

## Call for Expressions of Interest – Final Independent Evaluation

The ILO is seeking expressions of interest for:

1. A national Indonesian consultant, and
2. An international consultant (Home-based + some travel required)

to conduct a final independent evaluation of the **“Enhancing COVID-19 Prevention at and through Workplaces”** funded by the Government of Japan, Ministry of Foreign Affairs. The national consultant will support the international consultant (home-based + some travel required) who conducts the evaluation described in the Terms of Reference below.

Candidates intending to submit an expression of interest must supply the following information:

- 1) A description of how the candidate’s skills, qualifications and experience are relevant to the required qualifications of this assignment.
- 2) A list of previous evaluations that are relevant in relation to the context and subject matter of this assignment.
- 3) A statement confirming the availability of the candidate to conduct this assignment and the daily professional fees expressed in US dollars.
- 4) A copy of the candidate’s CV (which must include information about the qualifications held by the candidate).
- 5) A statement confirming that the candidate had no previous involvement in the delivery of the **“Enhancing COVID-19 Prevention at and through Workplaces”** funded by the Government of Japan, Ministry of Foreign Affairs or have a personal relationship with any of the ILO Officials who are engaged in the project.
- 6) Examples of evaluation products in the field of conflict recovery and prevention, occupational safety and health, and other fields relevant to the project (full documents)
- 7) The names of two referees (evaluation managers who managed the relevant evaluation conducted by the applicant)

The **deadline to submit an expression of interest** for undertaking the evaluation is by **15 July 2022**. Please send an e-mail with the subject header Evaluation: **Enhancing COVID-19 Prevention at and through Workplaces** to [surkafa@ilo.org](mailto:surkafa@ilo.org) with copy to: [pamornrat@ilo.org](mailto:pamornrat@ilo.org)

## Terms of Reference Independent Final Evaluation

<b>Title of the Project being evaluated</b>	<b>Enhancing COVID-19 Prevention at and through Workplaces</b>
<b>Project DC Code</b>	IDN/21/01/JPN Linked to CPOs IDN 151 & IDN152
<b>Administrative Unit in charge of the project</b>	CO-Jakarta
<b>Project dates</b>	1 April 2021 – 31 March 2022 (12 months) and extended by 6 months to 30 September 2022
<b>Unit responsible for technical backstopping</b>	LABADMIN/OSH
<b>Timing of evaluation</b>	Final
<b>Type of Evaluation</b>	Independent evaluation
<b>Donor</b>	Government of Japan, Ministry of Foreign Affairs
<b>Budget</b>	USD 1,636,363.00
<b>Evaluation data collection dates</b>	03 -16 August 2022
<b>TOR preparation date</b>	January 2022
<b>Evaluation Manager</b>	Surkafa F Katafona, Project Coordinator, CO-Suva

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## 1. Background Information

The COVID-19 pandemic affected over 29 million workers in Indonesia as of August 2020, adding to the existing pool of about 7 million jobseekers who face significant difficulties in finding a job and exacerbating a labour market recovery that is lagging behind an economic recovery. Results of the labour force survey of August 2020 revealed that 2.6 million workers lost their jobs due to the pandemic, and as many as 24 million workers suffered from cuts in hours of work and wages, suppressing the average wage by 5.2 per cent between August 2019 and August 2020.

While the COVID-19 vaccination brings hope of economic recovery, there is an urgency to save jobs and at the same time, create jobs for Indonesia to emerge from COVID-19 crisis stronger and productive. Since the majority of workers and their family members rely on income from work for their livelihoods and welfare, maintaining economic activities while reducing infection risks at workplaces is of crucial importance in Indonesia. It is therefore urgent to save jobs and at the same time create jobs. This Project **“Enhancing COVID-19 Prevention at, and, through Workplaces”** was developed with the purpose of saving jobs, as well as creating jobs.

This Terms of Reference (ToR) is for an independent final evaluation of the 18-months Project entitled **“Enhancing COVID-19 Prevention at, and, through Workplaces”** which aims to enhance COVID-19 prevention measures at and through workplaces amidst of the pandemic with funding support from the Government of Japan. Key partners include the Ministry of Manpower, Indonesia Occupational Doctors Association, Employers' Association of Indonesia (Apindo) and Trade Union Confederations and Embassy of Japan in Jakarta continue to work together.

