



Ambasáid na hÉireann Embassy of Ireland

Terms of Reference: Review of Ireland's Mission Strategy for Vietnam and the Mekong Sub-Region 2017-2020

Tender deadline: [14/10/2020]

1. Introduction

Vietnam and the Mekong sub-region are an ethnically diverse, historically rich and politically strategic area. Ireland has maintained diplomatic relations with Vietnam since 1996 and has invested in a breadth of developmental, trade, political, consular, public diplomacy and influencing activities across four countries in the region. In addition to Vietnam, the Embassy is accredited to Cambodia and the Lao People's Democratic Republic (Lao PDR). The Embassy also has responsibilities for the management of Irish Aid's bilateral development programme in Myanmar (the Irish Embassy in Thailand has other responsibilities for Myanmar). The Mission Strategy has an integrated approach across its consular services, diaspora outreach, political engagement, development cooperation, cultural engagement, trade and promotion of Ireland. These core activities incorporate Ireland's Foreign Policy, *The Global Island*, international development policy, *One World One Future* and recently implemented *A Better World* (Government of Ireland 2013; 2018; 2019). Separate civil society, global fund, multilateral and humanitarian programming funding lines from Department of Foreign Affairs (DFA) headquarters (HQ) are additional to the budget.

In order to inform the upcoming mission strategy planning process, an independent assessment will be conducted. As restrictions on travel and physical distancing are expected to continue for the coming months, a robust review will be undertaken following best practice standards in evaluation (OECD 2019; OECD IEG 2020).

1.1 Regional context

Vietnam is a geo-strategically significant, culturally diverse country, with over 54 ethnic minority groups and a population of 97 million. It was among the top eight countries in receipt (€9.1 million) of bilateral Overseas Development Assistance (ODA) from Ireland in 2018 (GoI 2018). Developmental improvements in the past three decades have brought it to middle-development status with a HDI of 0.693 and a ranking of 118/189 countries (UNDP 2019). With low inflation, stable currency and strong FDI flows, Vietnam's economy is steadily moving towards integration with the global economy reflecting robust GDP growth (EIU 2020a). Vietnam joined the World Trade Organisation in 2007 with subsequent economic liberalisation measures and efforts of reform. Despite politicised anticorruption

efforts, significant corruption and heavy state bureaucracy continue, constraining the ease of doing business (EIU 2020a). Furthermore, large inequalities remain, with concentrations of extreme poverty, particularly among ethnic minorities and a widening gap between disadvantaged groups and the wealthy. Vietnam is also characterised by a shrinking civil society space and restrictions on freedom of press and speech (Human Rights Watch 2019).

Cambodia's political situation has deteriorated sharply with the suspension of the main opposition party, a flawed election and severe restrictions on press freedom and on civil society. This has altered the EU's relationship with Cambodia leading to the potential withdrawal of Cambodia's preferential access to the EU market (EIU 2020b). With a population of 16.4 million, the UNDP (2019) Human Development Index ranks Cambodia at 146/189 countries with a HDI of 0.581 (UNDP 2019). While there have been some gains in economic development, the benefits to the population are unequal. Challenges remain in poverty reduction, nutrition, marginalisation of groups, unexploded ordnance and explosive remnants of war contamination, climate change and environmental protection (Asian Development Bank 2020; EIU 2020b). These are compounded by weak governance and a high corruption perception index (Transparency International 2018).

Lao PDR has achieved sustained economic growth, health and education reform. However, this has not evenly translated into poverty reduction. Disparities and vulnerabilities persist, and inequalities are widening. Lao PDR has gained footholds towards graduation from LDC status, with a HDI of 0.601 and country ranking of 140/189 (UNDP 2019). The economy is precarious and is dependent on agricultural exports and mineral extraction. In addition, the country has faced an increasing number of natural disasters over the last years (EIU 2020c). China has a significant influence and investments in a number of infrastructure projects that has translated into a significant long-term debt burden to China.

Myanmar is experiencing significant development, economic, political and human rights challenges and its transition to democracy remains volatile (EIU 2020d). Systematic human rights violations continue to take place, attracting widespread media interest and debate within the international community. The situation is of ongoing concern, with no evidence that a short term solution is likely to emerge (Human Rights Watch 2019). Against the backdrop of these challenges, Myanmar's HDI has increased from 148/188 in 2014 to 145/189 in 2018 (UNDP 2019, 2015).

