

Call for Expressions of Interest Independent Final Evaluation South Asia Leadership in Entrepreneurship (SALE)

Project Location	Sri Lanka and Nepal
Application deadline	13 December 2023
Post Level	Qualified evaluation team: Lead Evaluation Specialist/Two National Evaluators (Sri Lankan and Nepali National)
Languages required	Proficiency in written and spoken English for the consultants
Expected duration and level of efforts	The lead evaluator: 28-30 working days from (tentative) 2 January 2024 to 30 April 2024. Team members: 15 working days

The ILO is seeking expressions of interest from qualified individuals to conduct an independent final evaluation of “**South Asia Leadership in Entrepreneurship (SALE)**” – the project has been funded by US Department of State (Bureau of South and Central Asian Affairs – SCA).

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

Required Information for Submission of an Expression of Interest

1. Candidates intending to submit an expression of interest must supply the following information:
 - i. A statement indicating the post that the candidate applies for the following three posts – A Team Leader- Evaluation Specialist or A Team Member/National Evaluator (one for Sri Lanka and another for Nepal).
 - ii. A description of how the candidate’s skills, qualifications and experience are relevant to the required qualifications of this assignment (maximum 2 pages).
 - iii. A list of previous evaluations that are relevant to the context and subject matter of this assignment (they can be highlighted in the CV).
 - iv. A statement confirming their availability to conduct this assignment and the daily professional fee expressed in US dollars.
 - v. A copy of the candidate’s curriculum vitae (which must include information about the qualifications held by the candidate).
 - vi. A statement confirming that the candidate has no previous involvement in the delivery of the SALE project or a personal relationship with any ILO Officials who are engaged in the project. A statement confirming that the candidate(s) have no previous involvement in the implementation and delivery of the project to be evaluated, or a personal relationship with any ILO Officials who are engaged in the project.
 - vii. The names of two referees (including email and a working phone number) who are able to be contacted.

The deadline to submit an expression of interest for undertaking this evaluation is by **5.00 pm (Bangkok time) on 13 December 2023**. Please send an e-mail with the subject header “Evaluation of Sri Lanka and Nepal SALE project” to the **Evaluation Manager, Nguyen Hoang Ha** at ha@ilo.org with a copy to pamornrat@ilo.org

Terms of Reference Independent Final Evaluation (RAS/21/09/USA)

Project title	South Asia Leadership in Entrepreneurship (SALE)
Project DC code	RAS/21/02/USA
Type of evaluation	Independent final evaluation
Donor	US Department of State (USDoS)
Administrative Unit	ILO Country Office for Sri Lanka and the Maldives
Technical Unit	DWT Bangkok and New Delhi, ILO HQ
P&B Outcome	Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work Output 4.1: Increased capacity of Member States to create an enabling environment for entrepreneurship and sustainable enterprises. Output 4.2: Strengthened capacity of enterprises and their support systems to enhance productivity and sustainability
SDG	SDG 8
Budget and duration	Budget: US\$ 2,022,793.88 (USDOL contribution: US\$ 1,975,249.88 . ILO contribution: US\$ 47,544.00) Duration: 1 September 2021 to March 2024 (2.5 years)
Evaluation timeline	2 January to 30 April 2024.
Evaluation manager	Nguyen Hoang Ha, Sr. Programme Officer, CO Hanoi

I. Background Information

1. Entrepreneurship and private sector development are the engines of growth, innovation, and prosperity. Moreover, in the context of pandemic recovery strategies, entrepreneurship can be a vital mechanism of fostering resilience and enabling an escape out of poverty. In developing countries, around 90 per cent of jobs are created through entrepreneurship. Yet many jobs are of poor quality and are informal, resulting in misconceptions and cultural barriers to pursuing entrepreneurship for many segments of society in Sri Lanka and Nepal. As a result, this often traps youth into aspiring for limited public sector jobs rather than unleashing their talents, skills and dynamism into high value entrepreneurial activities.

