



## Call for Expression of Interest

### Independent Final Evaluation

ILO is seeking expressions of interest from individual consultants or teams of consultants for (1) an international evaluator/Team Leader, and; (2) national consultant who is based in Lao PDR, to conduct an independent Final Evaluation of the “Reducing vulnerability in Lao PDR: Advancing social protection and labour rights and entitlements in the coffee and tea sectors of Lao PDR (SoLaR)” Project.

Candidates/teams 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 (See Section 11 in the ToRs).
- 2) A list of previous evaluations/work that are relevant in relation to the context and subject matter of this assignment.
- 3) A statement confirming the availability of the candidates to conduct this assignment and the daily professional fees expressed in US dollars.
- 4) A copy of the candidates’ CVs (which must include information about the qualifications held by the candidates).
- 5) A statement confirming that the candidates had no previous involvement in the delivery of the SoLaR project or have a personal relationship with any of the ILO Officials who are engaged in the project.
- 6) The names of two referees (email address) who managed the evaluations mentioned in the #2.

The deadline to submit the application is by **5.00 pm (Bangkok time) on Thursday, 9 May 2024**. Please send an e-mail with the subject header “SoLaR Project Lao PDR” to the **Evaluation Manager, Rattanaporn Pongpattana ([poungpattana@ilo.org](mailto:poungpattana@ilo.org))** and copied to **Ms. Pamornrat Pringsulaka ([pamornrat@ilo.org](mailto:pamornrat@ilo.org))**

For further details about the evaluation, please see the Terms of Reference below.

## Terms of Reference

### Independent Final Evaluation of the Reducing vulnerability in Lao PDR: Advancing social protection and labour rights and entitlements in the coffee and tea sectors of Lao PDR (SoLaR) Project

<b>Project Title</b>	“Reducing vulnerability in Lao PDR: Advancing social protection and labour rights and entitlements in the coffee and tea sectors of Lao PDR (SoLaR)” Project.
<b>TC project code</b>	LAO/21/01/EUR
<b>Donor</b>	EU Delegation
<b>Total approved budget</b>	USD 1,129,841 (EURO 1 million)
<b>ILO Administrative unit</b>	ILO Country Office for Thailand, Cambodia, Lao PDR
<b>ILO Technical Units</b>	ILO Decent Work Technical Support Team for East and South East Asia and the Pacific, based in Thailand
<b>Collaborating ILO Units/Offices:</b>	SOCPRO
<b>Implementation Partners</b>	Ministry of Labour and Social Welfare, Lao Social Security Organisation, Lao Federation of Trade Unions, Lao National Chamber of Commerce and Industry, Oxfam and civil society organisations.
<b>Type and scope of Evaluation</b>	Independent Final Evaluation (concerning the period of 15th November 2021 to 14th August 2024)
<b>Evaluation date and field work dates</b>	20 <sup>th</sup> May 2024 to 14 <sup>th</sup> August 2024 (field mission takes place W2 June-W1 July tentatively)
<b>Project Duration</b>	15th November 2021 to 14th August 2024 (33 months)
<b>Evaluation Manager</b>	Ms Rattanaporn Pongpattana, Monitoring and Evaluation Officer, ILO -RO-Asia and the Pacific, in Thailand, Bangkok.
<b>TOR preparation date</b>	April 2024

## 1. Introduction for the Independent Final Evaluation

This Terms of Reference (TORs) concerns an Independent Final Evaluation of the Reducing vulnerability in Lao PDR: Advancing social protection and labour rights and entitlements in the coffee and tea sectors of Lao PDR (SoLaR). The project is funded by the European Union and implemented by ILO Country Office for Thailand, Cambodia, Lao PDR and OXFAM.

As per the European Union action contract EIDHR/2021/422-332, and ILO evaluation policy, this project is subject to a midterm review and a final independent evaluation. While the internal midterm review was conducted in June 2023, the final independent evaluation of the action is scheduled between May and August 2024. Thus a team of consultants will be engaged to conduct an independent final evaluation of the action, whereby key leaders, stakeholders and staff of partner organisations will be consulted on their experience of partnership and benefits/challenges that they have experienced. The results from the endline survey, which will be conducted separately and be shared with the evaluation team, will help develop further recommendations based on quantitative and qualitative evidence.

The specific objectives of this Independent Final Evaluation are

(1) to assess the project's relevance, coordination, complementarity and added value, validity of design (intervention logic), monitoring and learning, coherence, efficiency, effectiveness, Communication and visibility, impact and sustainability, Cross-cutting issues (Gender equality and non-discrimination social dialogue, International Labour Standards, environmental sustainability.)

(2) to develop recommendations to carry forward the objectives and progress of the Action within the existing two sectors and three districts, as well as their extension in other agricultural sectors and localities, and particular implications and lessons for the EU's wider engagement in the agriculture sector of Lao PDR until 2027;

(3) to identify lessons learnt, good practices, innovative approaches, recommendations for future direction /implementation of the European Union, ILO, including those related to social protection, gender equality, social dialogue, tripartism, management and implementation of activities.