2. Major components of the Mission Strategy

In May 2017, the first 'whole of Embassy' Mission Strategy for the Embassy's engagement in Vietnam and the Mekong Sub-region was approved. The Embassy's over-arching mission under this strategy is to serve Irish citizens, advance Ireland's interests and prosperity and to promote Ireland's values. The Embassy administers a significant development cooperation programme with an average annual budget of €10 million, which is expended in Vietnam and neighbouring countries Cambodia, Lao PDR and Myanmar. In addition, it is allocated approximately €1.4 million per annum for administration costs, including those associated with diplomatic and local staffing. Vertical humanitarian, promotional¹ and CSO funding from HQ is from separate budget lines.

Table 1: Embassy of Ireland, Vietnam budget and expenditure

¹ Includes APRF/Asia Market funds

Year	Budget (programme + admin)	Estimated expenditure to date
2017	€11,427,964	€11,417,110
2018	€11,495,536	€11,430,524
2019	€11,466,811 [^]	€11,400,068 [~]
2020	€11,400,000 [*]	
Total	€45,530,311	€34,247,702

Audited accounts pending in 2020. [^] Source: Q&A. [~] Source: Mission communication ^{*} Source: 2020 IDC

The mission strategy is organised around three high-level objectives:

1. Ireland's People in the region are well served, better protected and more closely linked;
2. Ireland's Prosperity is enhanced through trade, investment, EU and people-to-people engagement and institutional exchange;
3. Ireland's Values and Influence contribute to a more stable and secure rules-based international environment, the protection of human rights, reduced inequalities and the empowerment of people to participate in their own development.

The mission strategy contributes to five high level outcomes:

- **Outcome 1:** Efficient and effective passport, consular and diaspora services in Vietnam, Cambodia and Lao PDR.
- **Outcome 2:** Strengthened bilateral relationships and influence for Ireland in Vietnam and the sub-region.
- **Outcome 3:** Increased two-way trade and investment, including strong educational and research linkages in Vietnam and the Mekong Sub-region.
- **Outcome 4:** Marginalised and vulnerable communities in Vietnam and the Mekong sub-region are more resilient to economic, social, and environmental stresses and shocks, supported by more inclusive economic growth and accountable institutions.
- **Outcome 5:** The Embassy is fit for purpose to deliver a coherent whole-of-Embassy approach and ensure the optimum use of resources.

The strategy was also designed to be implemented through an integrated approach, building synergies, complementarity and coherence across all areas of work (consular services, diaspora outreach, political engagement, development cooperation, cultural engagement, trade and promotion of Ireland) with a series of outputs collectively delivering against all outcomes.

2.1. Internal Mid Term Review (MTR)

An internal mid- term review (MTR) concluded in late 2019 of the 2017-2020 Mission Strategy for Vietnam and the Mekong Sub-Region (Cambodia, Lao People's Democratic Republic and Myanmar). The MTR identified key achievements and reflected on contextual factors in addressing the strategy's fitness for purpose. Adjustments were identified for the remainder of the current strategy period, in particular the continuation of the development cooperation programme in Vietnam, which was previously scheduled for completion. In the desk based review, complemented by survey responses from stakeholders related to 'Our People' outcomes, the Embassy found the delivery of the outcomes under the Performance Management Framework (PMF) was on track or achieved. In addition, the

MTR reviewed the whole of Embassy approach to examine how the Embassy had forged strategic links between the mission's political, trade promotion and development cooperation engagements and whether these have delivered results across the people, values and prosperity pillars of the strategy. While this approach yielded positive outcomes, such as an increase in profile, a number of challenges were identified around an increased workload, staffing, resources and ability to monitor and support partners. The MTR recommended the independent review include considerations for strategic direction of the development programme into the next mission strategy.

3. The upcoming mission strategy

In advance of the preparations for the upcoming mission strategy and given the timing and broad focus of the MTR approved in December 2019, will this review take a complementary approach and add value to previous exercises. The review proposes to explore the effectiveness and coherence of the mission strategy across selected areas within its five outcome areas (that might include for example: development cooperation, political, diplomatic and economic engagement). In addition to accountability, an emphasis will be placed on learning in light of the recent MTR and changes to ways of working as a result of COVID-19.

Development assistance will be a priority focus of the review and a number of the outcome areas will be examined. A representative sample of key/strategic projects and approaches across a selection of outcome areas (development assistance, political, diplomatic and economic engagement) will inform the review, with the view to providing a perspective of achievements and lessons learned to date.

4. Purpose of the review

The purposes of the review are:

- To provide DFA senior management with an independent, evidenced-based assessment of the performance of Embassy of Ireland, Hanoi under the OECD DAC criterion of effectiveness and coherence of Ireland's mission strategy across a selection of approaches/activities in a range of outcome areas;
- To provide the Embassy country team and relevant DFA business units with a review that can be used to inform the upcoming mission strategy planning;
- To contribute to the pool of evidence for the delivery of mission results across the mission strategy from 2017-2020² by applying a robust review as a mechanism of accountability;
- To examine the effectiveness and coherence of the implementation of the mission strategy and its integrated approach to the sub-region;
- To contribute to the Department's organisational learning.

