredient."

Data Collection Methods

The evaluation should employ multiple data collection methods:

Quantitative Methods:

- Structured surveys with core group members and broader worker population (comparing to baseline where applicable)
- Pre/post knowledge assessments on DEI, gender, and worker rights
- Policy scorecard assessment for DEI policy changes
- Trust and collaboration indices to measure the "THEN" outcomes

Qualitative Methods:

- Key Informant Interviews (KIs) with CARE team, factory management, HR, core group members, and vendor/brand representatives (where applicable)
- Focus Group Discussions (FGDs) with workers (core group and non-core group), supervisors, and management
- Participatory sense-making workshops to validate findings and test TOC assumptions

- Most Significant Change storytelling sessions focused on collaboration and culture signals
- Direct observation of core group activities or dialogue sessions (subject to factory approval)

Document Review:

- Baseline study report and data
- Program documentation, activity reports, and meeting minutes
- Factory policies (before and after intervention)
- Outcome harvesting records and change logs
- Worker-led initiative documentation and materials

Sampling Strategy principles

The evaluation team should develop a sampling strategy that ensures:

- Representative sampling across all three factories
- Inclusion of diverse perspectives (gender, role, tenure, participation level)
- Comparison between core group members and non-participants where relevant
- Adequate sample size for statistical validity in quantitative components
- Sufficient depth to explore TOC causal pathways in each factory context

Ethical Considerations

The evaluation must adhere to the following ethical standards:

- Informed consent from all participants
- Confidentiality and anonymity in data handling and reporting
- Do-no-harm principles, particularly regarding worker-management power dynamics
- Sensitive towards all sexes and inclusive data collection approaches
- Data protection and secure storage
- CARE safeguarding policies compliance

Key deliverables:

The consultant/evaluation team will produce the following outputs:

No.	Deliverable	Description
1	Inception Report	Detailed evaluation framework including TOC testing approach, refined questions, methodology, sampling strategy, data collection tools, work plan, and timeline
2	Data Collection Tools	Pre-tested questionnaires, interview guides, FGD protocols, and observation checklists in Vietnamese and English
3	Preliminary Findings Brief	Presentation of early findings for reflection with CARE

		and factory stakeholders
4	Draft Endline Report	03 reports for 03 factories 01 comparative analysis report
5	Validation Workshop	Facilitated session presenting findings and recommendations to CARE, Target, and factory stakeholders
6	Final Evaluation Report	Final report incorporating feedback with actionable recommendations for replication and scale-up
7	Executive Summary	Standalone 3-5 page summary suitable for external communication
8	Raw Data and Analysis Files	Cleaned datasets, interview transcripts, and analysis documentation
9	Analysis syntax/do files and results	Analysis plan, syntax (or do file) and the outputs operated from the analysis software

Tentative Timeframe:

The evaluation is expected to be completed within approximately 10 weeks, from early March to mid-May 2026. The timeline is as follows:

Phase	Activities	Timeline
Phase 1: Inception	Desk review, TOC framework finalization, methodology design, tool development, inception report	6 - 16 March 2026
Phase 2: Tool Finalization	Tool review, pilot testing, finalization	16 - 21 March 2026
Phase 3: Data Collection	Field visits to three factories, surveys, interviews, FGDs	23 March - 11 April 2026
Phase 4: Analysis	Data cleaning, TOC validation analysis, preliminary findings brief	13 - 25 April 2026
Phase 5: Validation	Validation workshop with stakeholders	27 April - 2 May 2026
Phase 6: Reporting	Draft report, feedback incorporation, final report submission	4 - 15 May 2026

Note: Final dates to be confirmed jointly with CARE Vietnam and factory partners. The timeline accounts for potential scheduling adjustments around the 30 April and 1 May public holidays.

Roles and Responsibilities:

CARE Vietnam

- Provide strategic oversight and technical guidance throughout the evaluation process

- Facilitate factory access, introductions, and coordination with factory partners
- Share all relevant program documentation, baseline data, and activity records
- Review and validate tools and reports
- Ensure safeguarding compliance and risk management
- Provide logistical support for field visits
- Participate in validation workshop

Consultant / Evaluation Team

- Lead methodological design and develop all data collection instruments
- Conduct field execution including surveys, interviews, and FGDs
- Implement the quality assurance for the evaluation process
- Collect, analyze, and triangulate data from multiple sources
- Maintain ethical, women-sensitive, and culturally appropriate practices
- Facilitate validation workshop with stakeholders
- Produce all deliverables to agreed standards and timelines
- Ensure compliance with CARE safeguarding and ethical guidelines

Factory Partners

- Facilitate access to factory premises and workers during data collection
- Support participant mobilization for surveys, interviews, and FGDs
- Share relevant documentation on policies and practices
- Participate in validation workshop

Selection criteria

Required Qualifications

- Master's degree or higher in social sciences, women's studies, development studies, or related field
- Minimum 7 years of experience in program evaluation, with at least 3 years in workplace programs
- Demonstrated experience with mixed-method evaluation approaches specifically, use of qualitative evaluation methodology
- Strong understanding of DEI, equality for women and men, and worker rights issues
- Fluency in Vietnamese required; English proficiency essential
- Excellent data analysis, report writing and presentation skills

Preferred Qualifications

- Experience with theory-based evaluation and TOC validation
- Experience with participatory evaluation methodologies (Outcome Harvesting, MSC, Contribution Analysis)
- Prior experience in the garment/textile sector or supply chain programs
- Experience with co-creation or human-centered design approaches
- Previous work with CARE or similar INGOs in Vietnam
- Experience conducting evaluations in garment factory settings

Application procedure:

Interested candidates should submit the following documents in English, clearly stating the title of the Terms of Reference to “Endline Evaluation_Vietnam Flagship program”

Applications include:

- **Technical Proposal:** Including understanding of the assignment, proposed methodology for TOC validation, team composition, and work plan
- **Financial Proposal:** Detailed budget with breakdown by activity and team member
- **CV(s):** For lead consultant and all proposed team members
- **Sample Work:** At least two examples of similar evaluation reports or qualitative evaluation reports
- **References:** Contact information for at least three references from similar assignments

Applications should be submitted to procurement3@care.org.vn before 5PM on 27 February 2026.

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.