### **Theory of Change for the Project**

The Project supported Indonesian enterprises to re-open and take business operations back to a reasonable pre-Pandemic level. As a result, the unemployed find jobs and workers whose hours of work were curtailed work full-time again and see their incomes increase. Additionally, workers benefit from improved safety and health at workplaces. And as a nation, Indonesia resumed its march towards achieving the Sustainable Development Goals (SDGs).

The Theory of Change worked on the following premise:

**If,**

- 1) enterprises are technically assisted and equipped with appropriate workplace COVID-19 prevention measures;
- 2) public health and a hygiene culture is promoted and implemented by workers and employers; and
- 3) Risk of Virus transmission at work is mitigated,

**then,** enterprises can resume and increase operations and generate more work hours, providing workers with opportunities to benefit from safe and healthy workplaces and earn sufficient wages to assure decent life for their families.

## **2. Purpose and Objectives of the Evaluation**

The Project goal is to enhance COVID-19 prevention measures amidst the pandemic by improving safety and health for workers at their workplaces. The ILO has generated the national guidelines on COVID-19 prevention at workplaces with the government and social partners. Based on the national guidelines and international good practices, the Project provided technical assistance to 1,500 workplaces to ensure necessary COVID-19 preventive measures are implemented. Through knowledge-sharing and awareness raising activities, the Project promoted preventive measures against the new coronavirus in at least 1,500 additional workplaces. It also strengthened the capacity of the government, workers' organizations and employers' organizations so that they can effectively cope with the pandemic today and any public health crisis in the future.

### **Purpose**

The main purpose of this independent final evaluation is to provide accountability to constituents and donors and also for learning through evaluating the Project's overall performance and to document good practices and lessons learned emerging throughout the project cycle.

The findings, lessons learned, and good practices provided by this evaluation will contribute to the improvement of the ILO similar project/programme in the future, particularly in the area of OSH crisis recovery and prevention.

## Objectives

The overall objective of the independent final evaluation focuses on assessing the effectiveness of the Project in achieving its intended results. The evaluation will apply the OECD/DAC criteria, United Nation Evaluation Group (UNEG)'s Evaluation criteria (such as relevance, coherence, efficiency, impact, sustainability of the project) and other ILO cross-cutting concerns.

The specific objectives of this final evaluation are to assess the extent to which the Project's expected results have been achieved, the extent to which the Project has made a difference in the re-opening of Indonesian enterprises with operations targeting pre-pandemic levels. As a result, the unemployed find jobs and workers whose hours of work were curtailed work take up full-time jobs again and see their income increased. Furthermore, workers continue to benefit from improved safety and health at workplaces and as a nation, Indonesia resumes its march towards achieving the Sustainable Development Goals (SDGs). It will also examine other aspects of the Project from relevance, coherence with other crisis recovery and prevention, skills development, and employment creation especially for vulnerable groups, green works and local economic development and initiatives at local and national levels, and efficiency on resource utilisation. The evaluation will document good practices and lessons learned for future similar projects. It should also contribute to improving programming strategies and the approaches of ILO programming.

## 3. Evaluation Scope

This independent final evaluation will cover all interventions under the Project from the Project inception until the time that the evaluation is carried out in late July-Aug 2022. The evaluation will examine the Project's performance in relation to ILO's cross-cutting issues on gender, labour standards, social dialogue, and environment.

The evaluation will integrate gender dimension, disability inclusion and other non-discrimination issues as cross-cutting concerns throughout the methodology, deliverables, and final report of the evaluation.

The evaluation will give specific attention to how the project is relevant to the programme and policy frameworks at the national and global levels, UN

Sustainable Development Cooperation Framework (UNSDCF), national sustainable development strategy (or its equivalent), and other relevant national development frameworks. It should, in particular identify the good practices and lessons emerging from the implementation of this project. The identified good practices/lessons should elaborate on the facilitating and inhibiting factors that were critical from a learning point of view.

### **Target Beneficiaries**

The Project targeted 1500 workplaces as direct beneficiaries of the Project, with a focus on the greater Jakarta area where cases of COVID-19 infection and businesses are concentrated in. It also actively shares knowledge with at least an additional 1,000 non-target enterprises through webinars on a voluntary basis.