5. Scope of the review

Guided by the OECD-Development Assistance Committee's (DAC) Principles for the Evaluation of Development Assistance and Quality Standards for Development Evaluation, the review will examine

² The review will cover the period up to September 30 2020.

the performance of the Embassy of Ireland, Hanoi Mission Strategy. The OECD DAC (2019) criteria of effectiveness and coherence have been selected to review a range of approaches/activities across selected outcome areas (development assistance, political, diplomatic and economic engagement) within the context of the integrated mission strategy.

6. Review questions

Bearing in mind the integrated and mutually reinforcing nature of the Embassy's work within the sub-region, the following set of questions are directly related to the purposes of the review. Questions are grouped under the OECD DAC criteria (2019) and will be used to generate interview guidance sheets and templates. The review will aim to answer³:

Effectiveness

1. To what extent is the Embassy effective in the achievement of results towards the mission strategy outcomes in line with relevant key policies⁴ (e.g. A Better World; Global Island)?
 - a. What were the key achievements, results and challenges⁵ of the development assistance portfolio (Outcome Four)?
 - b. What were the key achievements, results and challenges in the Embassy's political, diplomatic and economic engagement?
2. Does the governance structure, systems, capabilities and approaches (at headquarters, mission and regional level), enable the Embassy to manage resources allocated, allow for an adequate assessment and management of risks and facilitate the effective delivery of the integrated mission strategy?

Coherence

3. To what extent is the mission strategy and sub-regional approach coherent and effective?
 - a. To what extent are partnerships and approaches (inter-departmental and inter-agency) coherent and effective in the delivery of development assistance⁶ and bilateral relations?
 - b. How effectively and coherently has the Embassy and its partners incorporated, responded to and advanced normative human rights, gender equality and other equity frameworks in line with key normative frameworks⁷ and Irish policies⁸ *Global Island, One World One Future* and *A Better World*?

³ Note each question is not weighted equally.

⁴ The Global Island: Ireland's Foreign Policy for a Changing World; Statement of Strategy; One World and A Better World: Ireland's Policy for International Development; Ireland's Asia Pacific Strategy; Ireland's National Action Plan on Women Peace and Security; Ireland Connected: Trading and investing in a dynamic world. Where policies have been updated, these will be considered in light of forward facing recommendations rather than reviewing the projects against policies that were not in place during the mission strategy.

⁵ Including for example, COVID-19 and changes to ways of working.

⁶ Including UXO clearance and mine action

⁷ For example, international frameworks on climate action; international humanitarian law, international human rights law, DFA policies, gender analysis in programming, gender sensitive budgeting, disaggregated data by gender, age and disability

⁸ The Global Island: Ireland's Foreign Policy for a Changing World; Statement of Strategy; One World and A Better World: Ireland's Policy for International Development; Ireland's Asia Pacific Strategy; Ireland's National Action Plan on Women Peace and Security; Ireland Connected: Trading and investing in a dynamic world. Where policies have been updated, these will be considered in light of forward facing recommendations rather than reviewing the projects against policies that were not in place during the mission strategy.

Lesson learning

4. What are the key insights⁹ emerging from the implementation of the integrated mission strategy that can contribute to overall organisational learning?
 - a. Were any unintended consequences observed (positive or negative) observed?
 - b. What can the Embassy and its partners pragmatically consider in order to improve delivery of the mission strategy outcomes within the sub-regional context (taking into account operational and contextual factors)?
 - c. What insights have other countries learned through their shift towards economic partnerships and political engagement in Vietnam and the sub-region?

7. Governance and independence

The review will be managed by DFA's independent Evaluation and Audit Unit (EAU). The review will be undertaken in consultation with the Department's Development Cooperation and Africa Division (DCAD), Asia Pacific Unit (APU) and the Embassy. A Reference Group, comprised of key stakeholders from EAU, APU and DCAD will assist in providing observations to the exercise.

8. Methodology and review phases

A mixed-method approach will be applied. Purposive sampling will be applied of a representative sample of key/strategic partners and projects¹⁰ and approaches across selected outcome areas will be assessed. These may include documents and reports from 2016 onwards to broaden the base of evidence and capture lagged effects. Adhering to the principle of *prima non male* (do no harm), the team will not engage in any activity, or promote engagement in any activity that may place staff, stakeholders, or communities at risk of harm such as infection. This means that data collection efforts, team meetings, and engagement will be held virtually by video conference where possible. Consultants will provide on ground technical expertise and assistance with data collection (including leading on site interviews where relevant and safe to do so).