The Independent Final Evaluation will be managed by an independent evaluation manager, Ms Rattanaporn Pongpattana, Monitoring and Evaluation Officer based at ILO Regional Office for Asia and the Pacific. The evaluation manager prepares this TOR and finalizes it in a consultative process involving project team (ILO and OXFAM), ILO tripartite constituents, other key stakeholders of the project including the donor. The evaluation will comply to the United Nations Evaluation Guidelines (UNEG) Norms and Standards<sup>1</sup>, ILO policy guidelines (3rd edition)<sup>2</sup> and the ethical safeguards will be followed.

## 2. Background of the Project

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Majority of the workers and households engaged in the coffee and tea sectors in Lao People's Democratic Republic's Bolaven Plateau are in informal and vulnerable employment, often as unpaid contributing family work. The work is— seasonal but helps to and earn extra incomes. Employed workers are usually without proper employment contracts and social security coverage. Labour rights violations, hazardous working conditions, violence and sexual harassment are not uncommon.

Funded by the European Union and jointly implemented by ILO and Oxfam, the SOLAR project aims to promote decent work in these sectors and promote the realization of labour rights, including with respect to OSH and access to social protection for all, particularly for informal workers in agriculture. It operates in Bolaven Plateau, which is responsible for 95 per cent of Lao coffee production and supplies markets in Asia, Europe and North America. The project supports the government and civil society to promote labour rights and improve access to social security and occupational safety and health (OSH) for coffee and tea workers in Lao People's Democratic Republic.

### Objectives of the project

**Development Objective:** Workers, particularly informal workers and women, in the Lao coffee and tea sectors have improved access to social protection coverage and occupational safety and health, realizing their respective labour rights.

<sup>1</sup> <http://www.unevaluation.org/document/download/2787>

<sup>2</sup> [http://www.ilo.ch/eval/Evaluationpolicy/WCMS\\_571339/lang--en/index.htm](http://www.ilo.ch/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm)

**Specific Objective 1:** Extended and improved social protection and OSH delivery system and services at district level for women and men workers in the coffee and tea sectors.

Output 1.1: Measures piloted and promoted to improve the implementation of Social Security and Labour Laws at local level by provincial and district MoLSW/DoLSW and LSSO offices

Output 1.2: Recommendations developed for longer-term strengthening of enabling policy and institutional frameworks at national and subnational levels with respect to social protection and labour rights and entitlements (including OSH), for women and men workers, particularly informal workers

**Specific Objective 2:** Women and men workers in the coffee and tea sectors in three contiguous districts of the Bolaven Plateau of Lao PDR are organized and empowered to promote and protect their labour rights

Output 2.1: Increased awareness of the benefits of registration with the LSSO among women and men coffee and tea workers in the targeted districts;

Output 2.2: Increased capacities of mass organizations, informal workers' organizations, farmers' organizations, CSOs, the Lao Coffee Association and small and medium producers to effectively advocate for the rights and needs of women and men coffee and tea sector workers, particularly informal workers, with a focus on social protection access and labour rights (including OSH)

Output 2.3: Informal women workers are better organized and prepared for stronger leadership, management and governance in the coffee and tea sectors

ILO is the lead agency. Oxfam supports ILO in the coordination and delivery of all Project outputs (1.1- 2.3) and has a leading role for Output 2.3 “Informal women workers are better organized and have stronger leadership for gender equality in the coffee and tea sectors” where it assists Maeying Huamjai Phattana (MHP) in training CSOs/communities on the Gender Action Learning System (GALS) methodology. Oxfam is also in charge of disbursing and managing four Third Party grants to Association to Support the Development of the Peasant Societies (ASDSP), Maeying Huamjai Phattana (MHP), Phan-Thin Social Enterprise (PTSE), and Lao Federation of Trade Unions (LFTU).

## Priority areas of work

### Priority 1 - Social protection

- Informal workers can advocate for their needs
- Better enforcement of social security and labour rights
- Recommendations for long-term policy and institutional change

### Priority 2 - Occupational safety and health

- Create core groups of OSH promoters
- Expand partnerships from Champasack to Sekong and Salavan provinces

### Priority 3 - Gender equality

- Sensitivity about gender equality and sexual harassment in workplaces
- Better organization and leadership of women in workplaces

- Awareness of gender-based violence in communities

#### **Priority 4 – Multi-stakeholder partnerships**

- Promote social dialogue and collective bargaining
- Stronger partnerships among government, social partners and CSOs
- New partnerships for informal workers, smallholder farmers and women

A participatory approach is at the core of the project’s activities. It strengthens service delivery on the government side, while raising awareness among workers and their representative individuals and organizations, and building capacities of civil society and grassroots stakeholders. It also strengthens collective mechanisms among workers, especially women, thus equipping them to better realize their labour rights.

