

Annex H: TERMS OF REFERENCE

Evaluation of Danish-Vietnamese Cooperation:

Results and Transformation to a mutually beneficial relationship.

1 Background

The relationship between Denmark and Vietnam is under transformation. For many years the centrepiece of the partnership was development cooperation. Vietnam was a priority country for Danish development cooperation from 1993 to 2015 and for long stretches Denmark was among the top-five bilateral donors engaged in Vietnam providing not only funding but also considerable technical expertise. This partnership is now being transformed into a broader relationship based on the comprehensive partnership agreement signed between Vietnam and Denmark in September 2013. The partnership agreement outlines the framework for broadening and strengthening cooperation within: Political and diplomatic cooperation; trade and investment cooperation; climate, energy, environment and green growth; education and research and; culture and people to people links.

As Vietnam fast approaches medium income country status, it faces new challenges. In the last 10 years Vietnam's economy has grown at close to 7% per year. From a GDP per capita of under USD 150 in 1990, the GDP per capita has now reached over USD 1,800 (2014)¹ which places Vietnam as a lower middle income country (MIC). Wide ranging economic reforms created an enabling environment for private sector led growth, opened up the economy and allowed Vietnam to participate in globalisation. Vietnam is now poised to take its place in contributing to global governance and international cooperation. To consolidate its successes and to succeed as a medium income country, Vietnam will need to continue economic and political reforms, address vital infrastructure gaps and increase competitiveness through value addition. Vietnam is one of the World's most vulnerable countries to climate change which together with environmental degradation threatens to undermine its progress towards sustainable development.

Since the early 1990s, Denmark has been an active development partner engaging across the board from support to good governance reforms and the rule of law, to the sectors of fisheries and agriculture, environment, energy and water; and last but not least support for private sector development and budget support. In addition to the country framework funding, Vietnam received substantial funding from business to business instruments and to civil society. The overall purpose of the development cooperation throughout the period was support for sustainable socio-economic development, inclusive economic growth and poverty reduction, and good governance. Cross cutting objectives of gender equality, environmental sustainability, capacity building of partners and participation was pursued as well as attention to curbing the spreading of HIV/Aids. Denmark also contributed to the harmonisation and alignment agenda increasingly working through Vietnamese structures and systems in the implementation of Danish development assistance. During the period

¹ <http://data.worldbank.org/country/vietnam>

2000 to 2015 a total of more than DKK 5.5 billion was disbursed in Vietnam. Danish cooperation was carried out at all levels – national, provincial and local – with a priority given to support for poorer provinces.

The cooperation between Vietnam and Denmark has been under transition since 2007. An initial plan for phasing out of traditional development cooperation by 2015 was adopted in 2007, communicated to Vietnam, and afterwards adapted into a plan for phasing out of traditional development assistance focussing on achieving sustainability, capacity development and managing the transition (2009). Since 2007, the focus within development cooperation has increasingly been on private sector development and climate change as the partnership evolved. The strategic framework for cooperation with Vietnam today is the Growth Market Strategy for Vietnam (2012) and the Comprehensive Partnership Agreement (2013).

It is now timely to evaluate the cooperation to reflect on the lessons learned both to provide accountability to the Danish and Vietnamese people on the funds spent and provide lessons learned to guide transformation of the partnership between Denmark and Vietnam and to document this experience for use in transforming development cooperation with other countries as they approach medium income country status.

The evaluation should build on national and provincial monitoring, earlier studies and evaluations. An evaluation of the Danish Development Assistance to Vietnam covering the period 1993-2000 was published in 2002. The focus for this evaluation is thus the period 2000-2015. An evaluation of funding under the Climate Envelope is on-going (first results 2015 and follow-up 2016), hence financing from this source is not covered by this evaluation, but results emanating from this cooperation should be included in the evaluation. An Evaluation of Danida-supported research to agriculture and natural resource management was conducted in 2013 also referring to the research collaboration, which was intensified as part of the transition. An evaluation study of the “Synergies between Danish Development Cooperation and Commercial Activities in Vietnam – Experience from green growth and fisheries” was published in 2015. Denmark in 2008 was party to a joint donor evaluation on Managing Aid Exit and Transformation. Based on this evaluation guidelines for exit were developed. These were recently updated (spring 2015).

Appendix 1 provides an overview of the portfolio of cooperation programmes active in the period 2000-2015. Appendix 2 provides a list of the documents referenced above.

2. Objectives

The objectives of the evaluation, structured under results, sustainability and transformation, are:

- 1) Results - To document the changes and results achieved by the Danish-Vietnamese Partnership from 2000 to 2015.
- 2) Sustainability - To assess whether the benefits from these changes and results are sustainable.
- 3) Transformation - To document the transformation and its success in promoting the new partnership and to establish lessons learned from this transformation.