Taking a consultative approach with the Embassy, DCAD, Asia Pacific Unit and the reference group, it is anticipated that the review will include but is not limited to the following approaches:

- Review of Embassy and partner documentation and associated results;
- Portfolio analysis;
- Financial analysis;
- Field component and site visits:
 - o If safe to do so, focus groups with partners, Embassy staff, development partners and communities¹¹; stakeholders (citizens, businesses, government);
 - o Key informant interviews (in person or VC) with development partners, Embassy staff; stakeholders (citizens, businesses, government, other donors);

⁹ For example: competitive advantage or potential opportunities; insights from the Whole of Embassy approach, insights gained from the experience of COVID-19; added value of the mission's approach to Ireland's interests and the Vietnamese and sub-regional context (e.g. supporting inclusive development, strengthening relationships and promoting mutual prosperity)

¹⁰ For example: by modality; by outcome or pillar; and taking account of overall importance/relevance

¹¹ If safe to do so, community focus groups and site visits will be undertaken. In order to approach appropriate culturally and gender sensitive discussion (UN Women 2019), women and girls-only focus group per community visited should be facilitated. Men and boys voices should also be captured in separate focus group fora (this includes blended groups).

- If safe to do so, site visits by the consultants may be carried out, but this will depend on the status of the pandemic in the country/ region;
- Workshop for the development of recommendations based on the draft report (Reference Group and key DFA stakeholders);
- Surveys or questionnaires with stakeholders (for example, but not limited to partners and businesses) and Embassy staff may be utilised;
- Synthesis and analysis of evidence to identify emerging observations and triangulation of findings between multiple sources of evidence.

It is envisaged that the review will consist of three broad phases:

Phase I: Planning and review

The first phase will consist of a preliminary review of documentation - reports, reviews, evaluations and other documents related to the mission strategy 2017-2020. Documentation from 2016 may also be included. The sample of activities will occur in consultation with the Embassy, as well as any refinements. This phase will also involve initial interviews with some key informants from DCAD, APU and other relevant units in Ireland. The development of the review plan, design of methodology and detailed planning for the field mission will be undertaken during this phase.

Phase II: Documentary review and fieldwork

The second phase will involve a further review of documentation, video-conference interviews and a field visit by consultants to Vietnam and the sub-region (Lao PDR, Myanmar and Cambodia). One local consultant per country will be contracted to conduct site visits and participate in interviews with partners if safe to do so. The Embassy will assist the review team with organising field logistics, including the setting up of interviews with partners selected by the review team, stakeholders such as government officials, community members and business representatives. It is envisaged that due to time zone differences between Dublin (where part of the review team will be participating remotely) and Vietnam, Cambodia, Laos and Myanmar; the field component will be up to five weeks in duration. The visit will crosscheck the evidence arising from the documentation review and the initial analyses (including financial analysis), and gather evidence from interviews and surveys with key stakeholders. A debriefing with emerging themes will be given to the Embassy at the end of the field component.

Phase III: Reporting

The final phase will consist of a debriefing to the stakeholders, fact checking, additional analysis and writing of the draft final report. A draft report will be prepared for EAU within six weeks of the field component. This will be followed by iterative feedback and the inclusion of a workshop with stakeholders to develop recommendations. Pending scheduling, a report will be ready for the Embassy by May 2021 with the final report will be prepared for submission to management thereafter.

9. Outputs

The expected outputs of the review are as follows:

1. A comprehensive review plan capturing the interview guides, refined methodology and a detailed work plan for the remainder of the exercise at the end of Phase I.
2. A desk review of the analysis of key documentation will be delivered at the end of Phase I conducted by the consultants.
3. Initial briefing post-field component with the Embassy team on emerging themes.
4. A draft report for EAU (approximately 40 pages, excluding appendices) that sets out findings, conclusions and emerging recommendations.
5. Consultation workshop with the Embassy and stakeholders to facilitate recommendations based on the draft report. A presentation and may include a brief summary document of four pages.
6. A final report (approximately 40 pages, excluding appendices) that sets out findings, conclusions, recommendations and any other issues for management's consideration will be drafted by the review team. The report will focus on the core review questions. Where recommendations are made in the report, management responses will be required. The primary audiences for this report are the Embassy team, DCAD senior management, DCAD technical staff, DFA senior management and the citizens of Ireland, Vietnam, Lao PDR, Cambodia and Myanmar.

10. Timeframe

In order to maximise learning and utility for the Embassy's planning for the next mission strategy, the first draft of the report is required to be completed within six weeks of the completion of the field component with the stakeholder consultation workshop and final report to follow as below. Please note, times indicative and in some cases, dependent on previous deliverables. The times and are subject to amendment at the discretion of DFA.