The proposal contributes to the Decent Work Country Programme, ILO Program & Budget (P&B) Outcomes, Sustainable Development Goals (SDGs) and the UN Sustainable Development Cooperation Framework (UNSDCF), as well as to national development frameworks, as follows:

- Lao PDR’s Decent Work Country Programme (2022-2026) outcome 2 and the Country Programme outcome LAO 226, “Government at the national and subnational levels has increased capacity and infrastructure to deliver an inclusive, gender-and-disability-responsive, shock-responsive and sustainable social protection system throughout the life cycle”.
- ILO 2022-2023 Programme and Budget’s Output 8. Comprehensive and sustainable social protection for all.
- The project also aligns with Sustainable Development Goals (SDGs) targets 1.3, 2.1, 5.1, 8.5, 10.4 and 18.3.
- Lao PDR-UN Sustainable Development Cooperation Framework 2022-2026, notably Outcome 2: Inclusive Prosperity.

### **3. Key partners**

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This project is implemented by ILO and Oxfam, and co-implemented with several national implementing partners (including: (1) Lao Social Security Organisation, (2) Lao Coffee Association, (3) Paksong Tea Promotion Association, (4) Lao Federation of Trade Unions, and (5) civil society organisations: (i) Association to Support the Development of the Peasant Societies (ASDSP), (ii) Maeying Huamjai Phattana (MHP), and (iii) Phan-Thin Social Enterprise (PTSE). Other key stakeholders are cooperatives; the Agricultural Research Centre of southern Laos; and provincial, district and village authorities.

### **4. Project management team set-up**

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a. The project team consists of:

#### **ILO**

- One Technical Expert and Programme Manager based in Laos who serves as technical lead and takes routine management and other decisions with technical backstopping from the Senior Social Protection Specialist, Social Dialogue and Collective Bargaining Specialist, CO Director and ILO Coordinator in Laos.

- ILO National Project Coordinator based in Laos, to support the international programme manager.

Technical backstopping for the project and overall guidance on social protection is provided by the Senior Social Protection Specialist throughout the entire project duration, together with other DWT specialists based in Bangkok, particularly Social Dialogue and Industrial Relations Specialist.

### **OXFAM**

- Programme Manager responsible for strategic management of the Oxfam-led components of the Action, in coordination with ILO
- Programme Coordinator in charge of the daily coordination of activities and monitoring of third parties
- Programme Finance Officer and Finance Manager
- Monitoring, Evaluation and Learning (MEL) Coordinator
- National Gender Coordinator to support the GALS roll-out and mainstreaming
- Social Protection Advisor (International position based in Brussels)

b. The project also has a National Project Advisory Committee (PAC) at the national level. The PAC was established to oversee, coordinate and monitor the Action implementation. PAC is co-chaired by the Vice Minister of Labour and Social Welfare, Vice President of LNCCI, Vice President of LFTU and EU. The Technical Secretariat of the PAC is co-chaired by the Director General of the LSSO and ILO. While EU would co-chair every PAC meeting, other development partners are invited to the annual PAC meetings.

c. At provincial level, Provincial Stakeholder Working Groups provide coordination at the provincial level in Champasak, Sekong and Salavan.

## **5. Stakeholders and target groups**

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The project is primarily implemented at the grassroot level and with strong participation of local authorities, organisations and individuals. The project implementation areas include the three contiguous districts of the Bolaven Plateau: Paksong in Champasak Province, Thateng in Sekong Province, and Lao Ngam in Salavan Province.

The key target group and direct beneficiaries of this Action is 400 women and men workers in the coffee and tea sectors in the Bolaven Plateau of southern Lao PDR. The target group of 400 workers comprises:

1. an estimated 160 informal group members (8 informal worker groups with an average of 20 workers per group) reached through community-level activities led by Oxfam, LFTU, ASDSP and Phan-Thin;
2. estimated 240 Association members, of which, 180 are reached through the Coffee Association and 60 through the Tea Association.

## **6. Purpose, objective and Scope of the Evaluation**

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The main purpose of this final independent evaluation is to promote accountability to ILO constituents, key stakeholders and donor, and to enhance learning within the ILO and key

stakeholders. The findings will be used to improve the design and implementation of future relevant projects/programs. Knowledge and information obtained from this evaluation will contribute inputs to the design of a future project expanding and adapting SOLAR activities. The evaluation will also contribute to strengthening local governance and building accountability of the government of Lao PDR, civil society organisations and the ILO.

The specific objectives of the evaluation are:

(1) to assess the project:

- relevance,
- coordination, complementarity and added value
- validity of design (internvetion logic), monitoring and learning
- coherence,
- efficiency,
- effectiveness,
- impact and sustainability
- Cross-cutting issues (Gender equality and non-discriminationsocial dialogue, International Labour Standards, environmental sustainability.)
- Communication and visibility

(2) to develop recommendations to carry forward the objectives and progress of the Action within the existing two sectors and three districts, as well as their extension in other agricultural sectors and localities, and particular implications and lessons for the EU's wider engagement in the agriculture sector of Lao PDR until 2027;

(3) to identify lessons learnt, good practices, innovative approaches, recommendations for future direction /implemenation of the European Union, ILO, including those related to social protection, gender equality, asocial dialogue, tripartism, management and implementation of activities.