Indirectly, hundreds of thousand workers benefited from this Project as their workplaces implemented appropriate measures against COVID-19, following health and hygiene protocols.

JETRO and the Japanese Embassy in Jakarta played an important role in helping the Project reach out to Japanese companies.

### **Implementing partners and their roles**

The ILO Country Office for Indonesia and Timor-Leste (CO-Jakarta) administered the Project and incurred the responsibility for effective implementation and sound financial management. The Project was technically supported by ILO Headquarters Labour Administration, Labour Inspection and Occupational Safety and Health Branch (LABADMIN/OSH) of the Governance and Tripartism Department (GOVERNANCE), as well as by the Regional Office for Asia and the Pacific (ROAP).

A Project Advisory Committee (PAC) was established to ensure national ownership and the sustainable implementation of the Project. The PAC consisted of 5 to 8 members including senior representatives of relevant government ministries, Indonesia Employers' Association (APINDO) and trade union confederations, as well as a public health expert. It met quarterly every three months and the Project served as the Secretariat of the PAC.

The Indonesian Government, especially the Ministry of Manpower (MOM) at a meeting in November 2021, suggested that in the context of COVID-19, such a Project only needs to pay attention to information, views, and input from the National Task Force on COVID-19. As long as the Project refers to situations disclosed by the National Task Force, a PAC is not required.

## **Institutional arrangement**

The Project document required the Project to update the Project Advisory and Review Committee on a regular basis and that quarterly meetings of the PARC are held regularly to discuss the status of Project outputs and activities as well as the potential need for corrective actions.

The responsible chief of this Project is the ILO's Country Director, Michiko Miyamoto. Employment Specialist in the same office, Kazutoshi Chatani, will directed the Project and supervised the team which consists of seven project staff members as listed below. Dr. Yuka Ujita, ILO's Technical Specialist on Occupational Safety and Health, and her colleagues provided technical support to the Project from HQ. The Project engaged 25 assessors and 30 analysts as external collaborators. OSH specialists in ILO HQ and its regional office in Bangkok guided and supported the Project team.

Project team structure:

- Senior National Project Officer (Project lead)
- 2 National Project Officers (Operation managers)
- Communication and external relations Officer
- Administration and Finance assistant
- 2 Operation assistants

Project staff members performed the duties and responsibilities specified in their respective job descriptions. The Project Manager supervised the day-to-day work of the team and the Employment Specialist oversaw the overall performance of the team.

## **Clients**

The clients and users of this independent final evaluation include the Project team, the ILO management at country, regional, and headquarters levels, the ILO tripartite constituents, the Project partners, and the Japanese government as the main financing partner of this Project.

The Evaluation will ensure that the issues and inputs from stakeholders/tripartite constituents are adequately covered in the findings of the evaluation and they will have the opportunity to provide inputs and feedback throughout the evaluation process.

#### 4. Evaluation Criteria and Questions

The Evaluation will be conducted in compliance with the UNEG Evaluation's Norms and Standards and with the principle for programme evaluation set forth in the ILO policy guidelines for evaluation: Principles, rationale, planning and managing for evaluations, 4th edition (Aug 2020).

##### Key evaluation questions

Relevance and validity of design	<ul style="list-style-type: none"> <li>To what extent has the Project responded to the needs and priorities of beneficiaries, implementing partners, donor, and other Project stakeholders during the COVID19 pandemic?</li> </ul>
Coherence	<ul style="list-style-type: none"> <li>Have there been any synergies/collaboration between the Project and other initiatives in the area? If so, to what extent these synergies/collaborations enhance the impact of the Project and its sustainability?</li> </ul>
Effectiveness	<ul style="list-style-type: none"> <li>Have the Project's planned outputs and outcomes been achieved? What factors have contributed for the attainment? If not, what are the constraints?</li> </ul>
Efficiency	<ul style="list-style-type: none"> <li>Have the financial resources and other inputs been strategically allocated and efficiently used to achieve the expected outputs and outcomes?</li> <li>Have outputs and outcomes been delivered in a timely manner? If not, what are the factors that have hindered the Project in doing so?</li> <li>To what extent has the management model (i.e., organisational structure; information flows; decision-making in management) been efficient in comparison to the outputs and outcomes attained?</li> </ul>
Sustainability	<ul style="list-style-type: none"> <li>What strategies have the Project employed to ensure the sustainability of the Project results? To what extent they have been effective?</li> <li>Are the Project results likely to be durable, maintained, scaled up, and replicated by the beneficiaries and other development partners after the Project ends? What is the evidence?</li> <li>What are the major factors that will have or have influenced the continuity of the project's activities and</li> </ul>