2. There is a strong need, to change mindsets and attitudes towards entrepreneurship as means of driving development and wealth creation. Awareness raising, strengthening of institutions related to entrepreneurship and business governance, training in high-value technical and business skills, and fostering mentoring networks with successful entrepreneurial champions are effective tools to improve the perception of entrepreneurship. Combined with showcasing the enormous potential that business development can offer young people through prestigious competitions, and scholarship packages for local business training and highlighting the unrealized high-value opportunities for entrepreneurial activities in areas such as the rapidly evolving digital economy, can help youth to broaden their visions and identify better avenues for decent work.
3. The South Asia Leadership in Entrepreneurship (SALE) project promotes entrepreneurship in Sri Lanka and Nepal as a desirable career option for youth, discarding the traditional ambitions of young graduates of public sector employment. Working with local institutions, SALE encourages entrepreneurship and an enabling environment for business. Focusing especially on the digital economy and e-commerce SALE supports youth's entry into this sector and provide them with training and raise awareness of the opportunities this sector offers through campaigns, competitions, and mentoring programs. SALE complements these activities with English language programs, focusing on business English, entrepreneurial culture, and good governance. SALE also engage with junior and mid-level civil servants to raise their awareness of the contribution of private sector towards the national economy and the supportive role government and public administration can play to create an enabling environment for business.
4. The SALE project engages 6,000 next-generation decision makers in total in Nepal and Sri Lanka. Using ILO developed tools the project develops programs with local institutions and build connections with entrepreneurship organizations. The budget is US\$ two million with a 24-months implementation period with an extension by 6 months. Working with local institutions and linking with other ongoing ILO programs ensures SALE's long-term sustainability and generate opportunities to scale-up influence.

Program Goals and Objectives

The table below outlines the overall project goal, objectives/outcomes and the key outputs to achieve the objectives.

Goal	Youth of high school or university age in Nepal and Sri Lanka entrepreneurship as an attractive career option with an understanding and grounding in the principles of business and entrepreneurship in a supportive enabling environment	
Objectives/Outcomes	Outputs	
1. Enhanced interest in and knowledge of entrepreneurship and increased capacity of young men and women to develop and manage businesses who are potential entrepreneurs	1.1. Youths are trained on entrepreneurship and entrepreneurship	
	1.2. Academic institutions adopt new tools/curriculum to promote entrepreneurship	
	1.3 Improved entrepreneurship training tools adopted by selected public institutions	
2. Selected government and academic institutions	2.1. Policy briefs towards creating favorable environment for entrepreneurship	

have higher appreciation for the value of entrepreneurial activities	2.2. Selected academic institutions introduce 'Entrepreneurship Day' in school calendar
	2.3 Relevant public institutions' entrepreneurship development programs see recognition by private sector
3. General public holds an improved image and enthusiasm about young entrepreneurs	3.1 Annual Business Idea Championship Award -Youth Entrepreneur Soul – 'YES' introduced by private sector
	3.2 An awareness campaign promoting the role of entrepreneurs at different tiers of the society – from household to national economy

Program Activities

The Objectives/Outcomes of the project are strongly interrelated and achievement of one will influence the others and vice versa. This interrelationship among the Outcomes is translated into the respective Outputs too. Outputs under one Outcome affect other Outcomes and thereby create synergy. Because of this complexity yet necessary combined effect, the program activities are clubbed together under five interventions. The overall logic flow is shown graphically through a 'Results Chain' under the section 'Program Methods and Design'.

Interventions and activities within will serve to generate the expected outputs. To ensure sustainability and scale of anticipated impact, the project will collaborate with appropriate partners from the very onset. These partners are selected (or will be selected) based on their incentives and/or mandates and also their buy-in to collaborate in this effort.

Intervention 1: Contextualize and roll-out Know About Business (KAB) and Start and Improve Your Business (SIYB) Programs through selected public and academic institutions.

This intervention focuses on imparting an entrepreneurial attitude to the youth who are potential entrepreneurs. This will be carried out by adopting, adapting and implementing two proven entrepreneurship development tools – KAB and SIYB. KAB is an appropriate tool to nudge the young minds to develop interest and enthusiasm towards business i.e., entrepreneurship while SIYB is a next-level tool to help selected KAB graduates further their knowledge on business, generate business ideas and develop plans to implement the ideas. The KAB training will be offered free to students at participating schools and colleges. To keep the momentum on, better performing KAB participants will receive an SIYB scholarship. However, the SIYB scholarship will also be offered to deserving candidates who are not currently studying in school or college. This pool of SIYB training candidates will be selected on a competitive basis based on motivational applications. In order to institutionalize the concepts and tools, the project will customize them in collaboration with respective implementing partners and train the trainers to roll-out the trainings. To ensure focus, ownership and build respective capacity, the project will partner with two different entities best suited for the tools. The project will partner with Ceylon Chamber of Commerce (CCC) in Sri Lanka to deliver both KAB and SIYB training in Sri Lanka. In Nepal, the project collaborates with National Youth Council (NYC) to deliver KAB training while with National Youth Services Council (NYSC) to deliver SIYB. This intervention will contribute to achieving Outputs 1.1, 1.2 and 1.3. Since the intervention promotes two different tools through two different entities and it creates a healthy competitive environment, a third entity is needed to monitor, coordinate, and adopt the whole process towards sustainability. This is addressed under Intervention 4.