### **Scope of the evaluation**

The scope of the Evaluation is guided by the main objective and the specific objectives as outlined in the above section as per the European Union grant contract. The Independent Final Evaluation will cover the period from 15 November 2021 to 14 August 2024. The geographical coverage of the evaluation will include all geographical locations where project operates. The period to be evaluated encompasses the entire project period from design to implementation. Meetings will be held in Vientiane, Champasak, Sekong and Salavan provinces. Meetings with ILO Specialists and project team during the inception phases will be organized virtually.

The evaluation will integrate gender equality and disability as cross-cutting concerns throughout the methodology, deliverables and final report of the evaluation. To the extent available, the evaluators should review secondary data and information disaggregated by sex, gender, ethnicity and people living with a disability. It is important to assess the relevance and effectiveness of the project's strategy related to gender equality and the inclusion of people living with a disability. All this information should be included in the Inception Report and draft and final Evaluation report.

## **7. Clients and users of the evaluation:**

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- Project team (ILO and Oxfam) and ILO Country Office for Thailand, Cambodia and Lao PDR
- ILO Country Office and DWT – Bangkok specialists and Programme Officer
- Government of Lao PDR, workers’ and employers’ organizations (at national, provincial and district levels)
- Implementing Partners and CSOs at the provincial, district and village levels
- Donor – EU Delegation to Lao PDR and European Commission as the contracting authority
- ILO Regional Office for Asia and Pacific (ROAP)
- Other relevant ILO policy departments (including SOCPRO), branches and programmes

The findings and recommendations of the evaluation will be shared and discussed with members of the National Project Advisory Committee and Provincial Stakeholder Working Groups during the stakeholder validation workshop.

## **8. Evaluation criteria and Key evaluation questions**

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### **Evaluation criteria**

The evaluation will address the overall European Union and ILO evaluation concerns including relevance, validity of design, coherence, effectiveness, efficiency, impact, sustainability, Tripartism, social dialogue, Gender equality and non-discrimination.

Suggested key evaluation questions are mentioned below. Given the purpose of the evaluation, the evaluator may suggest additional questions – in consultation with the evaluation manager. Any fundamental changes to the evaluation criteria and questions should be agreed between the evaluation manager and the evaluator, and reflected in the inception report.

### **8.1. Suggested Evaluation Questions**

The evaluation should address the questions below. Other aspects can be added as identified by the evaluator in accordance with the given purpose and in consultation with the evaluation manager and project stakeholders. Any fundamental changes to the evaluation criteria and questions should be agreed between the evaluation manager and the evaluator, and reflected in the inception report.

The evaluation team shall examine the following key issues:

#### **a) Relevance**

*The extent to which the intervention objectives, design and approach continue to respond to beneficiaries, country, and partners/institution/donors’ needs, policies, and priorities, and is expected to continue to do so if circumstances change (or have changed).*

- To what extent had the intervention’s objectives and design continued to respond to tripartite constituents, beneficiaries’, donor’s, country, and partner/institution



needs, policies, and priorities, as well as the ILO's Decent Work Country Programme (DWCP) for Lao PDR and Country Programme Outcomes?

**b) Validity of intervention design**

*The extent to which the design is logical and coherent.*

- Is the project design and the log frame (outcomes, outputs, activities) relevant and realistic to the situation on the ground? Does it address the stakeholders' needs that were identified? Does the project design and log frame adequately provide for participation of ILO constituents (employers and workers) in project activities?
- How relevant and useful are the indicators and means of verification described in the project document and the M&E matrix for assessing the project's progress, results and impact? Are the means of verification appropriate?

**c) Coherence**

*The compatibility of the intervention with other interventions in a country, sector or institution.*

- To what extent had other interventions and policies supported or undermined the project interventions, and vice versa? Are there possible ways to maximize synergies and improve collaboration with new or existing actors?

**d) Effectiveness:**

*The extent to which the interventions achieved, or are expected to achieve, its objectives and its results, including any differential results across groups?*

- How had the project contributed to the changes in the social protection and OSH system and services at the district and provincial levels, in the targeted districts of the three provinces, both directly and indirectly?
- Were there any observable changes, e.g. in terms of personal and organizational capacity, behavior, mindset etc., in areas of workers' organization and empowerment in accessing social protection and labour rights? How had the project contributed to the changes? Are there any evidences indicating that these changes and the improved capacity contributed to advancing the promotion and protection of labour rights and decent work of the target populations, i.e. informal workers in agriculture, in the target areas? What could have been done, or done more to strengthen the contribution?
- To what extent were partnership enhanced? Had and to what extent had the project interventions helped change the dynamics relationship/interaction among the key stakeholders, such as between central and local levels of government, between government and social partners, and between government and civil society, to provide improved and more accessible services to informal economy workers in the two targeted sectors? What were the benefits/challenges that the partners have experienced in the implementation that affect project successes?