	benefits? Is there any needed support to ensure the sustainability of Project's benefits? If so, what is it?
Impact	<ul style="list-style-type: none"> <li>• To what extent has the Project contributed to achieving ILO Strategic Policy Outcome, ILO Country Policy Outcome, and Sustainable Development Goals?</li> <li>• What changes, intended or unintended, have been observed from partners (community contractors, government, workers, community members) resulting from engagement to the Project?</li> </ul>
Cross-cutting issues	<ul style="list-style-type: none"> <li>• To what extent has the Project mainstreamed gender and culture into its design and strategies? Are these strategies culturally and gender-sensitive?</li> </ul>
Lessons learned and best practices	<ul style="list-style-type: none"> <li>• What challenges did the Project encounter during the implementation? How have these challenges been addressed?</li> <li>• What are the best practices that emerged throughout the Project cycle that can be replicated by other similar Projects in the future? How effective has the Project been in communicating them to wider audiences?</li> </ul>

## 5. Cross-cutting issues/ issues of special interest to the ILO

The ILO has accumulated global knowledge on Occupational Safety and Health (OSH), which bolsters the technical strength of the ILO as the designer and the main implementer of the Project. ILO has published various tools to address COVID-19 related issues including a guide on a safe return to work and the ILO has adopted international labour conventions and recommendations on OSH, including the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187) and the Occupational Safety and Health Convention, 1981 (No. 155). ILO stands ready to prevent the spread of the virus at and through workplaces and facilitate business re-opening.

The Project built the capacities of 200 trade union officials (of which at least 100 are women) on OSH with a focus on COVID-19 prevention, and assisted them to organize information sessions to raise awareness amongst women, including disabled persons and youths.

The United Nations Sustainable Development Cooperation Framework (UNSDCF) Indonesia 2021-2025 aims to empower institutions and people to generate higher value-added and facilitate inclusive economic transformation under the Outcome 2 of the Framework. Swift adaption to the requirements of so-called “New Normal” is important prerequisite of achieving the ambitions expressed in Outcome 2. The project contributes to the Sustainable Development Goal (SDG) 8: Decent work and economic growth. It is relevant to SDG target 8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

## 6. Methodology

The evaluation should adopt multiple methods with analysis of both quantitative and qualitative data to capture the project contributions to the achievements of expected and unexpected outputs and outcomes. The collected data will be triangulated to ensure validity and rigour of the evaluation findings.

The methodology should include examining the intervention’s Theory of Change with particular attentions to the identification of assumption, risks and mitigation strategies and the logical connect between the levels of results and their alignment with ILO’s strategic objectives and outcomes at the global and national levels, as well as with the relevant SDGs and related targets.

In all cases, evaluators are expected to review and analyse all relevant information sources, such as project progress reports, project concept note, monitoring plan, minutes of Committee meetings and any other documents that may provide evidence form judgements. The information sources are to be provided by the project team.

The evaluators are also expected to use interviews, surveys or any other relevant quantitative and/or qualitative tool to collect relevant data. Given the current context of the COVID-19 pandemic, face-to-face data collection may be limited. The evaluators should therefore consider using online data collection tools to the extent possible. The evaluators will make sure that the voices, opinions, and information of targeted participants of the project are taken into account with respect of cultural norms. Moreover, the data and information should be collected, presented and analysed with appropriate gender disaggregation.

Gender concerns should be addressed in accordance with ILO Guidance note 4: “Integrating gender equality in monitoring and evaluation”.

The methodologies and techniques to be used in the evaluation should be described in detail in the inception report and the final evaluation report, and should contain, at minimum, information on the instruments used for data collection and analysis, whether these be documents, interviews, field visits, surveys, or participatory techniques. The independent final evaluation will comply with evaluation norms and standards and follow all ethical safeguards and principles as specified in ILO’s evaluation procedures. The ILO adheres to the United Nations Evaluation Group (UNEG) evaluation norms and standards as well as Evaluation Quality Standards.