Results - The purpose of the first objective is to provide a concise record of the longer term changes and concrete development results achieved by the partnership and assess its contribution to the overall

objectives of the Danish Vietnamese Partnership. As Danish assistance was carried out in cooperation with Vietnam and other development partners the value added of the Danish engagement is of particular interest. This part of the evaluation will provide additional accountability to the two governments for the funds used, and the documentation of results will serve as basis for dissemination to the public and interested parties. Hence, the evaluation should tell the story of Denmark and Vietnam.

Sustainability - The purpose of the second objective is to determine the extent to which the results and benefits achieved are being and will be sustained in the future. An important part of the transition was: to enhance sustainability through further alignment to government structures by increasingly working through government systems; to strengthen engagement of the private sector and, to gradually reduce technical assistance and direct financial support. The evaluation will assess the implementation of this strategy as well as documents examples of replicability and scaling up of interventions. The insights and programme specific recommendations will serve to inform current partners how to enhance sustainability of the benefits at the programme level. Recommendations on the exit/ transition strategy will serve to improve the development and implementation of exit/transition strategies in other countries.

Transformation - The purpose of the third objective is to assess whether the Danish development cooperation supported Vietnam in its goal of becoming a MIC that is able to participate in globalisation and global trade, have an enabling environment for the private sector and better governance, and become a fully engaged partner in international cooperation. As a subset of this, the evaluation should document to what extent the Danish development cooperation programme has been successful in supporting the transformation of the bilateral relationship between Vietnam and Denmark towards a mutually beneficial partnership. The transformation insights and specific recommendations will serve to guide MFA as they plan and implement cooperation in other countries moving towards MIC status.

3. Scope of work

The evaluation should consider all development cooperation activities during the period 2000-2015. The vast majority of support was provided through a number of sector and cross-cutting programmes as outlined in Appendix 1.

- Major longer-term changes – the evaluation should identify and examine the contribution of Danish support to long term changes achieved across all the major programmes of support.
- Specific result areas – the evaluation should identify and examine the contribution of Danish support to specific results within at least three sectors and three provinces. The sectors should be selected to reflect core areas of the cooperation and to provide insight across results, sustainability and transformation. An initial indication which should be confirmed during the planned inception period is that that sectors selected for evaluating the specific results should include: fisheries, environment/climate and the business sector.

The geographic focus for both longer-term changes and specific result areas should be on provinces where significant support has been provided – including one from the central highlands and one from each of the south and north of Vietnam and representing both poor and more economically developed

regions. Initially, this would include Dak Lak in the central highlands, Ben Tre in the South and one of the three focus provinces in the North (Dien Bien Phu; Lao Cai; Lai Chau).

The evaluation should during the planned inception phase undertake:

- A portfolio analysis of the Danish development cooperation 2000-2015. The portfolio analysis should cover all programmes and should identify result areas down to at least component level. It should include an overview of the cooperation in terms of geographic focus, sector focus, partner types (government, civil society and private sector) and modalities. The purpose of the portfolio analysis is to document and provide an overview of the entire development cooperation and to provide a basis for selecting specific result areas to evaluate. It will also be helpful in providing a framework for drawing wider conclusions on the entire cooperation effort.
- An analysis of the evolution of Danish-Vietnamese cooperation 2000-2015. The evolution should identify and briefly document the main elements of the multi-faceted transformation process drawing on the strategies, plans and discussion documents that guided Danish –Vietnamese cooperation during the period. Where relevant it should refer to changes in the Vietnamese context and wider donor cooperation in Vietnam including the response to the principles of the Paris Declaration and the emergence of new modalities such as budget support, the increasing focus on private sector development and the synergies between development cooperation and trade related activities. The purpose of the evolution analysis is to identify the strategies and influences that guided the transition and transformation of the development cooperation in order to provide a solid basis for evaluating their success against the objectives set.

The portfolio and evolution analysis presented during the inception phase should be refined as part of the final evaluation reporting.

3.1 Evaluation questions

The evaluation questions, grouped under the 3 objectives related to results, sustainability and transformation, are listed below:

Results

- Q1: What were the key longer-term changes achieved across the entire Danish-Vietnamese partnership 2000-2015?
- Q2: what concrete development results were achieved by the Danish-Vietnamese partnership 2000-2015?

Sustainability

- Q3: Are the key longer-term changes achieved likely to be sustained?
- Q4: Are the specific development results achieved, in the selected sample, being sustained?
- Q5: What measures can be taken to enhance sustainability of the longer-term changes and results achieved?

Transformation

- Q6: What was Denmark's contribution, working with other development partners, in assisting Vietnam to achieve its goal of becoming a medium income country?