Intervention 2: Advocacy to include entrepreneurship course in academic curriculum.

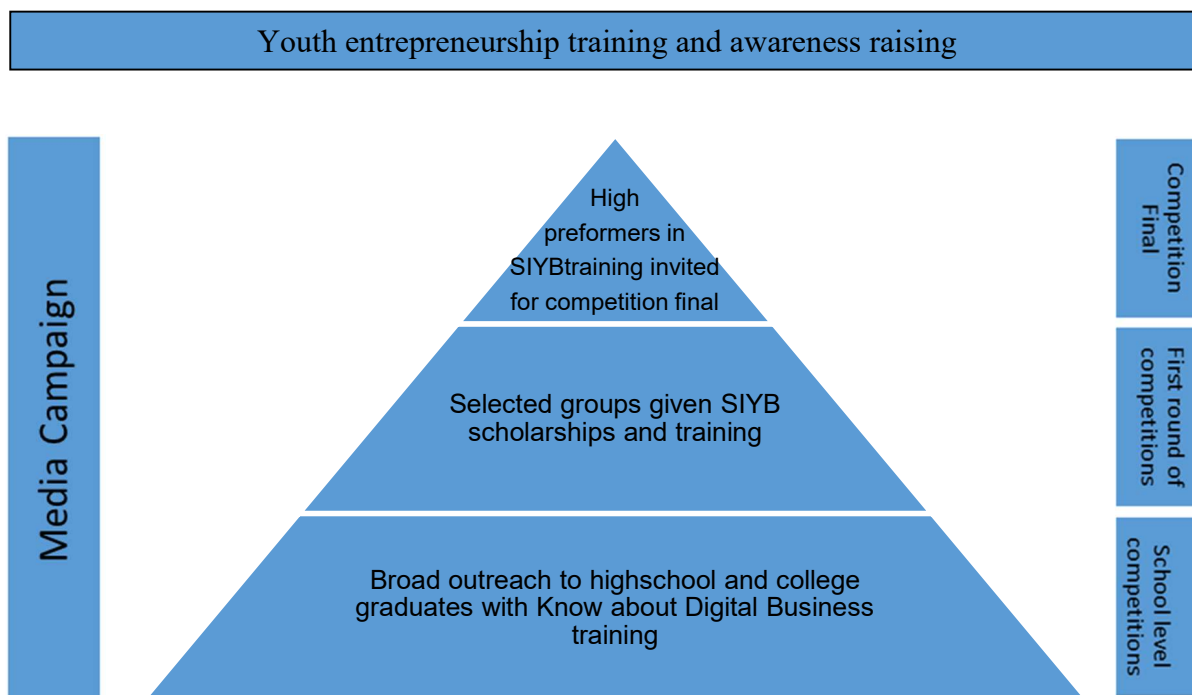
While Intervention 1 attempts to instill short training courses on entrepreneurship offered by relevant organizations through a lateral entry, this intervention aims at promoting entrepreneurship in formal education system through teaching specific courses on entrepreneurship and entrepreneurship in schools, colleges (including technical) and/or universities. The project will collaborate with Ceylon, Chamber of Commerce (CCC) in Sri Lanka and Federation of Nepalese Chambers of Commerce and Industries (FNCCI) in Nepal to advocate to concerned department/ministry in respective country for such inclusion. The project will support respective partner in each country to consult with relevant stakeholders, arrange seminars, dialogues to push the thought forward. This intervention will particularly contribute to Output 1.2.

Intervention 3: Develop a 'Forum' to promote policy dialogues.