**e) Efficiency of resource use**

*The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.*

- How efficiently have resources (human resources, time, expertise, funds etc.) been allocated, used and leveraged with other complementary interventions to provide the necessary support and to achieve the broader project objectives and results? Have the project funds and activities been delivered in a timely manner? If not, why? What steps were taken to mitigate the problems?

#### **f) Impact**

*The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.*

- Have there been improvements in the access of informal economy workers to the Social Protection and OSH delivery system and services? Have the systems and services become more accessible for, and more responsive to the specific needs of informal economy men and women workers (including small scale farmers, waged workers, employees in plantation and processing facilities in the target areas? Were there any specific government support extended to workers/stakeholders in this sector following the project interventions? What could have been done, or done more to realistically improve access, quality, and coverage?
- Are there any unintended effects of the interventions (including on the Gender equality and women empowerment)?

#### **g) Sustainability**

*The extent to which the net benefits of the intervention continue, or are likely to continue.*

- Are there any project results (e.g. the sustainable mechanisms and structures for social protection established by the project) that will be continued, replicated, or scaled up by national partners? How can the sustainability of the Action be enhanced? What are the lessons and pilot activities that can potentially be continued in a possible second project phase, in other agricultural sectors and geographical areas?

#### **h) Tripartism, social dialogue, international labour standards, gender equality and non-discrimination communication and visibility**

- Have the Gender equality, disability inclusion, and women empowerment been advanced in the target communities, as a result of the interventions? If so how and to what extent? What could have been done, or done more to improve Gender equality and inclusiveness to promote inclusive development? To what extent has the targeted workers and duty bearers/service providers been sensitized about, more capacitated on Gender Equality?
- Have the project interventions in relations to gender equality and GBV contributed to advance the protection, promotion and fulfilment of economic, social and cultural rights of the targeted groups? And how can these be improved?
- How had the project created conditions to facilitate and advance social dialogue? How and to what extent had the social dialogue, advanced the protection, promotion

and fulfilment of economic, social and cultural rights of informal economy workers in the two sectors in the Lao PDR? And how can the social dialogue be improved to serve the objective?

- Had the project contributed to support the Government of Lao PDR to improve implementation/enforcement of the relevant international labour rights and standards that were ratified by Lao PDR? What could have been done, or done more to improve the implementation/enforcement of ratified ILO conventions?
- To what extent has the project contributed to the EU's communication and visibility?

## 9. Evaluation Methodology

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The final independent evaluation will comply with evaluation norms and standards and follow ethical safeguards, all 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 evaluation is an independent evaluation and the final methodology and evaluation questions will be determined by the evaluation team in consultation with the Evaluation Manager.

The evaluation will apply an appropriate mix of qualitative and quantitative methods to gather data and information, in order to offer diverse perspective to the evaluation and to promote engagement of key stakeholders of the project at all levels during the design, field work, validation and reporting stages. To collect the data for analysis, the evaluation will make use of the techniques listed below (but not limited to). The data from these sources will be triangulated to increase the validity and rigor of the evaluation findings.

**Desk review** of project design and strategy documents (PRODOC), midterm review report, progress reports, quarterly updates to the donor, baseline survey report, DWCP Lao PDR, P&B documents, activity documents, communications and outreach materials, research, curricula that has been developed for training and mentoring and publications.

**Key informant interviews/Focus Groups** with project staff, advisory committees, ILO Country Office for Thailand, Cambodia and Lao PDR, Lao-based ILO & Oxfam Project Managers, DWT Bangkok specialists, Donor (EU Delegation), and other stakeholders, from government agencies, employers organizations and workers organizations, and CSOs.

**Field In-depth interviews:** During the field data collection, the Evaluation team is expected to meet and conduct in-depth interview with groups of project beneficiaries (men and women including most vulnerable groups) in Champasak, Sekong and Salavan provinces, to understand the results and impact of the project on the communities/beneficiaries.

While evaluation approach and method have been developed by the project team and the EM, a more detailed methodology, as well as study tools, for the assignment will be elaborated by

the evaluator on the basis of this TOR, in consultation with ILO Evaluation Manager in the Inception report that has to be approved by the Evaluation Manager.

In particular, in this evaluation, the gender dimension will be considered as a cross-cutting concern throughout the methodology, deliverables and final report. The evaluation is required to meet the UN SWAP requirements as follows:

- The background section of the draft and final evaluation reports must include: Intersectional (gender) analysis of the specific social groups affected by the issue; Normative frameworks, and; Specific objective on gender.
- The methodology should have: mixed-methods approach with clear integration of gender equality; Stated ethical standards; Appropriate sampling framework (include sample of both men and women beneficiaries); include interview questions that explore how the project address gender, e.g. how had the project considered/addressed issues of concerns and interest of women end beneficiaries and strategic gender needs for women.
- The findings and recommendations of the final evaluation report, should have: Discussion of unintended effects on gender equality; conclusions addressing GEWE issues; Specific recommendation that includes gender equality.