- Q7: How has the Danish-Vietnamese development cooperation supported the transformation of the Danish-Vietnamese partnership?
- Q8: What actions could still be taken to promote the transformation?
- Q9: What are the lessons learnt that are relevant for future cooperation programmes elsewhere?

Further details on the evaluation questions and potential evaluation criteria are given in Appendix 3.

4. Approach and methodology

The evaluation will be carried out in accordance with the Danida Evaluation Policy on Development Cooperation (draft October 2015) and Danida Evaluation Guidelines (2012 and the updated version), including lay-out guidelines as well as the OECD/DAC Evaluation Quality Standards (2010).

Given the size of the Danish contribution and engagement vis-à-vis the Vietnamese Government and other development partners and the decision to aligning with government system and working with and through other partners using joint aid modalities, including budget support, it is expected that it will not be possible to attribute direct results at higher levels of outcome and impact to the specific Danish intervention.

This being said, it would be expected that the evaluation will apply theories of change approaches coupled with contribution analysis at the strategic level as well as the programme level to establish causality and understand what drive or hinder changes by the programmes that Denmark contributed/is contributing to. The contribution analysis should seek to establish plausible links between the Danish engagement and the changes and results seen with an emphasis on the value added of the specific Danish intervention.

Where at all possible and relevant, the evaluation will seek the views of the direct beneficiaries of the assistance with a view to informing the evaluation about issues related to the relevance, impact and sustainability of the interventions.

Significant research and other data collection have been going on in Vietnam over the period that can greatly contribute to informing the evaluation. Particularly in the later phases, the cooperation has been carried out using government systems often in targeted provinces. Data collected in these provinces are of particular interest to the evaluation as it may provide concrete examples of the changes that Denmark has contributed to in the broader story of Vietnamese development. In order to get a full picture of the cooperation e.g. in the target provinces, it may be considered as part of the evaluation to engage with relevant research institutes in Vietnam to review this data.

The evaluation will be carried out with the involvement of the Ministry of Planning and Investment (MPI) and a staff member from MPI as well as CIEM will participate in an Evaluation Reference Group (ERG) led by the Evaluation Department of the Ministry of Foreign Affairs (EVAL). The evaluation is expected to proceed in the following phases:

1. **Inception phase** - The inception phase will include a portfolio analysis and an evolution analysis (see above). The inception phase will result in a draft inception report (see draft outline below) that will be presented to EVAL for comments from EVAL and ERG upon which it will be finalised.

2. Implementation phase - Based on the inception report the implementation will proceed. It will include a field visit to Vietnam for collection of data (qualitative and quantitative) including interviews with the Vietnamese government at various levels, development partners, private sector and civil society. It will also include data collection and site visits in selected provinces. At the end of visits to each of the province and finally for all of Vietnam, brief notes on the outcomes of the field visit will be shared with the relevant Vietnamese authorities, the Danish Embassy in Hanoi and EVAL. Furthermore, there will be data collection in Copenhagen with staff engaged or previously engaged in Vietnam. Based on the debriefing notes and all other information collected by the team in the inception and implementation phases, the team will prepare two short papers – one for each of the reports - on initial findings conclusions and recommendation. These two papers will be discussed with EVAL and the ERG. As part of the assignment the team must identify 10 case stories that can contribute to informing the Danish and the Vietnamese people of the results of the Danish Vietnamese Cooperation as well as 5 case stories that exemplify the transformation.
3. Reporting phase - The team will develop the findings, conclusions and recommendations into two draft reports – short the Results report and the Transformation Report. The reports will include the 15 case studies fully developed. The reports will be discussed by the ERG in Copenhagen after which final drafts are prepared.
4. Dissemination - A dissemination workshop for the full evaluation (Results and Transformation reports) may be held in Vietnam with the participation of the Government and other national stakeholders and development partners that contributed to the evaluation. A dissemination workshop of the findings, conclusions and recommendation of the Transformation report will be held in Copenhagen to promote lessons learned from the experiences in Vietnam. Communication of the results from the Danish-Vietnamese cooperation is the responsibility of the MFA, but the team is responsible for ensuring that the reports and the case studies are presented in a form that they can be readily communicated both in Denmark and in Vietnam.