This intervention focuses on creating a more positive attitude of civil servants/bureaucrats towards entrepreneurship promotion. Given their role in policy making, nudging them on promoting a more conducive and favorable policy environment for entrepreneurs is pivotal. Entrepreneurship promotion is often under the mandates of different ministries which essentially demands the need of a common 'voice'. The project will, therefore, assist in developing a 'forum' run by an authoritative body to discuss the prospective impacts of entrepreneurship promotion in national economy. The forum will present case studies from countries, which adopted entrepreneurship promotion policies to foster their economies. Selected civil servants will also be assisted to make visits to such countries and interact with the government counterparts. For this intervention, the project will collaborate with Central Bank in Sri Lanka (CBSL) and Ministry of Industries in Sri Lanka and Nepal respectively. This intervention will contribute to Output 2.1.

Intervention 4: Develop and execute 3-tier entrepreneurship competition.

This intervention is strongly interconnected with Intervention 1. While Intervention 1 focuses on developing tools and transferring knowledge and skills, this intervention aims at developing a 'system' for continuation of the knowledge transfer in a competitive and rewarding manner for all involved. The overall 3-tier annual competition will be owned and supervised by a private sector led organization having similar mandate. CCC and FNCCI will be the partners in this endeavor from Sri Lanka and Nepal respectively. While Intervention 1 executes Tier 1 and 2 of this entrepreneurship competition through respective partner organizations, CCC and FNCCI will own the whole competition series and supervise the execution of training, trainees as well as trainers and set the guidelines for awards. To encourage both demand and supply side of knowledge transfer on entrepreneurship and entrepreneurship, both trainees and trainers will be rewarded. The third tier will filter through tier 2 to identify the graduates of the training who hold the most potential to start a business. A high-profile competition, appropriate certification, advocacy by business champions, relevant prizes such as laptops, an overseas study tour for the winners etc. will be an important part of bolstering the value and status of entrepreneurship development for young people in both countries. The award will be titled as Young Entrepreneur Soul (YES) and competition will be named as 'Competition- YES'. At the end, the winners of the third tier will be handed over to appropriate incubation center such as Startup SL in Sri Lanka and similar organization in Nepal. The participants in the third tier will also be linked with appropriate mentors identified from within the local and diaspora business communities. This intervention contributes to achieving Output 1.2, 2.3 and 3.1.



Intervention 5: Develop content and communication strategy to promote entrepreneurship.

This intervention aims to improve the image and value of entrepreneurship among the public. The project will collaborate with CCC and American Chamber of Commerce (AmCham) in Sri Lanka and NYC/Ministry of Industry and Commerce and Supplies (MoICS) in Nepal to develop and implement an awareness campaign in this regard. Through consultation with all relevant stakeholders and by recruiting expert company in each country, appropriate communication strategy will be developed and implemented. The intervention will strongly influence all the outputs yet specifically contribute to achieving Output 3.1 and 3.2. As an exit strategy, the project will develop a manual to arrange ‘Entrepreneurship Day’ in participating schools and colleges.

II. Purposes and Objectives and Client of the evaluation

- The evaluation has two purposes. Firstly, the final evaluation serves the purpose of accountability to the donors and ILO constituents. Secondly, the evaluation findings and insights will contribute to internal learning within the ILO.
- The evaluation objectives have the following focuses: -
 - To assess the extent to which the project has achieved its objectives in efficient and inclusive manner.
 - To assess the extent of project made synergies within ILO and was able to leverage resources from outside stakeholders, project, and programmes.
 - To assess whether the project has contributed to any intended/unintended changes in Sri Lanka and Nepal (in terms of policy, laws, and capacity of constituents, other partners) in youth entrepreneurship training and awareness raising. What are the most transformative positive changes and whether and how much the project contributes to the wish to sustain the practice after the project has ended?
 - To assess the extent to which the project has adapted to respond to these external factors e.g. the impact of the COVID19. The extent to which these external factors have affected the project results and its sustainability and impact.

- To assess to what extent the project document was designed to address existing inequalities to advance gender equality, and identifying progress and achievements in promoting gender equality and women's empowerment, including good practices (e.g. addressing discrimination, promoting equal pay, promoting better sharing of care responsibilities, addressing violence and harassment, improving working conditions for women entrepreneurs, mainstreaming gender in institutional mechanisms and practices, etc.).
 - To identify major factors that facilitate and /or hinder the progress in achieving the overall objective, outcomes, both in terms of environment and those internal to the portfolio of interventions.
 - To identify lessons learnt, innovative approaches and possible good practices.
- The primary end users of the evaluation findings are ILO SALE Project and Country Office in Sri Lanka and project stakeholders such as Government, Employers', Workers' organizations and partner agencies in Sri Lanka and Nepal. ILO Colombo, ILO HQ, the donor USDOS, DWT-Bangkok, DWT-New Delhi, ILO Regional Office for Asia, and the Pacific (ROAP), Evaluation Office, PARDEV, and PROGRAM. Secondary user of the evaluation findings are other interest partners in the entrepreneurship ecosystem (includes both public and private institutions and individuals engaged in entrepreneurship education, skills development, financing, regulation, and facilitation), other ILO units and regions, and public.