Table 2: Key activities/milestones (indicative)

Key activities	Estimated date
Review plan development draft complete (design, tools, interview guides, surveys, sampling)	September 2020
Reference group #1 presenting review plan	September
Procurement of tender	Sept-Oct 2020
Desk study report of the document review (est. four weeks post confirmation of consultants)	November 2020
Data collection/field component and briefing on emerging themes to Embassy (est. four weeks post confirmation of consultants)	Oct-Nov 2020
Presentation of field findings to the Reference Group (within two weeks of field component)	December 2020
Draft report V 1.0 with analysis and findings (within six weeks of field component).	January 2021
Stakeholder consultation on the development of recommendations from the draft report	February 2021
EAU/Embassy/Reference Group feedback on draft report Drafts take an iterative process that incorporates EAU and stakeholder feedback).	Iterative
Final report	May 2021

11. The review team

The review will take a mixed team approach. The team will comprise of the winning tender which will ideally include a team leader and a locally-based consultant from each country and staff from DFA Evaluation and Audit Unit. The team leader may be one of the locally-based consultants assigned to one of the countries. All local consultants must reside within the respective countries for which they are reviewing. Each consultant will contribute to researching, analysing, writing and contributing to their individual country aspects and work packages of the review. The report will incorporate the analysis, contributions and collective agreement from all team members. The consultants will provide local expertise and report inputs, in particular, knowledge of the developmental context of Vietnam and the sub-region's political, developmental and economic context and language. Translation needs will be catered to as required by the Embassy. Up to three staff members of the Department of Foreign Affairs and Trade's Evaluation and Audit Unit will form an essential part of the team, one of whom will have responsibility for managing the overall exercise ('Review Manager'). All consultants will report to the Review Manager who is a staff member of the Evaluation and Audit Unit.

12. Management arrangements

The review will be project managed by an officer of the Evaluation and Audit Unit of the Department of Foreign Affairs and Trade, Ireland. A Reference Group, (that includes representatives from the Evaluation and Audit Unit and/Asia Pacific Unit or DCAD HQ staff) will support the overall exercise. The Embassy will assist with logistics for the field visit. DCAD, Asia Pacific Unit and the Embassy will provide all necessary briefing material related to the mission strategy in advance of the document review stage. The team leader will report to the review manager in the EAU.

13. The consultants

Proposals submitted for the consultancy are due by **14/10/20**. The locally-based consultants must be available for the field based-work of this review, which is subject to change at the discretion of DFA. Consultants must be able to accommodate these changes. Up to 100 consultancy days for all locally-based consultants are available for this review. Whereas the overall exercise will be managed by the EAU, the type of activities the consultants will undertake will be:

- To provide inputs and advice on the preparation and design of a complex, multi-layered review process;
- Monitor progress in implementing the exercise, providing independence, and directing any adjustments to the review plan as may be deemed necessary and/or appropriate;
- Conduct a desk based review of the documentation and analysis of the evidence;
- Formulate analysis and findings based on the results of both qualitative and quantitative data within the broader context of the review challenges, as well as the political and programmatic context.
- Provide concise and high quality evidence-based inputs into the review. These include developmental, political, economic and diplomatic analysis; drafting of the iterations and final report following feedback and joint analysis from the other team members and stakeholders.

Please note that consultants will be incorporating all stakeholder feedback throughout the iterative drafting process.

Consultants should have excellent interpersonal, professional and management skills with the ability to incorporate feedback and guidance from the review team and Reference Group. The final report (alongside editing rights) will be owned by EAU and will give due recognition of the role played by the consultants. Candidates must be of exceptional professional calibre, possessing discretion, cross cultural communication and political sensitivity.

14. Selection criteria

For a consultant's submission to be considered, it is mandatory that candidates have significant relevant expertise or knowledge in the following areas:

- A minimum of ten years' senior level experience in evaluating complex donor country-level portfolios and programmes;
- Experience monitoring political and development activities, and making recommendations related to international development and diplomatic services;
- Knowledge and skills relevant to DFA's areas of engagement in South East Asia, with reference to Vietnam and the sub-region (Cambodia, Lao People's Democratic Republic and Myanmar);
- Postgraduate education (Master's degree or above) and background in international development, business administration, economics, social science, international relations or closely related area with a demonstrated understanding of donor and government structures, institutions and financing.

Failure in any one of these critical requirements may lead to elimination from the competition in advance of further evaluation.