At the end of the field work the evaluation team will present preliminary findings to the project key stakeholders in a workshop (to be organized in Vientiane on 10 July 2024 (tentative) to discuss, validate and refine the findings and fill information gaps.

## 10. Main Deliverables

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- a) **A Draft Desk Review report.**<sup>3</sup> Upon the review of available key documents and an initial discussion with the programme management team, the evaluator must submit draft document review paper that include findings from Desk review, list of documents reviewed and draft evaluation matrix. A desk review report template will be shared by the evaluation manager.
- b) **An inception report.** Upon the review of available documents and an initial discussion with the project management team and the donor, the inception report will:
  - Describe the conceptual framework that will be used to undertake the evaluation;
  - Elaborate the methodology proposed in the TOR with adjustments and precisions as required;
  - Set out the evaluation matrix to indicate how information and data for addressing each evaluation question and project's performance indicators will be gathered. This must include data sources (emphasizing triangulation as much as possible), data collection methods, and sampling;
  - Selection criteria for locations to be visited at national and sub-national levels and criteria for beneficiaries to be interviewed;
  - Detail the work plan for the evaluation, indicating the phases in the evaluation, their key deliverables and milestones;
  - Set out the list of key stakeholders to be interviewed and the guides to be used for interviews, observation, focal groups and other techniques that may be applied;

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<sup>3</sup> The main focus should be on the formulation of the sub-questions – based on findings from the reviewed documents

- Develop data collection tools and questionnaires;
- Set out the agenda for the stakeholders' workshop.

The Evaluation Manager before proceeding with the fieldwork should approve the Inception report in consultation with the project team.

- c) Stakeholders' workshop to be organized in Vientiane on 10 July 2024 (tentative) to present **preliminary findings** at the end of field work phase. The evaluator will organize a half day meeting to discuss the preliminary findings of the evaluation after data collection is completed. The workshop will be technically organized by the evaluation team with the logistic support of the project. PowerPoint file should be prepared in both English and Laotian.
- d) First draft of Evaluation Report (see outline below). The report will be reviewed methodologically by the evaluation manager. After that, it will be shared with all relevant stakeholders for two weeks for comments. The comments will be provided to the evaluator to arrive to a final version that integrates the comments.
- e) Final version of the evaluation report incorporating comments received (or a specific justification for not integrating a comment). The report should be no longer than 50 pages excluding annexes. The quality of the report will be assessed against the EVAL checklist 6. The report should also include **a section on output and outcome level results against indicators and targets as well as comments on each one.**

The final version is subjected to final approval by EVAL (after initial approval by the Evaluation manager and Regional evaluation officer)

- f) Executive summary (in Eng and Lao translation) and Lessons learned and Good Practices in ILO EVAL template

The draft and final versions of the evaluation report in English (maximum 50 pages plus annexes) will be developed under the following structure:

1. Cover page with key project data (project title, project number, donor, project start and completion dates, budget, technical area, managing ILO unit, geographical coverage); and evaluation data (type of evaluation, managing ILO unit, start and completion dates of the evaluation mission, name(s) of evaluator(s), date of submission of evaluation report).
2. Table of contents
3. Acronyms
4. Executive Summary
5. Background of the project and its intervention logic
6. Purpose, scope and clients of evaluation
7. Methodology and limitations

8. Review of project results
9. Presentation of findings (by evaluation criteria)
  - *Note: Presentation of results/changes (impact) should be made distinct between results at the policy level, institutional level, village and the ultimate beneficiaries*
10. Conclusions and Recommendations (including to whom they are addressed, resources required, priority and timing)
11. Lessons learnt and potential good practices
12. Annexes (TOR, table with the status achieved of project indicators targets and a brief comment per indicator, list of people interviewed, Schedule of the field work overview of meetings, list of Documents reviewed, Lessons and Good practices templates per each one, other relevant information).

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

## **11. Management arrangements and work plan**

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**Evaluation Manager (EM)**, who has not had prior involvement in the project, will manage this Independent Final Evaluation. Evaluation team leader reports to the evaluation manager.

The Evaluation Manager is responsible for completing the following specific tasks:

- Draft and finalize the evaluation TOR with inputs from key stakeholders (draft TORs to be circulated for comments);
- Develop the Call for expression of interest and selection of the independent evaluation team in coordination with Regional Monitoring and Evaluation Officer and EVAL;
- Brief the evaluator on ILO evaluation policies and procedures;
- Initial coordination with the project team on the development of the field mission schedule and the preliminary results workshop;
- Approve the inception report;
- Circulate the first draft of the evaluation report for comments by key stakeholders;
- Ensure the final version of the evaluation report address stakeholders' comments (or an explanation why for anyone that has not been addressed) and meets ILO requirements.
- Share the report with EVAL for final approval and uploading in the public e-discovery repository.

**The evaluation team leader** has the responsibility to undertake the evaluation and deliver all the required deliverables as per this TOR. He/she will be supported by a national consultant. The table below described desired competencies and responsibilities for an international evaluator as team leader.