5. **Outputs and timetable**

The following outputs will be required

1. Inception report - in draft and final version (not exceeding 20 pages excluding annexes) including: brief portfolio and evolution analysis to be further developed in the main reports; overview and further specification of the choices of sectors/thematic areas/provinces selected for deeper study; an evaluation matrix indicating evaluation questions, judgement criteria and data sources; a detailed methodology for the field work; a detailed work plan; suggested outline of the two reports – the Results report and the Transformation report see below.
2. Field notes - Briefing notes from the fieldwork in Vietnam – national and provincial level.
3. Preliminary findings papers - Two short papers (10 pages each and power point presentations) on preliminary findings from both studies to be discussed with EVAL and the ERG before the final report is drafted. 10 cases identified for the Results Report and 5 for the Transformation Report
4. Results report - A report documenting the results of the Danish Vietnamese Partnership 2000-2015. A draft (possibly several draft versions) and a final version forwarded to the Evaluation Department in accordance with the agreed outline and the outcome of the discussion of the preliminary findings. The draft should not exceeding 45 pages including four pages executive summary, but excluding annexes. In addition, a maximum of 10 pages of case stories will be provided that are ready for communication to the public.

5. Transformation report - A report documenting the Lessons learned from the transformation of the Danish Vietnamese Partnership. A draft (possibly several draft versions) and a final version forwarded to the Evaluation Department on accordance with the agreed outline and the outcome of the discussion of the preliminary findings. The draft should not exceed 25 pages including four pages executive summary but excluding annexes. In addition, a maximum of 5 pages of 5 cases stories will be provided that are ready for communication.

The reports must include but not necessarily be structured around the following: introduction and background, presentation and justification of the methodology applied, findings, conclusions and recommendations. The reports should follow Danida lay out guidelines for evaluations and will be made publicly available by the MFA Evaluation Department.

The following timetable of milestones is proposed:

Milestones	Date (2016)
Initiation of assignment and start-up meetings in Copenhagen.	Start of January
Draft inception report (and meeting in ERG)	Mid-February (February 25)
Field study	March
Preliminary findings forwarded (and discussed at meeting in the ERG)	April 13 (mid-April)
1st Draft Evaluation reports (and meeting in ERG)	June 1
Final Evaluation Reports	July 1
Dissemination of the reports and the cases	August/September

6. Organisation of the Evaluation

Management of the Evaluation will follow the Danida Evaluation Guidelines (2012), Danida lay-out guidelines and OECD-DAC quality standards (2010). There are three sets of roles in the evaluation process: a) the Evaluation Management b) the Evaluation Team (Consultant) and c) the Evaluation Reference Group. Further details are provided in Appendix 4.

7 Composition and Qualification of the Evaluation Team

The Evaluation Team must possess substantial experience and knowledge about country programme evaluations or evaluations of broader development engagements as well as country knowledge about Vietnam. Extensive experience about the thematic areas under evaluation, i.e. private sector development, agriculture, fisheries, water, climate change and energy, good governance, is furthermore an advantage. The specific competencies of the Evaluation Team are further outlined in Appendix 5.

The Evaluation Team is expected to consist of three members (one Team Leader and two experts of which one is fluent in spoken and written Vietnamese). **The team members are expected to complement each other.** Additionally, national or international specific subject-matter specialists may be included in the team to provide input in relation to one or several of the themes/sub-sectors not covered by the core team. The Tenderer can decide to include personnel for additional functions, e.g. research assistants. Possible subject-matter specialist(s) and research assistance will not be assessed on an individual basis but as part of the overall team composition and backup.

It is expected that the Team Leader will participate in all the fieldwork in Vietnam and is in charge of the final report writing. The Tenderers should clearly state who of the proposed team members covers which qualification criteria. The team must contain experience with all methodologies and tools suggested in the tender. The following CV's shall be included in the tender proposal: Team Leader; Two core team members; Subject-matter specialist(s) (if applicable) and, Quality Assurance Manager. The three CVs of the core team will be assessed on an individual basis. A personnel assignment chart must be included in the technical proposal with the exact input of person days proposed. The entire proposed team will be assessed as a whole as part of the 'Adequacy of proposed composition of entire team'. All CVs included for possible subject matter specialists must fulfil the minimum requirements stated in Appendix 5.

The organisation of the team's work is the responsibility of the consultant and should be specified and explained clearly in the tender. It is expected that the team leader is closely involved in the elaboration of the tender. The Team Leader is responsible for the team's reporting to and communication with Danida EVAL, and for the organisation of the work of the team. The Team Leader will participate in meetings with EVAL as well as with the Reference Groups or Stakeholder Forums, as requested by EVAL.

8 Eligibility

The DAC evaluation principles of independence of the Evaluation Team will be applied. In situations where conflict of interest occurs, candidates may be excluded from participation, if their participation may question the independence and impartiality of the Evaluation. Any firm or individual consultant that has participated in the preparation or implementation of the evaluated Danida programmes will be excluded from participation in the tender. Tenderers are obliged to carefully consider issues of eligibility for individual consultants and inform the Client of any potential issues relating to a possible conflict of interest (cf. Danida Evaluation Guidelines).