Assessment

Interested persons are invited to submit a proposal containing the below requirements, including the contact details of two referees. Proposals will be accepted from a single tender e.g. company or an acting as a network. All proposals must adhere to the page limits specified:

- Two page contextual analysis of the Vietnam and sub-regional development, economic and political context;
- One page statement of the consultant(s) suitability and related experience to undertake the assignment;
- Two page statement of how the consultant(s) can deliver against this Terms of Reference and any particular challenges they foresee for the successful implementation of the review;
- Two page summary of innovative methodologies/appropriate methodological approach the consultant(s) foresees to answer the review questions.

- Two page Curriculum Vitae per consultant;
- One page list of publications for which the consultant(s) were either the first author or lead evaluator (each with open source access hyperlinks). Please include the specific role and contribution of the consultants in relation to the listed evaluation, review or research;
- Contact details of two previous professional references with whom the consultant(s) have delivered an evaluation (within the past three years). Please include the name, email, phone number, position and organisation as well as the nature of the working relationship;
- DFA reserves the right to contact the referees given in the application.

Tenderers are required to include the following documents with their submission:

Appendix I – Financial Proposal

Appendix II – Confirmation of Bone Fides

Appendix III – Declaration of Personal Circumstances

Tender Submissions

Submissions should be emailed to Irishembassyhanoi@dfanet.ie and be received no later than 14/10/2020.

The closing date for receipt of clarification questions will be 07/10/2020

Late tenders will not be accepted.

15. Award Criteria

The consultant(s) will be selected according to the following criteria:

(Note: Assessors will be instructed to read only the number of pages requested and evaluate based on this limit. Consultants must acquire a 50% minimum in each criteria to be shortlisted.)

Criteria	Scoring
Understanding of the context	15%
<ul style="list-style-type: none"> - Quality of the two page contextual analysis of the Vietnam and sub-regional development, economic and political context - Quality of writing and political economy analytical skills - Knowledge and skills relevant to DFA's engagement in its key partner countries in Asia and particularly Vietnam and sub-region. 	
Understanding of the Terms of Reference and methodological approach	15%
<ul style="list-style-type: none"> - Quality of the two page statement of their understanding of this Terms of Reference and any particular challenges they foresee for the successful implementation of the review - Quality of the innovative methodologies/appropriate methodological approach the consultants foresees to apply to the review 	
Experience of evaluating complex donor country level programmes and/or their component parts	10%
<ul style="list-style-type: none"> - Demonstrated understanding of donor and government structures, institutions and financing - Quality of experience as a lead evaluator of complex donor country evaluations and business administration - Relevant publications as a first author/evaluator 	
Evidence of the individual having the desired overall degree of relevant depth of experience, interpersonal and management skills and relevant expertise to undertake the assignment	30%
<ul style="list-style-type: none"> - Quality of education and background in international development, business administration, economics, social science, international relations or closely related area - Quality of experience and expertise in evaluation and international development or business administration practices at senior level - Quality of experience of evaluating international development and business administration activities, and making recommendations related to evaluation and results based management - Relevant publications as a first author/evaluator - Overall strength of CV 	
Cost	30%
<ul style="list-style-type: none"> - Daily professional fee rate excluding VAT 	
TOTAL	100%

16. General terms and conditions

FOI

It should be noted that any correspondence with Irish Aid in relation to the review is subject to the application of Freedom of Information legislation. This applies to the services under the contract and not the tendering and contracting process.

Project Officer

Truong Thi Minh will have overall responsibility and will project manage the services provided by the external consultant.

Governing Laws

The work carried out by the Consultant, irrespective of where their offices are located, shall be deemed to be carried out in Vietnam and shall be governed by the relevant laws of Vietnam.

Publication

Rights concerning the production of reports or any other business documentation and those relating to their reproduction and publication will remain the property of the Department. No document based, in whole or in part, upon the work undertaken in the context of the Contract awarded following this tender may be published except with the prior formal written approval of the Department.

Conflict of Interest

Any conflicts of interest involving a tenderer (or tenderers in the event of a consortium bid) must be fully disclosed to the Department, particularly where there is a conflict of interest in relation to any recommendations or proposals put forward by the tenderer.

Tax Clearance Certificate

Before a contract is awarded the successful vendor (and agent, where appropriate) will be required to promptly produce a Tax Clearance Certificate/number, or in the case of a non-resident vendor, a statement from the Revenue Commissioners confirming suitability on tax grounds. Non-residents should contact the Office of the Revenue Commissioners, Revenue Residence Section, Government Offices, Nenagh Co. Tipperary.

Withholding Tax

A withholding tax will be deducted from any service related payments made (A non-national may be able to reclaim this tax by applying to the Irish Revenue Commissioners).