The evaluator may adapt the methodology but any fundamental changes should be agreed between the evaluation manager and the evaluator, and reflected in the inception report.

## 7. Main Deliverables

The evaluators will deliver the following main outputs:

- **Deliverable 1: Inception report and workplan**
  - The evaluators will draft an inception report upon the review of the available documents and conduct briefings/initial discussions with the project team, relevant ILO officials/specialists and the donor.
  - The inception report will include among other elements, the evaluations questions, data collection methodologies and techniques and evaluation tools. The methodology should clearly state the limitations of the chosen evaluation methods, including those related to representation of specific group of stakeholders.
  - The inception report will be prepared as per the EVAL Checklist 3: Writing the inception report, and approval by the evaluation manager.
- **Deliverable 2: Stakeholder workshop/debriefing (online)**
  - This workshop is to present the preliminary findings of the evaluation. At the end of the data collection, the evaluation team will present preliminary findings for validation with key stakeholders.
  - The project team will provide necessary administrative and logistic support to the organisation of this online stakeholder workshop/debriefing

- **Deliverable 3: Draft evaluation report**

- The draft evaluation report will be prepared in accordance with the “EVAL Checklist 5: Preparing the Evaluation Report”, which will be provided to the evaluators.
- The draft report will be improved by incorporating comments and feedback from key stakeholders including but not limited to the evaluation manager, project team, ILO officials concerned with this evaluation and project, the donor, and project partners.
- Comments from stakeholders will be consolidated by the evaluation manager and will be shared to the evaluators to incorporate them into the revised evaluation report.
- Two or three rounds of comments can be expected including comments from ILO Evaluation Office.

- **Deliverable 4: Final evaluation report**

- The final evaluation report will include stand-alone evaluation summary (in an ILO standard format).
- The final report should not be more than 30 pages (excluding annex). Findings and results should follow logically from the analysis, be credible, and clearly presented together with analyses of achievements and gaps.
- The evaluator will incorporate comments received from ILO and other key stakeholders into the final report.
- The report should be finalised in accordance with the EVAL Checklist 5: Preparing the Evaluation report.
- The evaluation report will be considered final only when it gets final approval by the ILO Evaluation Office. The quality of the report will be assessed against the relevant EVAL Checklists (See Checklist 6 Rating the quality of evaluation report, in Section 12).

The report and all other outputs of this evaluation must be produced in English. All draft and final reports, including other supporting documents, analytical reports and raw data should be provided in electronic version compatible with Microsoft Word for Windows.

***Draft and Final evaluation reports must include the following sections:***

1. Cover page – Using standard ILO format
2. Acronyms
3. Executive Summary (using the ILO standard format) with key findings, conclusions, recommendations, lessons and good practices (each lesson

- learned and good practice need to be annexed using the ILO standard format)
4. Description of the programme and its intervention logic
  5. Purpose, scope, and clients of the evaluation
  6. Evaluation questions
  7. Methodology and limitations
  8. Presentation of findings for each criterion
  9. A table presenting the key results (i.e., figures and qualitative results) achieved per objective (expected and unexpected)
  10. Conclusions and recommendations, including to whom they are addressed
  11. Lessons learned (will also be annexed using the ILO standard format), good practices and models of intervention, and possible future direction
  12. Appropriate annexes including but not limited to ToR, list of meetings and interviews with stakeholders, lessons learned and good practice (using the ILO standard format), and other relevant documents
  13. Standard evaluation instrument matrix

## **8. Management Arrangements & Work Plan**

The final evaluation process will be carried out between July and August 2022.

The final evaluation managed by the Project Coordinator based in the Country Office for Pacific Island Countries in Suva, Fiji and will be conducted by independent evaluators to be recruited by the evaluation manager. Key stakeholders, including tripartite constituents, project partners, the donor - the Government of Japan, through the Ministry of Foreign Affairs, and the ILO's Employment and Occupational Safety and Health specialists, which are the technical backstopping units in Geneva, and the ILO Country Office in Indonesia will be consulted throughout the evaluation process.