III. Evaluation Scope

- The evaluation scope will cover the whole project period from the start in 2021 until the time of the evaluation in early 2024. It will cover all geographical coverage that the project has its operation.
- The evaluation will consider the Decent Work Country Programs for Sri Lanka (DWCP- 2018-2024) and Nepal (DWCP- 2018-2024), integrate ILO's cross-cutting issues, including norms and social dialogue, gender equality, disability inclusion, other non-discrimination concerns, and medium and long-term effects of capacity development initiatives throughout the evaluation methodology and all deliverables, including the final report.
- Gender dimension and disability concerns should be considered as a cross-cutting concern throughout the methodology, deliverables, and final report of the evaluation. In terms of this evaluation, this implies involving both men and women in the consultation, evaluation analysis and evaluation team. Moreover, the evaluators should review data and information that is disaggregated by sex, disability, and assess the relevance and effectiveness of gender related strategies and outcomes to improve the lives of women and men. All this information should be accurately included in the inception report and evaluation report.

IV. Evaluation Criteria and Questions

- The evaluation should address OECD/DAC and ILO evaluation criteria and concerns, i.e. relevance, coherence, effectiveness, efficiency, sustainability and impact as defined in the ILO Policy Guidelines for results-based evaluation, 2017. The evaluator may adapt the evaluation criteria and questions, but any fundamental changes should be agreed between the Evaluation Manager and the evaluator and reflected in the inception report.
- **Relevance and strategic fit** *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).*
 - The extent to which SALE design, objectives and approach has supported the goals outlined in the 2030 Agenda for Sustainable Development (SDG 8), the ILO Programme

& Budget, and the contribution of the project to the design of ILO Decent Work Country Programme (DWCP) for Sri Lanka & Nepal?

- The extent to which the project has responded to the need of the tripartite constituents (Sri Lanka - CCC, Nepal - AYON and FNCCI), beneficiaries, and direct recipients was per the DWCT adopted in 2018 September.
- How far is the project impacted by the COVID-19 pandemic, And consequent economic shocks and social unrest, and to what extent was the project able to remain relevant and efficient in adapting to respond to the COVID-19 crisis?
- **Coherence** *the compatibility of the intervention with other interventions in a country, sector, or institution*
 - The extent to which the project adheres to decent work principles including International Labor Standards, human rights- based approach and gender equality and non-discrimination.
 - Within the parameter of the Sri Lanka and Nepal DWCP, assess the extent of compatibility of interlinkages between SALE and other ILO projects in Sri Lanka& Nepal, other interventions carried out by the Government and social partners and other international partners?
 - Has the project maximized synergies and improve collaboration with new or existing actors? Has there been a duplication of efforts/resources?
 - Were the risks and assumptions to achieve project objectives properly identified, assessed and managed?
- **Effectiveness** *the extent to which the interventions achieved, or are expected to achieve, its objectives and its results, including any differential results across groups?*
 - The extent to which the project has achieved its objectives and explain factors contributing or adversely affecting the following achievements-
 1. increased awareness and knowledge about youth entrepreneurship training and awareness raising.
 2. Improved legal and institutional environment contributing to the promotion of youth entrepreneurship training and awareness raising.
 3. Improved capacity of national and local stakeholders to coordinate, network and advocate for the youth entrepreneurship training and awareness raising.
 4. What extent the project has strengthened the national capacities in Nepal and Sri Lanka to promote entrepreneurship among youth (schools, colleges, universities and vocational institutions) and changing the mind set of parents, teachers, youth?
 5. Assess the level of effectiveness of campaign (including materials) changing the mindset of the public in both countries towards entrepreneurship.
 6. Identifying factors affecting project implementation, achieving Outputs/objectives/outcomes, positively and negatively.
- **Efficiency**