9 Financial Proposal

The total budget for the consultancy services is a maximum of DKK 1,5 million. This includes all fees and project related expenses required for the implementation of the contract. The financial proposal should include expenses for a possible preparatory trip to Vietnam during the inception period and field work in Vietnam estimated to last 3-4 weeks. The budget should include expenses for domestic travel and field work in at least three provinces in Vietnam. EVAL will cover the expenditures of preparing the final evaluation report for publication and any additional dissemination activities as and if agreed upon.

10 Requirements of home office support

The Evaluation Team's home office shall provide the following, to be covered by the Consultants fees:

- General home office administration and professional back-up. The back-up activities shall be specified.
- Quality assurance (QA) of the consultancy services in accordance with the quality management and quality assurance system described in the Tender. Special emphasis should be given to quality

assurance of draft reports prior to the submission of such reports. EVAL may request documentation for the QA undertake in the process.

The Tenders shall comprise a detailed description of the proposed QA, in order to document that the Tenderer has fully internalised how to implement the QA and in order to enable a subsequent verification that the QA has actually been carried out as agreed. The Tenderer should select a QA Team, to be responsible for Head Office QA. The member(s) of the QA should not be directly involved in the Evaluation. Their CV should be included in the Tender. All QA activities should be properly documented and reported to Danida EVAL.

Appendix 1 Portfolio overview

Main programmes				years																
				pre 2000	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Agriculture and Rural Development programme	2000-2007	2008-2012	2012-2015																	
DKK million	450	230																		
Fisheries sector programme	2000-2005	2006-2010	extended to 2012																	
DKK million	266	245.7																		
Water and Sanitation sector programme	2000-2006	2006-2011	2011-2015																	
DKK million	725	415	100																	
Business sector programme	2005-2010	2011-2013																		
DKK million	195.8	123																		
Budget support programme	n/a	2009-2011																		
DKK million	n/a	180																		
Climate change programme : CCAM	n/a	n/a	2009-2015																	
DKK million	n/a	n/a	130																	
Climate change programme: LCEE	n/a	n/a	2009-2017																	
DKK million	n/a	n/a	62																	
Good Governance and PAR programme	2007-2011	2012-2016																		
DKK million	70	95																		
Environment programme	2000-2004	2005-2010	n/a																	
DKK million		250	n/a																	
Legal and judicial reform programme		2005-2009	2010-2015																	
DKK million		45,518.7 million euro																		
Culture programme	n/a	2006-2010	2011-2015																	
DKK million	n/a	13.9	5.8																	
Anti-corruption programme	n/a	2006-2010	n/a																	
DKK million	n/a	15	n/a																	
The Business-to-Business and Public Private Partnership programmes		2011-2013																		
DKK million		26/yr																		
Mixed Credit programme (2007-2011.From 2004 to 2009 commitments of DKK 94.3 million and disbursements of DKK 46 million)																				
DKK million		94.3																		

Notes

1) programme periods are actual and programme amounts are the approved budgets. (Actual expenditure is provided in a note where available)

Appendix 2 Documents made available to the bidders

- The Vietnam Denmark Partnership Strategy for Development Cooperation 2006-2010 (last Development Cooperation Strategy.
<http://www.danida-publikationer.dk/publikationer/publikationsdetaljer.aspx?PIId=60966807-dd8d-41f1-a7a4-048e5b6ccc99>
- Ministry of Foreign Affairs (Denmark), Assessment of the strategy for phasing out traditional development cooperation between Vietnam and Denmark, August 2009. See attachment
- Ministry of Foreign Affairs (Denmark), Growth Market Strategy for Vietnam, 2012/2013
<http://um.dk/da/~media/UM/Danish-site/Documents/Eksporttraadet/Markeder/Vaekstmarkedsstrategi%20Vietnam%20endelig%20PDF.pdf> (Danish only)
- Ministry of Foreign Affairs (Denmark), Synergies between Danish Development Cooperation and Commercial Activities in Vietnam - Experience from green growth and fisheries, 2015
http://www.netpublikationer.dk/um/15_study_vietnam_synergies/Pdf/15_study_vietnam_synergies.pdf
- Ministry of Foreign Affairs (Denmark), Exiting with Efficiency and Effectiveness. 2015
<http://amg.um.dk/en/management-tools/exiting-with-efficiency-and-effectiveness/>

Danida evaluation Guidelines can be found here:

<http://amg.um.dk/en/~media/amg/Documents/Technical%20Guidelines/Evaluation/EVAL-guidelines-WEB.ashx>

An extranet, containing all relevant documents, will be made available to the winning consultants. This will include:

- Programme and project documents
- Annual and mid-term reviews
- Programme/project completion reports
- National reporting on Vietnamese led programmes
- Provincial and partner reporting
- Relevant studies on Danish-Vietnamese studies
- Working documents guiding the transformation of the partnership

Especially from 2005, the Danish support was closely aligned to Vietnamese programmes and harmonised with other development partners. Thus for the later phases of sector programmes, the national and provincial partners have considerable documentation of results. Completion reports have been developed for most programmes and there are a range of reviews and internal monitoring reports available.