The evaluation manager is responsible for the overall coordination and management of this evaluation. The manager of this evaluation is Surkafa Katafono, National Programme Officer, CO-Suva, Fiji. The final evaluation report will be quality checked by the Regional Evaluation Officer and approved by the ILO Evaluation Office. The evaluation manager will consult all key stakeholders before finalising the ToR and they will have an opportunity to provide inputs and comments to the evaluators during the data collection and reflection process.

The evaluation team will be composed of an International Evaluator (team leader) and a National Evaluator (team member).

## International and national evaluator qualifications

### International evaluator

The table below described desired competencies and responsibilities for an international evaluator (team leader)

Profile	Responsibilities
<ul style="list-style-type: none"> <li>• No previous involvement/engagement in the design and delivery of the Project</li> <li>• Minimum seven years of experience in conducting project evaluations;</li> <li>• Knowledge of, and experience in applying, qualitative and quantitative research methodologies;</li> <li>• Have proven knowledge of Occupational Safety and Health,</li> <li>• Knowledge of, and experience in gender issues will be an advantage;</li> <li>• Knowledge of ILO's roles and mandate and its tripartite structure;</li> <li>• Knowledge of the UN evaluation norms and its programming;</li> <li>• Excellent analytical skills and communication skills;</li> <li>• Excellent report writing skills in English;</li> <li>• Ability to use on-line application tools for data collection (online survey, interview, and stakeholder workshop)</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct evaluation and deliver all deliverables under this ToR</li> <li>• Desk review of project documents and other related documents</li> <li>• Develop evaluation instruments and draft inception report</li> <li>• Collect data from the project team, specialists, as well as other stakeholders</li> <li>• Design survey tool (if deemed necessary)</li> <li>• Facilitate stakeholder workshop/ debriefing with the programme and key stakeholders</li> <li>• Draft evaluation report</li> <li>• Finalise evaluation and report</li> <li>• Draft stand-alone evaluation summary as per standard ILO format</li> </ul>

## National evaluator

The table below described desired competencies and responsibilities for a national evaluator (team member)

Profile	Responsibilities
<ul style="list-style-type: none"> <li>• Be a resident of Indonesia</li> <li>• Have no previous involvement/ engagement in the design and delivery of the Project</li> <li>• Minimum five years of experience in conducting project evaluations;</li> <li>• Knowledge of, and experience in applying, qualitative and quantitative research methodologies;</li> <li>• Have proven knowledge of OSH issues</li> <li>• Knowledge on Indonesia Regulation in relation with COVID-19 regulations, especially in relation to labour issues</li> <li>• Knowledge of gender mainstreaming, UN evaluation norms and its programming and the ILO's roles and mandate and its tripartite structure will be an advantage;</li> <li>• Excellent analytical skills and communication skills;</li> <li>• Excellent report writing skills in English;</li> <li>• Knowledge of local language</li> <li>• Ability to use on-line application tools for data collection (online survey, interview, and stakeholder workshop)</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review of project documents and other related documents</li> <li>• Assist the team leader in developing evaluation instruments including online survey and drafting inception report</li> <li>• Take part in the interviews with key stakeholders and assist in note taking during interview</li> <li>• Undertake field visit to conduct field data collection, if required</li> <li>• Assist in analysing quantitative and qualitative data</li> <li>• Assist the team leader in facilitating and participate in stakeholder workshop/debriefing with the project and key stakeholders</li> <li>• Contribute to the drafting of the evaluation report led by the team leader</li> <li>• Provide interpretation during the data collection as required</li> <li>• Other tasks requested by the team leader</li> </ul>

The International Evaluator will report to the evaluation manager.

The project team will handle all contractual arrangements and provide logistic and administrative support to the evaluation throughout the process. They will also provide all relevant and updated project and non-project documents to be

reviewed. Additionally, they will prepare an indicative list of stakeholders/partners/beneficiaries to be interviewed and facilitate the data collection to the extent possible but not to interfere with the independent process of evaluation.

It is foreseen that the duration of this evaluation will fall in July – September 2022 with the timeframe indicated in the below table.