- Have resources (funds, human resources, time, expertise, etc.) been allocated strategically and efficiently to achieve expected results? Has project management and staffing to implement and monitor the project adequate?
 - The extent to which the COVID19 have impacted the project implementation and whether the management has adjusted the strategy/activities/outputs to respond to the changes.
 - To what extent has the project leveraged resources with other projects/programmes, and through partnerships with other organizations, to enhance the project impact and efficiency?
 - Are there sufficient resource allocated to integrate human rights and equality in the design, implementation of the project?
- **Impact**
 - How has the project contributed to the national reform process (including policy changes to relevant laws)? Any unintended impact that may have caused by the project?
 - To what extent has the project contributed to the increase in commitment of key project stakeholders to the goal of youth entrepreneurship training and awareness raising in the country? And extent to which the political situation would have affected the impact of the project?
 - What extent project interventions we able to change the mind sets of parents, teachers and other eco system players?
 - What are both intended and unintended impacts emerged as the project interventions?
- **Sustainability**
 - How has the country's socio-political and economic situations affected the project design and results?
 - What are the programs or services of the government/employers/workers/CSOs to acknowledge, and promote youth entrepreneurship training and awareness raising and how has the project contributed to this?
 - The extent of the current political situation that may have hampered the sustainability of the project benefit e.g. whether the continuation of the implementation of the National Youth Entrepreneurship Programme?
- **Cross-cutting issues**
 - To what extent social dialogue among the constituents and partners has been enhanced through the implementation of the projects and whether social dialogue has contributed to achieving, the planned objectives? Any lessons learnt?
 - To what extent the project contributes (integration into activities, allocating sufficient resources and achieving objectives) to improving gender equality and non-discrimination, and inclusion of people with disability.

- The degree to which intervention activities, outputs, and objectives are consistent with prescriptions in relevant policies and strategies where they have been formally embraced through ratification or expressions of endorsement by stakeholders.
- Has the project engaged tripartite constituents meaningfully since the designing of the project to assure their involvement and enhance ownership?
- Has the project been able to leverage the ILO contributions, through its comparative advantages, including International Labour Standard, social dialogue and tripartism?
- Has the project been able to address existing inequalities to advance gender equality, and identifying progress and achievements in promoting gender equality and women's empowerment, including good practices (e.g., addressing discrimination, promoting equal pay, promoting better sharing of care responsibilities, addressing violence and harassment, improving working conditions for women entrepreneurs, mainstreaming gender in institutional mechanisms and practices.

V. Methodology

Suggested methodologies and approach are the followings:

- Examining the intervention's Theory of Change, with particular attention to the identification of assumptions, risk, and mitigation strategies, and the logical connect between 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.
- The methodology should include multiple and mixed methods, with analysis of both quantitative and qualitative data and information, and should be able to capture intervention's contributions to the achievement of expected and unexpected outcomes. The methods of data collection are as follows but not limit to:
 - Desk review of relevant documents i.e. relevant ILO Evaluation guidelines and standard requirements, project document and progress reports, DWCP Sri Lanka & Nepal, SDGs relevant documents, reports of studies and research undertaken including SIYB and end-KAB survey report, outcome-based research report etc.,
 - Observations, field visits (if applicable), interview, focus group discussion, survey with key stakeholders and beneficiaries.
 - Stakeholders workshop with key stakeholders, debriefing of project team for critical reflection of the findings.
 - The data and information should be collected, presented, and analysed with appropriate gender disaggregation.
 - To the extent possible, the data collection, analysis and presentation should be responsive to and include issues relating to ILO's normative work, social dialogue, diversity, and non-discrimination, COVID 19 related OSH, including disability issues.
 - The methodology should clearly state the limitations of the chosen evaluation methods, including those related to representation of specific group of stakeholders.

- The detailed approach and methodology, including sampling methodology, the work plan should be part of the inception report. Criteria for selecting key informants for interviews, survey, or selected areas/units for in-depth assessment must be elaborated in the inception report.
- The methodology should ensure involvement of key stakeholders in the implementation as well as in the dissemination processes (e.g. stakeholder workshop), debriefing of project team, etc.). However, the evaluator should find ways to verify findings from secondary sources e.g. SIYB and KAB report and outcome-based research report with key stakeholders without imposing too much burden and fatigue to stakeholders.
- 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.
- The evaluator will benefit from a session with key project team and key partners before finalizing the inception report.