Tendering Costs

The Department of Foreign Affairs and Trade will not be liable in respect of any costs incurred by Tenderers in the preparation of tenders or any associated work effort, including the supply of equipment, where relevant, for evaluation and the return of such equipment to tenders, following such evaluation.

Content of Tender

Information supplied by tenders will be treated as contractually binding. However, the Embassy of Ireland, Hanoi reserves the right to seek clarification or verification of any such information. Post-tender qualifications or revisions will not be acceptable and may invalidate the tender.

The Embassy reserves the right to update or alter the information contained in this document at any time, but not later than 7 days before the closing date of the call for tender. Participating tenders will be so informed, should the need arise.

The Embassy reserves the right to request additional information from the tenders after the closing date.

Interpretation of the Tender

It is the duty of the tenderer to fully understand and correctly interpret this tender. At all times, the tenderer has the responsibility to notify the Embassy, in writing, of any ambiguity, divergence, error, omission, oversight, or contradiction contained in this tender, as it is discovered, or to request any instruction, decision, clarification or direction that tenderers may require to prepare a Tender.

Whilst every endeavour has been made to give Tenderers an accurate description of the requirements, Tenderers should form their own conclusions about the methods and resources needed to meet these requirements. The Embassy does not accept responsibility for the Tenderers' assessment of the requirements.

Tender Acceptance or Rejection

The Embassy reserves the right to hold Tenderers strictly to the terms and conditions submitted in their Tenders and also reserves the right to accept or reject in whole, or in part, any or all Tenders in response to this tender. Tenderers are specifically notified that failure to comply with or respond to any part of this tender (other than those elements clearly indicated as optional) may result in rejection of their Tender as non-compliant. Tenderers whose tenders are not accepted will be notified in writing on finalisation of the competition.

Right to Amend or Terminate the Tender Process

The Embassy may, in its absolute discretion:

- change the basis of, or the procedures (including the timetable) relating to the tender process;
- reject any or all of the tenders;
- invite Tenderers to proceed further at any stage of the tender process;
- do such things or engage in such actions as it deems necessary to ensure that the Services and provision thereof yield value for money;
- furnish Tenderers with additional information in respect of any aspect of the Services; or
- abandon the tender process.

17. REFERENCES

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- Human Rights Watch, 2019. World report [Online]. Available: <https://bit.ly/2NslN2R>
- OECD, 2019. *OECD-DAC: Evaluating development cooperation- summary of key norms and standards* [Online]. Available: <https://bit.ly/2Rg43Jg>
- OECD, 2019. *Better criteria for better evaluation: Revised evaluation criteria- definitions and principals for use* [Online]. Available: <https://bit.ly/2HBn58l>
- Transparency International, 2018. Corruption Perception Index [Online]. Available: <https://bit.ly/2Tk43KW>
- UNDP, 2020. *Human Development Index* [Online]. Available: <https://bit.ly/1kkByXA>
- UN Women, 2019. *Promoting gender equality in sexual, reproductive, maternal, newborn, child and adolescent health: Programming guide* [Online]: Available: <https://bit.ly/2Mv7216>

18. Documentary sources examples

It is anticipated that the approach to data collection and analysis will primarily consist of a review of secondary data sources augmented with qualitative evidence gathered during the fieldwork. Initial documentary sources include (but are not limited to):

Government of Ireland

- Government of Ireland, 2019. *A Better World: Ireland's Policy for International Development* [Online]. Available: <https://bit.ly/1ajtVwH>
- Government of Ireland, 2018. *Global Island: Ireland's footprint to 2025* [Online]. Available: <https://bit.ly/2JYGcwl>
- Government of Ireland, 2013. *One World: Ireland's Policy for International Development* [Online]/ Available: <https://bit.ly/2Z5sZp2>
- Ireland's Asia Pacific Strategy
- Embassy documents
 - o Mid Term Reviews
 - o Annual reports
 - o Financial reports
 - o Mission Strategy
 - o Associated evaluations, research and reviews
 - o Performance measurement framework

Grant Partner documents

- Partner reports and data
- Associated evaluations and research studies
- Donor reports

International

- Country level growth and development strategies
- Donor evaluations on country/regional strategies
- EU reports
- Sustainable Development Goals
- Transparency International Reports
- UNDP reports
- UN Women reports
- WHO reports
- World Bank Reports

Appendix I: Financial Submission Template

CONTRACT INPUTS AND FEE RATES

Tenderers are requested to complete the pricing template below with the fixed daily professional fee rate in respect of the services specified in the Terms of Reference. This fee quoted must be inclusive of all costs (facilities, equipment, supplies, telephone, email, IT, institutional levy and any other third party costs) all exclusive of VAT.

This fee shall be fixed for the duration of this engagement, including any permitted extensions. The fee rates quoted must relate to productive (working) time.