Appendix 3 Details on the scope and potential evaluation criteria

The scope under the three areas of results, sustainability and transformation are further outlined below:

1 Results from the Danish-Vietnamese Partnership 2000 to 2015

There are two evaluation questions for this part:

- Q1: What were the key longer-term changes achieved across the entire Danish-Vietnamese partnership 2000-2015?
- Q2: what concrete development results were achieved by the Danish-Vietnamese partnership 2000-2015?

Q1: What were the key longer-term changes achieved across the entire Danish-Vietnamese partnership 2000-2015?

The evaluation of the key longer-term changes should cover all programme areas including the 13 programmes noted in Appendix 1. The objectives of the cooperation, the intervention logic and underlying theory of change at the programme level should be identified. The evaluation should:

- Identify the key longer-term changes achieved within each programme over the period
- Consider the changes at both national and local levels and the extent to which they were changes that were jointly prioritised by Denmark and Vietnam
- Examine the nature and value added of the Danish cooperation in catalysing the changes
- Identify the factors that influenced or constrained the achievement of longer-term changes
- Present evidence on the long-term impact of the changes, where available, on poverty reduction, gender equality, the environment and climate change and stimulation of the private sector.

Q2: What concrete development results were achieved by the Danish-Vietnamese partnership 2000-2015?

The evaluation of the concrete results should focus on the selected specific result areas in the selected geographic focus provinces. The evaluation should:

- record the concrete results (outputs and outcomes) achieved,
- identify the outcomes and use to which the outputs are being put,
- Examine the nature and value added of the Danish cooperation in achieving the results
- Examine the importance of building on Danish comparative advantages
- Identify the factors that influenced or constrained the achievement of specific results
- Present evidence on the long-term impact of the results identified, where available, on poverty reduction, gender equality, the environment and climate change and stimulation of the private sector

2 Sustainability of the changes and results achieved from the Danish-Vietnamese Partnership 2000 to 2015

A brief strategy and a tentative plan for phasing out traditional development cooperation between Vietnam and Denmark was developed in 2007 and followed up through discussions at the high level consultations between Vietnam and Denmark. A detailed assessment, undertaken in 2009, examined the exit transition of the development cooperation and identified issues related to sustainability. These strategies and assessments provided a guide for the exit and transition strategy from 2007 onwards.

There are three evaluation questions for this part:

- Q3: Are the key longer-term changes achieved likely to be sustained?
- Q4: Are the specific development results achieved, in the selected sample, being sustained?
- Q5: What measures can be taken to enhance sustainability of the longer-term changes and results achieved?

Q3: Are the key longer-term changes achieved likely to be sustained?

This question should refer to the changes documented under evaluation question 1. It is important in this connection to identify who the beneficiaries of the changes were and to reflect on the factors which have influenced sustainability. The evaluation should examine the following aspects which could potentially be developed as indicators in the evaluation matrix that will be developed during the inception phase:

- Assess the phasing out strategy and its focus on alignment, reduction of TA and private sector engagement including changes in aid modalities – and assess how sustainability was achieved.
- Assess the extent to which those benefitting from the changes are within the beneficiary groups originally targeted
- The presence of market forces, incentives and drivers to sustain the changes and change processes
- The extent to which the changes that have taken place are robust and likely to continue to yield benefits within poverty reduction, gender equality, environment, climate change and private sector development.
- The extent to which strategic considerations guiding the exit and transition were appropriate, well communicated and successful

Q4: Are the development results achieved being sustained?

This question should refer to the specific results (for the selected programme and geographic areas) documented under evaluation question 2. It is important in this connection to identify who are beneficiaries of the results and to reflect on the factors that have influenced sustainability. The evaluation should examine the following aspects which could potentially be developed as indicators in the evaluation matrix that will be developed during the inception phase:

- The extent to which those benefitting from the results are within the beneficiary groups originally targeted
- The role of the private sector and Danish support for strengthening market forces, incentives and drivers that sustain the results
- The extent to which the results that have taken place are robust and likely to continue to yield benefits within poverty reduction, gender equality, environment, climate change and private sector development.

- The extent to which there is evidence of replicability and scalability or potential for this.
- The extent to which operation and maintenance is being carried out without undue capacity or financial constraints.

Q5: What measures can be taken to enhance sustainability of the results achieved?

