



Statement of Work – External Evaluation Services

USAID Enhancing Worker Rights--Hanoi, Vietnam

Introduction

The Solidarity Center is the largest U.S.-based international worker rights organization. Its programs are based on the principle that, by exercising their right to freedom of association and forming trade unions and democratic worker rights organizations, working people can collectively improve their workplaces, call on governments to uphold laws and protect human rights, and be a force for democracy, social justice and inclusive economic development. Its programs in more than 60 countries focus on human and worker rights awareness, union skills, occupational safety and health, gender equality, migration and human trafficking and pro-legal strategies, as well as bolster workers in an increasingly informal economy.

The USAID-funded *Enhancing Worker Rights* (EWR) project in Vietnam, implemented from 2017–2021, aims to strengthen workers' capacity and increase their access to information so that workers can effectively represent their interests and advocate for protection of their rights.

The project's two objectives are:

1. Strengthen union capacity to represent workers in export-oriented industrial zones
2. Promote gender equality in trade union organizations and in the workplace

The project's theory of change is:

If the rights of workers in Vietnam are better protected by more representative trade unions and worker organizations, consistent with internationally recognized labor standards, then the economic benefits that accrue from international trade with the United States and European Union will be broadly shared in Vietnam.

As a result of project activities, the Solidarity Center expects that trade union and worker advocates will strengthen their ability to represent workers and that workers benefit from the economic gains associated with increased international trade and investment.

Scope of the Evaluation

The Solidarity Center seeks an external evaluator to conduct an independent evaluation of the *Enhancing Worker Rights* project. The independent evaluation should assess the process and the evolution of the program and what factors affected implementation, adaptations and outcomes. To the extent possible, the evaluation should assess all program outcomes, positive and negative, intended and unintended, and to what degree they contributed to the program's overall aim and objectives. In addition, the evaluation will seek to answer key research questions.

Countries of interest: The evaluation will examine work that takes place in Vietnam. However, it is anticipated that work may/will be done from a remote location.

Timeline: It is estimated that evaluation design and fieldwork will be conducted from March 1, 2021, to May 31, 2021. An initial draft of the evaluation is to be submitted by June 1, 2021, and a final report within 90 days.

Objectives and Evaluation Questions

The Evaluation Objectives are to:

1. Conduct a process evaluation that examines the complex social, economic and political environment affecting EWR's conception, design implementation and adaptation.
2. Understand key stakeholders' views and perspectives regarding project implementation, within the context of the broader labor landscape.
3. Assess the project's overall relevance, based on its aims, objectives, outcomes, etc.
4. Provide recommendations for approaches and activities to achieve similar objectives in future programming.

Key Research Questions to be explored in the evaluation include:

1. What was the project approach and how was the project implemented? How did this change over time?
 - a. What factors, including assumptions, affected the project being/not being implemented according to plan?

2. What are the key project outcomes, intended and unintended, and to what extent do they achieve the project's objectives?
3. Were the project's objectives, strategy and outcomes relevant to stakeholders and to ensure sustainability?
4. What recommendations do key stakeholders have for future interventions and implementation approaches?

Methodology

The evaluation design will be grounded in a review of existing program documents and monitoring data, with an emphasis on field work. The expected method is a final process evaluation, with an expectation of using qualitative methods, but relevant quantitative methods may also be proposed for a mixed methods approach. The Evaluator may propose alternative approaches in the inception report.

The data analysis will be used to provide critical insight into the implementation and results of the program internally and externally and why as well as how the program produced results or not. The qualitative data will be complemented with quantitative data from the monitoring data and/or other data sources. Attention needs to be paid to triangulating feedback from different actors to ensure validity. A gender-sensitive approach for this evaluation is strongly encouraged to evaluate how the program's relevance, approach and outcomes are experienced differently by gender.

Stakeholder Involvement

Stakeholder involvement is critical to the successful implementation of the evaluation. The evaluator is expected to retain independence in coming to judgments about the program and to employ a participatory and collaborative approach to ensure meaningful involvement of Solidarity Center management and staff, additional actors and beneficiaries. This collaborative approach includes gathering feedback from Solidarity Center country staff on preliminary results. The format for this ground-truthing or feedback loop will be further defined in the inception report.

Following are the key stakeholders:

- Relevant Solidarity Center staff, both part of headquarters management and those involved in program delivery in country offices
- Union, NGO and worker organization representatives (leaders and key staff at partner organizations involved in this program—in program delivery or as allies in campaigns)
- Political decision makers
- Other multipartite partners (e.g. employers) where appropriate

Roles and Responsibilities

The Solidarity Center will be responsible for:

- Providing technical guidance throughout the implementation of the evaluation;
- Providing access to program data and documents, and facilitating access to stakeholders; and
- Reviewing and commenting on drafts of the inception and evaluation reports.