TRAVEL AND SUBSISTENCE COSTS ARE NOT REQUIRED IN THIS SUBMISSION.

All travel costs/subsistence/travel expenses required to be undertaken for the purposes of the external professional services will be payable at normal EU-UN cost norm rates.

TOTAL TENDER COSTS

(Please complete the relevant sections of the staff costs schedule below)

Name of Contractor	No. of Days	Daily Professional Fee Rate	Total Cost (Excluding VAT)
Total Professional Fee Costs (Excluding VAT)			

Appendix II: Confirmation of bone fides

We, the undersigned, do offer in accordance with the Request for Tenders and the Terms of Reference specified therein to provide the Embassy of Ireland, Hanoi with consultancy services for the Department of Foreign Affairs and Trade at the daily fee rate set out in Appendix III and subject in all respects to the Embassy of Ireland, Hanoi Terms of Reference published with this call for tenders which we have read and accepted.

We confirm that all information and commitments contained in or referred to in our tender are (i) accurate and correct, and (ii) accurately reflect our actual current operational and financial capability.

We confirm that our tax affairs are in order and that, if awarded the contract, we will be in a position to provide the Embassy of Ireland, Hanoi promptly with a current valid Tax Clearance Certificate.

We confirm that this Tender shall remain irrevocable open for acceptance by you for a period of 12 months from the closing date for receipt of tenders and it shall remain binding upon us for that period or such other period as we may agree.

We acknowledge that no legally binding agreement exists between us unless and until our offer is accepted by you and a contract in the form set out in this request for tenders has been concluded.

We understand that the Minister of Foreign Affairs is not bound to accept the lowest or indeed any tender it may receive and may abandon or terminate the tender process at any time.

Signature of tenderer or authorised agent:

Printed Name:

Name of Tenderer:

Tax No:

Postal Address:

Telephone no:

E-mail:

Appendix III: Personal Situation Declaration Form

Name of tenderer:	
Address:	
Country:	

Any tenderer who is unable to answer NO to all of the questions relating to the Mandatory Eligibility Criteria will be assessed as a "Fail".

Any Contractor/Supplier who is unable to answer NO to all of the questions relating to the Discretionary Eligibility Criteria may be assessed as a "Fail" and the Contractor/Supplier may, at the discretion of the Contracting Authority not be admitted to the tender.

Please enter <u>Yes</u> or <u>No</u> as appropriate to the following statements relating to the current status of your organisation <u>and/or any director or person(s) who has power of representation, decision or control over the organisation.</u>		Yes/No
Mandatory Eligibility Criteria		
1.	The Contractor/Supplier has been the subject of conviction by final judgment of participation in a prescribed criminal organisation, as defined under Vietnamese law within the last five years.	
2.	The Contractor/Supplier has been the subject of conviction by final judgment of corruption, as defined in the law of Vietnam within the last five years.	
3.	The Contractor/Supplier has been the subject of conviction by final judgment of fraud within the meaning of Vietnamese law within the last five years.	
4.	The Contractor/Supplier has been the subject of conviction by final judgment of terrorist offences or offences linked to terrorist activities, as defined in Vietnamese law, or of inciting or aiding or abetting or attempting to commit an offence, within the last five years.	
5.	The Contractor/Supplier has been the subject of conviction by final judgment of money laundering or terrorist financing, as defined in Vietnamese law within the last five years.	
6.	The Contractor/Supplier has been the subject of conviction by final judgment of child labour or other forms of trafficking in human beings, as defined in Vietnamese law within the last five years.	
7.	The Contractor/Supplier has breached their obligations relating to payment of taxes or social security contributions in Vietnam and this breach has been established by a judicial or administrative decision having final and binding effect in in Vietnam within the last five years.	
If you have answered Yes to Question 7, please provide details of the relevant amount including:		

- a. confirmation of whether you have paid, or have entered into a binding arrangement with a view to paying the outstanding tax or social security contributions including any accrued interest and/or fines; or
- b. details of whether you were informed of the exact amount due following the breach and at such time that it did not have the possibility of taking measures as outlined above before the expiration of the deadline for submitting this tender.

THIS FORM MUST BE COMPLETED AND SIGNED BY A DULY AUTHORISED OFFICER OF THE CONTRACTOR/SUPPLIER'S ORGANISATION.

I certify that the information provided above is accurate and complete to the best of my knowledge and belief.

I understand that the provision of inaccurate or misleading information in this Declaration may lead to my organisation being excluded from participation in this and future competitions.

Signed on Behalf of the Contractor/Supplier identified above, by -:

Signed: [ORIGINAL Signature]	
Print Name:	
Position:	
E-mail Address:	
Date:	