This question is forward looking and is intended to make use of any insights, gained through consideration of the earlier question, that might enhance future sustainability. Any measures identified should be directed towards actions that can be taken by partners in Vietnam. The evaluation should examine the following aspects which could potentially be developed as indicators in the evaluation matrix that will be developed during the inception phase:

- Threats to future sustainability which timely action can overcome
- Capacity gaps, information gaps, market failures or the presence of vested interests which explain why the action has not been identified and taken already
- The presence of actors who have the incentive and means to enhance the sustainability

3 Transformation of the partnership

There are four evaluation questions for this part:

- Q6: What was Denmark's contribution, working with other development partners, in assisting Vietnam to achieve its goal of becoming a medium income country?
- Q7: How has the Danish-Vietnamese development cooperation supported the transformation of the Danish- Vietnamese partnership?
- Q8: What actions could still be taken to promote the transformation?
- Q9: What are the lessons learnt that are relevant for future cooperation programmes elsewhere?

Q6: What was Denmark's contribution, working with other development partners, in assisting Vietnam to achieve its goal of becoming a medium income country?

Working with Denmark and other development partners, Vietnam has undertaken a series of interventions aimed at enhancing its capacity to participate in globalisation on an equal footing. Development cooperation has engaged in efforts to support; liberalising the economy, developing the private sector, strengthening good governance and creating openness to cultural exchange. These efforts aimed at enhancing the enabling environment necessary to achieve and sustain Vietnam's goal of becoming a medium income country. Crucially important were the efforts aimed at improving conditions for the private sector and trade with external partners. The evaluation should examine the following aspects which could potentially be developed as indicators in the evaluation matrix that will be developed during the inception phase:

- The extent to which the Danish development cooperation supported the readiness and ability of Vietnam to participate in globalization
- The extent to which the Danish development cooperation has been at the forefront of policy dialogue and helped catalyse changes in mind set, policy and practice through demonstration and interchange of Danish-Vietnamese experience across the board – commercial, environment and climate, corporate social responsibility, good governance and rule of law.

Q7:

How has the Danish-Vietnamese development cooperation supported the transformation of the Danish-Vietnamese cooperation?

Although not an explicit part of the transition strategy the notion that programme support in addition to the Business to Business activities could foster commercial linkages has been present in Vietnam for a long period. The 2012 growth strategy, recognises the contribution development cooperation has already made through development programme support and business to business (B2B) cooperation to enhance the transformation of the partnership – through support for various kinds of commercial activities and opening up of all parts of Vietnamese society to participate fully in the economy. The evaluation should examine the following aspects which could potentially be developed as indicators in the evaluation matrix that will be developed during the inception phase:

- Identify and describe examples where and how Danish development cooperation have supported the transformation of the partnership
- Evidence that knowledge of Danish comparative advantages compared to other development partners, Danish knowhow, competences and technologies has increased among relevant Vietnamese partners
- Evidence that commercial activity between the two countries is increasing and that Danish knowhow, competences and technologies are being engaged
- The extent to which the 2012 Growth strategy and measures outlined were appropriate, well communicated and implemented in practice

Q8: What actions could still be taken to promote the transformation?

This question is forward looking and is intended to make use of any insights, that are gained whilst identifying the potential and the successful and less successful experience in the transformation of the partnership. Any actions identified should be directed towards actions that can be taken by partners in Vietnam and Denmark.

Q9: What are the lessons learnt that are relevant for future cooperation programmes elsewhere?

Based on the experiences in Vietnam with development cooperation support for the transformation of the Danish-Vietnamese partnership, identify relevant lessons learned useful for similar situations in other countries. The approach of other donors in Vietnam should be consulted and it will be relevant to make a brief literature review of international cooperation practice elsewhere on the transformation from aid to broader cooperation. Whilst reflecting on the experience of others will provide a useful context, a set of lessons learned that are based firmly on evidence from the Danish-Vietnamese partnership should be developed. Lessons should, among others, address the following issues:

- The value of a long-term engagement as well as early and gradual preparation of the transformation
- The organisation of the work in the Danish Embassy and the Embassy Office in HMHC
- The role and contribution of the partnership built at provincial /sub-national levels

Appendix 4 Organisation of the evaluation

Role of the Evaluation Management

The Evaluation will be supervised and managed by the Evaluation Department (EVAL) in the Danish Ministry of Foreign Affairs. The tasks of the Evaluation Management are to:

- Participate in the selection of Evaluation Team based on received tenders. The MFA contract office chairs the tender committee, assisted by an independent tender consultant.
- Coordinate with all relevant evaluation stakeholders.
- Ensure that quality control is carried out throughout the evaluation process. In so doing, EVAL may make use of external peer reviewers.
- Provide feedback to the Evaluation Team. Comment on draft versions of the inception report, work plan, progress reports and the evaluation report. Approve final reports.
- Organise and chair meetings of the Evaluation Reference Group.
- Facilitate and participate in evaluation workshops, including possibly an open dissemination workshop towards the end of the Evaluation.
- Organise presentation of evaluation results and follow-up on the Evaluation to internal Danida Programme Committee and the Minister for Foreign Affairs (responsible departments will prepare the Follow-up note.)
- Advise relevant stakeholders on matters related to the Evaluation (reference is made to the Codes of Conduct, which form part of the Danida Evaluation Guidelines, and which can be found at <http://evaluation.um.dk>).