<b>Responsibilities</b>	<b>Profile</b>
<p>Conduct evaluation and deliver all deliverables under this TOR</p> <ul style="list-style-type: none"> <li>· Desk review of programme documents and other related documents</li> <li>· Development of the evaluation instrument</li> <li>· Briefing with ILO</li> <li>· Draft Desk review report</li> <li>· Virtual interviews with ILO DWT-BKK specialists</li> <li>· Undertake a field visit in Lao PDR</li> <li>· Facilitate stakeholders' workshop/ debriefing with the programme and key stakeholders</li> <li>· Draft evaluation report</li> <li>· Finalize evaluation</li> <li>- · Draft stand-alone evaluation summary as per standard ILO format</li> </ul>	<ul style="list-style-type: none"> <li>- Not having been involved in the SOLAR project;</li> <li>- University Degree with minimum 10-12 years of experience in international project /program evaluations;</li> <li>- Hands on experience on evaluating projects and programmes in social protection and labour rights issues, and agriculture as well as gender dimension;</li> <li>- Demonstrates knowledge and experience with the application of rights-based approach, an understanding of human rights and rural development issues in Lao PDR, relevant national and international frameworks and ILO decent work agenda;</li> <li>- Experience in using the Theory of change approach on evaluation, Results Based Management principles and LFA analysis for programming;</li> <li>- Extensive experience in applying, qualitative and quantitative research methodologies including participatory approaches;</li> <li>- Knowledge of ILO's roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable;</li> <li>- Proven ability to produce analytical reports in good command of English;</li> <li>- Ability to bring gender dimensions in to the evaluation including design, data collection, analysis and report writing;</li> <li>- Excellent analytical skills with the ability to analyse and interpret data from a range of sources;</li> <li>- Excellent understanding of local context in relation to social protection and labour rights as well as relevant international frame work pertaining to the subject;</li> <li>- Be flexible and responsive to changes and demand;</li> <li>- Be client oriented and open to feedback.</li> </ul>

**The table below described desired competencies and responsibilities for National evaluator as team member.**

<b>Responsibilities</b>	<b>Profile</b>
<p>The national consultant (a national of Lao PDR) will support the team leader in conducting a participatory and inclusive evaluation.</p>	<ul style="list-style-type: none"> <li>- No previous involvement in the delivery of the SOLAR project;</li> <li>- University Degree with minimum 7 years of experience strong and substantial professional experience in project evaluations and/or</li> </ul>

<b>Responsibilities</b>	<b>Profile</b>
<ul style="list-style-type: none"> <li>· Collect background information and preparing a summary in English as required;</li> <li>· Contribute to a desk review of relevant program and non-program documents;</li> <li>· Pro-actively provide relevant local knowledge and insights to the international consultant;</li> <li>· Take part in the interviews with key stakeholders and assisting the international consultant in taking notes during interviews, and to write brief reports based on main observations and conclusions;</li> <li>· Contribute to the main report to be prepared by the team leader</li> <li>· Translation of required documents (including PPT presenting evaluation findings and recommendations and executive summary) from English to Laotian</li> <li>· Maybe requested to write certain sections in the draft report as requested by the team leader · participate in and jointly facilitate the stakeholders' workshop</li> <li>- Provide interpretation during the evaluation data collection as required</li> </ul>	<ul style="list-style-type: none"> <li>experience in social protection and labour rights issues, agriculture sector;</li> <li>- Extensive experience in applying, qualitative and quantitative research methodologies including participatory approaches;</li> <li>- Knowledge of ILO's roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable;</li> <li>- Ability to bring gender dimensions in to the evaluation including design, data collection, analysis and report writing;</li> <li>- Excellent analytical skills with the ability to analyse and interpret data from a range of sources;</li> <li>- Excellent command of oral and written English;</li> <li>- Be flexible and responsive to changes and demand;</li> <li>- Fluent in Laotian language.</li> </ul>

## **12. Administrative and logistic support**

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The project team in Lao PDR will provide all required logistical support to the evaluation team and will assist in organizing a detailed evaluation mission agenda. The project management will ensure that all relevant documentation is up to date and easily accessible by the evaluator.

## **13. Roles of key stakeholders**

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All stakeholders, particularly the relevant ILO staff, the donor, tripartite constituents, relevant government agencies, and other key partners will be consulted throughout the process and will be engaged at different stages during the process. They will have the opportunities to provide inputs to the TOR and to the draft final evaluation report. The main stakeholders that should be consulted as following:



- Project team and ILO Country Office for Thailand, Cambodia and Lao PDR
- DWT – Bangkok
- Government of Lao PDR, workers’ and employers’ organizations
- Donor – EU Delegation to Lao PDR
- ILO Regional Office for Asia and Pacific (ROAP)
- The project team and the ILO Country Office
- Other relevant ILO policy departments, branches and programmes

## 14. Evaluation Timetable and Schedule

The Independent Final Evaluation will be conducted tentatively between 20 May 2024 – 14 August 2024 (field mission takes place between during the month of June 2024 tentatively)