### Timeframe, tasks, and responsibilities

Task	Responsible person	Timeframe	Level of efforts (35 working days)
Preparation, sharing for feedback, and finalisation of the ToR	Evaluation manager, project team, and key stakeholders	June 15	
Approval of the ToR	Regional Evaluation Officer	July 01	
Call for Expression of Interest and recruitment	Project team	July 15	
A list of key stakeholders and their contact details prepared for data collection	Project team		
Ex-col contracts based on the ToR prepared/signed	Project team		
Briefing for evaluators on ILO evaluation policy	Evaluation Manager	21 July 2022 (TBC)	
Review project documents, prepare, and submit an inception report, including evaluability assessment of the project to the Evaluation Manager	Evaluators	Inception phase: 01-30 July 2022 Inception report submitted by 31 July 2022	7 working days
Approve inception report, including ensuring any	Evaluation Manager	03 August 2022	

necessary adjustments by evaluator			
Data collection with key stakeholders	Evaluators	3-16 August 2022	13 working days
Stakeholder workshop/debriefing	Evaluators, project team, and key stakeholders	18 August 2022 (TBC)	1 day
Draft evaluation report prepared and submitted to Evaluation Manager	Evaluators	19-28 August 2022 Evaluation report submitted by 01 September 2022	10 days
Sharing the draft report with project team and specialists for internal review (check factual errors, political sensitive content, etc.)	Evaluation Manager, project team, specialists	1-7 September 2022	
Sharing the draft report with all the concerned external stakeholders including the donor for comments	Evaluation Manager, project team, external stakeholders	7-15 September 2022	
Comments on the draft report collected and consolidated, and sent to the evaluators	Evaluation Manager, project team	17 September 2022	
Finalisation and submission of the report to the Evaluation Manager	Evaluators	18-21 September 2022	4 days
Review of the final report	Evaluation Manager	25 September 2022	
Submission of the final report to EVAL	Evaluation Manager	29 September 2022	

Approval of the final evaluation report	EVAL	31 September 2022	
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## 9. Legal and ethical matters

The evaluation will comply with UN Norms and Standards. UN Evaluation Group (UNEG) ethical guidelines will be followed. The evaluator will abide by the EVAL's Code of Conduct for carrying out the evaluations. The evaluator should not have any links to project management, or any other conflict of interest that would interfere with the independence of the evaluation.

Evaluators should have personal and professional integrity and abide by the UNEG Ethical Guidelines for evaluation and the Code of Conduct for Evaluation in the UN system to ensure that the rights of individuals involved in an evaluation are respected. Evaluators must act with cultural sensitivity and pay particular attention to protocols, codes and recommendations that may be relevant to their interactions with women. Evaluators will be expected to sign the respective ILO Code of Conduct to show that they have read and understood the UNEG Code of Conduct for Evaluation in the UN System process.

Ownership of the data from the evaluation rests jointly with the ILO and the ILO consultants. The copyright of the evaluation report will rest exclusively with the ILO. Use of the data for publication and other presentation can only be made with the agreement of ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

## 10. Documents to attach to the TOR

### Annexed Project Documents (to be provided)

1. Project concept note
2. Project logical framework
3. Project work plan
4. Project monitoring plan
5. Project progress reports
6. Project pre-feasibility studies
7. Minutes of the Project Advisory and Review Committee Meeting (PARC) meetings

## **Other necessary Evaluation Documents to be downloaded**

1. Code of conduct form (To be signed by the evaluator)

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_206205/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm)

2. Checklist No. 3 Writing the inception report

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165972/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm)

3. Checklist 5 Preparing the evaluation report

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165967/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm)

4. Checklist 6 Rating the quality of evaluation report

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165968/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm)

5. There are new formats Lessons learnt:

[https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_746820.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746820.pdf) and good practice:

[https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_746821.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746821.pdf);

[https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_746822.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746822.pdf)

6. Guidance note 7 Stakeholders participation in the ILO evaluation

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165982/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165982/lang--en/index.htm)

7. Guidance note 4 Integrating gender equality in M&E of programs

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165986/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm)

8. ILO Handbook on “How to design, monitor and evaluate peacebuilding results in employment for peace and resilience programmes”

[https://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/documents/instructionalmaterial/wcms\\_712211.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/instructionalmaterial/wcms_712211.pdf)