Role of the Evaluation Team (the Consultant)

The DAC evaluation principles of independence of the Evaluation Team will be applied. The Evaluation Team will carry out the Evaluation based on a contract between MFA and the incumbent company/institution. The Evaluation Team will:

- Prepare and carry out the Evaluation according to the ToR, the approved Inception Report, the DAC Evaluation Quality Standards and the Danida Evaluation Policy and Guidelines.
- Be responsible to the Evaluation Management for the findings, conclusions and recommendations of the Evaluation.
- Ensure that quality assurance is carried out and documented throughout the evaluation process according to the Consultant's own Quality Assurance Plan as described in the proposal.
- Report to the Evaluation Management regularly about progress of the Evaluation.
- Organise and coordinate meetings and field visits, and other key events, including debriefing session and/or validation workshops in the field visit countries.
- The Team Leader is responsible for the team's reporting, proper quality assurance, and for the organisation of the work of the team. The Team Leader will participate in the Evaluation Reference Groups' meetings and other meetings as required. It is envisaged to have approximately four meetings in Copenhagen during the Evaluation.

Role of the Evaluation Reference Group

An Evaluation Reference Group (ERG) will be established and chaired by EVAL. The mandate of the ERG is to provide advisory support and inputs to the Evaluation, e.g. through comments to draft reports.

The members of the ERG include: Representatives from Denmark Ministry of Foreign Affairs (TAS, KVA, GRV, Trade Council, ALO and Embassy of Hanoi) and from Vietnam MPI and CIEM. EVAL may decide to include 1-2 external experts to provide expert insights into the evaluation including on request from the Government of Vietnam.

The tasks of the ERG are to:

- Comment on the draft inception report, the initial findings papers and the draft reports with a view to ensure that the Evaluation is based on factual knowledge about the Danish Vietnamese cooperation.
- Support the implementation, dissemination and follow up on the agreed evaluation recommendations.
- Other key stakeholders may be consulted at strategic points in time of the Evaluation either through mail correspondence or through participation in stakeholder meetings/workshops.

The reference group will work with direct meetings, e-mail communication and video-conferencing.

Appendix 5 Evaluation team competencies

Qualifications of the Team Leader:

General experience:

- Higher academic degree in economics or related field.
- A profile with emphasis on evaluation, with 15 years or more of relevant international experience from development cooperation and evaluation.
- Experience as team leader for at least 2 evaluations of a comparable level of complexity.

Adequacy for the Assignment:

- Experience from country programme evaluations or/and comprehensive evaluations of broader cooperation with developing countries including related to globalization processes.
- Extensive experience from evaluation-related work in one or more of the relevant thematic areas of the Evaluation.
- Other analytical work in relation to one or more of the relevant thematic areas

Country experience and language:

- Broad international experience, including experience from Vietnam
- Proficiency in spoken and written English

Qualifications of core team members – qualifications must complement each other:

General experience:

- Higher academic degree in a field relevant to the assignment.
- A profile with emphasis on development and/or evaluation issues, with 5-10 years relevant professional experience from areas of relevance for the evaluation.
- Experience as team member for evaluations/or development assignments of a comparable level.

Adequacy for the Assignment:

- Experience from country programme evaluations and/or extensive evaluation-related or development work in one or more of the relevant thematic areas of the Evaluation.
- At least one of the experts must have considerable knowledge of private sector development.
- Experience from research, consulting, public administration or the private sector of one or more of the relevant thematic areas of the Evaluation
- Other analytical work in relation to one or more of the relevant thematic areas.

Country experience and language:

- International experience, including from Vietnam
- Proficiency in spoken and written English.
- At least one person with proficiency in written and spoken Vietnamese

Qualifications of possible subject-matter specialist(s):

General experience:

- Higher academic degree in a field relevant to the assignment.
- A profile with major emphasis on development issues, with 15 years or more of relevant professional experience.

Adequacy for the Assignment:

- Experience from programme design, implementation or evaluation of one or more of the relevant thematic areas of the Evaluation.
- Experience from private sector engagement within one or more of the thematic areas of the Evaluation.
- Other analytical work in relation to one or more of the relevant thematic areas.

Country experience and language:

- Experience from Vietnam or neighbouring countries
- Proficiency in spoken and written English

The team composition will be evaluated according to relevance and complementarity of the qualifications of the entire proposed team.