Task	Responsible person	Tentative Timeline
Preparing and drafting TOR Evaluation Manager	Evaluation Manager	8 Apr 2024
Sharing the TOR with stakeholders (Project, OXFAM, EC, DWT BKK Programme Officers and specialists and Lao partners) for their comments/inputs	Evaluation Manager	8-23 Apr 2024
Finalization of the TOR	Evaluation Manager	24-25 Apr 2024
Approval of the TOR by ILO Regional Evaluation Officer	Regional Evaluation Officer	26 Apr 2024
Circulation of TOR		26 Apr -9 May 2024
Selection of consultant	Evaluation Manager/ROAP	10 May 2024
Sign the contract (vendor registration requires 2 weeks)		20 May 2024
Brief evaluators on ILO evaluation policy	Evaluation Manager	20 May 2024
Desk review, and audio/skype/video conference with project, and inception report	Project and evaluators (at home based)	20-31 May 2024
Data collection	Evaluator	1-30 June 2024
Stakeholder consultation workshop (included in the evaluation mission)	Evaluator/PM	10 July 2024
Drafting of evaluation report and submitting to the Evaluation Manager	Evaluator	1 July-20 July 2024
Sharing the draft report to all concerned for comments	Evaluation Manager	21 Jul- 4 August 2024
Consolidated comments on the draft report, send to the evaluator	Evaluation Manager	5 Aug 2024
Finalisation of the report	Evaluator	10 Aug 2024
Review of the final report	Evaluation Manager	13 Aug 2024

Task	Responsible person	Tentative Timeline
Submission of the final evaluation report	Evaluation Manager	15 Aug 2024
Approval of the final evaluation report	EVAL	Aug 2024

### Proposed workdays (payable days) for the evaluation team

Phase	Responsible Person	Tasks	# days	
			IE	NE
I	Evaluator	<ul style="list-style-type: none"> <li>- Desk Review of programme related documents</li> <li>- Finalization of the inception report including evaluation methodology and mission plan, including Briefing with the evaluation manager, and project managers</li> </ul>	7	6
II	Evaluator organisational support from ILO	<ul style="list-style-type: none"> <li>- In-country consultations with programme staff</li> <li>- Field visits</li> <li>- Interviews with projects staff, partners beneficiaries</li> <li>- Stakeholders workshop (Debriefing) for sharing findings</li> <li>- Presentation of key finding at the project final meeting</li> </ul>	10	10
III	Evaluator	<ul style="list-style-type: none"> <li>- Produce a final evaluation report based on consultations from field visits, interviews, desk review, and the stakeholders' validation workshop</li> </ul>	8	6
IV	Evaluation Manager	<ul style="list-style-type: none"> <li>- Quality check and initial review by PM and Evaluation Manager</li> <li>- Circulate revised draft report to stakeholders</li> <li>- Consolidate comments of stakeholders and send to team leader</li> </ul>	0	
V	Evaluator	<ul style="list-style-type: none"> <li>- Finalize the report including explanations on why comments were not included</li> <li>- NE to provide Lao translation of executive summary</li> </ul>	0	1
<b>TOTAL</b>			<b>25</b>	<b>23</b>

## 15. Resources

Funding will come from LAO/21/01/EUR Project, estimated resource requirements at this point:

- Evaluator: consultant fee, travel to project target areas including flights and DSA days as per the ILO rules and regulations
- Local transportation in the country
- Stakeholders' workshop
- interpretation ENG –LAOS (if needed)
- Communication cost (if any)

## 16. ANNEX

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### RELEVANT POLICIES AND GUIDELINES

1. [Guidance Note 1.3: Procedure and Tools for Evaluability](#)
2. [Checklist 4.8 Writing the inception report](#)
3. [Checklist 4.2 Preparing the evaluation report](#)
4. [Checklist 4.9 Rating the quality of evaluation report](#)
5. [Protocol on collecting evaluative evidence on the ILO's Covid-19 response measures through project and programme evaluations](#)
6. [Guidance note 4.5 Stakeholders participation in the ILO evaluation](#)
7. [Guidance note 3.1. Integrating gender equality in M&E](#)
8. [Guidance Note 3.2: Adapting evaluation methods to the ILO's normative and tripartite mandate](#)
9. [Code of conduct form \(To be signed by the evaluator\)](#)
10. [UNEG integrating Human Rights and Gender Equality in evaluations](#)
11. [United Nations Evaluation Group. 2008. \*Ethical Guidelines for Evaluation in the UN System\*](#)
12. [United Nations Evaluation Group. 2014. \*Integrating Human Rights and Gender Equality in Evaluations\*](#)
13. [United Nations Evaluation Group. 2016. \*Norms and Standards for Evaluation\*](#)
14. [United Nations Evaluation Group. 2018. \*UN-SWAP Evaluation Performance Indicator - Technical Note and Scorecard\*](#)
15. [ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations, 4th ed., \(Nov 2020\)](#)