The Evaluator will be responsible for:

- Conducting all necessary qualitative and quantitative assessments and remote data collection;
- Coordinating logistics for the remote data collection and stakeholder involvement, including online meeting and collaboration tools, scheduling, organizing interpreters and hosting focus group and interviews;
- Overseeing the day-to-day management of the evaluation;
- Providing regular formal and informal reporting to the Solidarity Center Program Officer
- Participating in key evaluation-related meetings (kick-off meeting, inception report meeting, draft findings meeting and meeting to present final report and recommendation, etc.);
- Producing deliverables (mainly inception report and evaluation report) in accordance with the Statement of Work and contractual arrangements.

The Evaluator will report to the Hanoi-based Solidarity Center Country Program Director (CPD) on all issues related to the evaluation, contracts, fees and expenses, and deliverables and commenting/responses processes.

Evaluation

The Evaluator will prepare an evaluation **inception report and work plan** that will operationalize the Statement of Work. The inception report will be based on an initial document review and preliminary interviews with various stakeholders. Documents will be provided to Evaluator upon full execution of the contract.

The inception report and work plan will address the following elements: expectations of the evaluation; roles and responsibilities within the evaluation consulting team; any refinements and elaboration of evaluation questions; methods—qualitative and quantitative—and data collection tools, including possible constraints; outline of the final evaluation report; and an evaluation matrix linking questions, methods, data sources and indicators.

The inception report and work plan will be approved by the Hanoi-based CPD and will define how the evaluation is to be conducted.

The Evaluator will prepare the **draft and final evaluation reports** that describe the evaluation methodology, findings, recommendations and key lessons.

The main activities and evaluation timetable are as follows:

| Evaluation Process | Deadline | Responsibility |
|---|-------------------|-------------------------------|
| Selection and award of contract to selected applicant (Evaluator) | February 28, 2021 | Solidarity Center |
| Inception report and work plan submission | March 12, 2021 | Evaluator |
| Inception report discussion | March 19, 2021 | Evaluator / Solidarity Center |
| Final inception report and work plan submitted | March 26, 2021 | Evaluator |
| Completion of document review/interviews and fieldwork | April 23, 2021 | Evaluator |
| Weekly coordination check-in during field work to discuss progress, obstacles and support needed (email or call) | ongoing | Evaluator / Solidarity Center |
| Draft report submitted | May 14, 2021 | Evaluator |
| Findings Meetings | May 21, 2021 | Evaluator / Solidarity Center |
| Respond to recommendations and questions from Solidarity Center and USAID, if applicable, and update report accordingly | June 4, 2021 | Evaluator |
| Final report submitted | June 18, 2021 | Evaluator |

Deliverables

The evaluation requires the Evaluator to submit the following deliverables:

- Inception report—including refined research questions and work plan
- Evaluation/research instruments
- Draft evaluation report
- Findings meetings (in person/virtual) with relevant Solidarity Center staff
- Final evaluation report, with a two-page executive summary and recommendations, total length not to exceed 25 pages, excluding annexes

Budget: Up to a maximum of USD \$12,000

Applicant's Profile and Competencies

Applications are welcomed from individuals or teams, whether belonging to an organization or otherwise. Due to the limitations on international travel, it is expected that the successful applicant(s) will be based outside of Vietnam and have the capacity and capability to conduct remote data collection and evaluation management with stakeholders working in Vietnam.

The following skills and experiences are essential criteria for applicants:

- Strong understanding of appropriate methodologies, including their benefits and limitations
- Experience in conducting and/or managing similar or comparable studies, preferably within Vietnam
- Excellent facilitation and communication skills, with experience of working collaboratively with labor organizations, civil society organizations and non-specialist audiences
- Ability to manage remote facilitation, coordination and data collection as required by the proposed methodology
- Ability to condense a range of inputs into clear and concise summaries or recommendations
- Knowledge of the labor environment within Vietnam, as well as international labor standards and industrial relations.
- Verbal and written proficiency in Vietnamese language strongly preferred.
- Excellent analytical and writing in English.

Application Process

Interested parties should submit a proposal to the Solidarity Center, to include:

- A brief cover letter demonstrating how you or your team meets the essential criteria above, as well as any reflections you may have on the outlined approach and timelines or changes you would propose. This should be no more than two pages
- An outline of your proposed methodology, including explanation of why it is suitable for this research as well as any associated risks and proposed mitigations. This should be no more than three pages
- A draft work plan and associated budget, to include the daily rates of all individuals involved and a description of the roles they each play within the team (if applicable)
- CVs for all individuals, including references (references would be contacted after interview)
- Maximum two examples of previous work that demonstrates skills or experiences relevant to this research. These may be provided as links or, if unpublished, then they may be attached for review in confidence. Please send complete proposals to VNevaluation@solidaritycenter.org by the end of February 19, 2021.

Selection Process

Proposals will be scored and assessed against their understanding of the statement of work (20%), appropriateness of the proposed methodology (35%), expertise and experience of the team(35%), and quality of work planning and financial/HR organization (10%). Consideration will also be given to a proposal's value for money.