VI. Main Deliverables

Deliverable1. Inception report: It should be prepared based on reviewed documents and reports as well as of the initial discussion with the Evaluation Manager and the project team. The Evaluation Manager will review and approve the inception report before the commencement of the field data collection. In line with the ILO EVAL Check list 3, it should include.

- Examining Theory of Change underling the project to be evaluated
- Stakeholders' analysis –review all possible list of key stakeholders and partners and to suggest purposive sampling to ensure all groups have opportunities to reflect their views/voice their inputs to evaluator(s).
- Clearly presentation of how gender will be mainstreamed in the evaluation exercise.
- Description of the evaluation methodology and evaluation instruments to be used in data collection and analysis and the data collection plan mentioned above. Evaluation instrument (matrix) should comprise evaluation criteria, evaluation questions and guided sub-questions for interview and focus group discussions, and who are the target audience for each questions/sub-question.
- Detailed fieldwork plan for the field trip (if applicable), or draft agenda for the interview/FGD with key stakeholders
- A proposed report outline structure.

Deliverable 2. Stakeholders' workshop: After the evaluator has completed data collection, initial findings should be presented to all key stakeholders for validation. The stakeholders workshop maybe organized after the draft report has become available. Timing of stakeholders' workshop should be clearly specified in the inception report.

Deliverable 3. Draft evaluation report: In line with the ILO EVAL Checklist 5, the draft report should include:

- Cover page includes key programme and evaluation date.
- Executive summary with the methodology, key findings, conclusions, and recommendations - gender mainstreamed and highlight any gender specific findings - conforming to the ILO template.

- Purposes, scope, and methodology of the evaluation (including limitations);
- Analysis of the findings and a table presenting key outputs delivered under each immediate objective (milestone);
- Identified findings, conclusions, and recommendations.
 - Evaluation findings regarding the project performance, organized by evaluation criteria and an explanation given when the evaluation questions could not be addressed.
 - Conclusions should be together with presentation of relative strength of evidence that supports each of evaluation's main conclusions and recommendations, e.g., high/medium/low strength of evidence; or pointing to specific evidence that underpins each main conclusion; or some other form of definition.
- Lessons learnt and emerging better practices in the ILO standard template.
- Annexes (including data files, including survey data, case studies and focus group discussions transcribes, etc.)

The Evaluation Manager will do a quality standard review of the draft report before circulating the draft report to all key stakeholders, the project staff for their review. Evaluation Manager will collect all comments and forward the consolidated comments to the evaluator.

Deliverable 4. Final evaluation report (using the relevant templates for the Title Page, the Executive Summary and Annexes including lessons learned and emerging good practices in the ILO Template). Report is considered final only when it is approved by ILO Evaluation Office.

The report will be in English following the structure of ILO evaluation report preparation guidelines. The report should be maximum of 35 pages excluding annexes. The quality of the report will be assessed against the relevant EVAL Checklists for evaluation report for evaluation report. All draft and final outputs, including supporting documents, analytical reports and raw data should be provided in electronic version compatible for Word or Windows. The report should be sent as one complete document and the file size should not exceed 3 megabytes. Photos, if appropriate to be included, should be inserted using lower resolution to keep overall file size low.

The Evaluation Manager will review the final version and submit it to ILO Evaluation Office (EVAL) for their final approval. Once approved, the evaluation report, good practices, and lessons learned will be uploaded and stored at ILO i-eval Discovery as to provide easy access to all development partners, to reach target audiences and to maximize the benefits of the evaluation.

VII. Management Arrangement and Work Plan

The Roles and Responsibilities

- **Evaluation manager:** - The evaluation will be managed by ILO certified Evaluation Manager who has not prior involvement in the project. For this exercise, the Evaluation Manager is Nguyen Hoang Ha, Sr. Programme Officer, ILO Vietnam (ha@ilo.org). He is responsible for the overall management of the evaluation and in particular to:

- Prepare the TOR and ensure consultation with all key stakeholders before TOR is finalized.
 - Facilitate and recruit an independent evaluator.
 - Ensure proper stakeholder involvement.
 - Approve the inception report.
 - Review and circulate draft and final reports with key stakeholders.
 - Ensure the final version of the report addresses the stakeholders' comments and meets ILO requirements.
 - Dissemination of draft report.
- **Regional Evaluation Officer, ROAP** will do quality assurance of the report and ILO **Evaluation Office (EVAL)**, Geneva will give approval of the final evaluation report.
 - **Evaluators** (External consultants): - The lead evaluator will be recruited through competitive process. The lead evaluator reports to the evaluation manager. Responsibilities of lead evaluator are as follows:
 - Responsible for supervising the national evaluators in Nepal and Sri Lanka
 - Provide guiding and define role and task in this evaluation throughout the evaluation phases and ensuring quality control and adherence to ethical guidelines.
 - Defining the methodological approach and drafting the inception report (including all data collection tools), producing the preliminary findings presentation, draft reports and drafting and presenting a final report.
 - Providing any technical and methodological advice necessary for this evaluation.
 - Ensuring the quality of data (validity, reliability, consistency, and accuracy) throughout the analytical and reporting phases. This includes consultation with all key stakeholders.
 - Ensuring the evaluation is conducted per TORs and timeline, including following ILO and UNEG guidelines, methodology and formatting requirements and adheres to evaluation report quality standards: as referred to above.
 - Liaising with the evaluation manager.
 - Facilitate meetings with stakeholders (scheduling, debriefing and/or stakeholders' workshop).
 - **Be flexible on the evaluation timeline** if it takes longer time due to difficulties encountered from remote interviews, **be responsible for completing consultations with all key stakeholders and try their best to complete the interviews/data collection.**
 - **Be aware that the report is considered final only when ILO Evaluation Office has approved it. Several rounds of comments may be expected.**
 - Contributing to the report dissemination and communication (if any) by participating in webinars and supporting or providing inputs to evaluation communication products.

Specific role and responsibility of the national consultants

Responsibilities of the national evaluator/team member
<ul style="list-style-type: none"> • Provide context-specific and technical and methodological advice necessary to the lead evaluator; • Support the lead evaluator throughout the evaluation process (inception, data collection, data analysis, and report writing); • Represent the evaluation team in meetings/interviews/focus group discussions with stakeholders; • Taking note and interpreting between English-local languages for the lead evaluator, when needed • Ensure that all key stakeholders are consulted • Contribute to the report drafting, dissemination and communication by participating in webinars and supporting or providing inputs to evaluation communication products.

Qualification for the evaluators

Team leader/ Evaluation Specialist	Team member/National Evaluator (Sri Lanka and Nepal Nationality)
<p>Advanced university degree preferably in Monitoring and Evaluation, economics, business management or related qualifications</p> <p>At least 7 years' experience in evaluating international development initiatives and programmes, evaluations as team leader. Experiences in designing projects for changing mindsets and behaviors and creating a conducive environment (this point goes with the project expectation)</p> <p>Substantive experiences and engagement in youth and entrepreneur promotion interventions</p> <p>Exposure and proper understanding of the entrepreneur mindset, enabling environment including institutional arrangements in either Nepal, Sri Lanka or both countries or in south Asian context</p> <ul style="list-style-type: none"> - Knowledge of ILO's roles and mandate and its tripartite structure as well as knowledge and experience with the wider UN system are desirable - Hands on experience in qualitative and quantitative data and information collection methods and an understanding of issue related to validity and reliability. 	<ul style="list-style-type: none"> - Education: University degree in social science, development studies/public administration/Statistics or another related field Five years' experience in design, management, and evaluation of local development projects. Knowledge on research methodologies and data analysis would be preferred. Experience and exposure to engagement in youth and entrepreneur promotion interventions, development projects and programme. - Experience in the targeted localities as an advantage but no previous involvement in the delivery/research of the project - Fluency in spoken and written English - Experience in facilitating workshops for evaluation findings and participating in field questionnaires Extensive knowledge of and experience in applying qualitative and quantitative research methodologies - Experience in the UN system or similar international development experience is desirable

<ul style="list-style-type: none"> - Exposure to gender and non-discrimination, human right based, Results Based Management - Demonstrated excellent report writing and oral skills in English - Adequate technical specialization – demonstrate knowledge and expertise in youth entrepreneurship related issues. - Fluency in spoken and written English - Previous work experience in Sri Lanka/Nepal and Asia and the Pacific Region will be an advantage 	<ul style="list-style-type: none"> -Hands-on experience in using participatory tools and methods for data collection and analysis. -Substantive experiences in more qualitative data collection analysis. -Good command of handling virtual platforms for data and information collection (this may be useful in Nepal due to distance of travelling) -Be flexible and responsive to changes and demands; client-oriented and open to feedback.
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- **ILO Sri Lanka & Nepal managements:** To provide country context briefing to the evaluator.
- **Project team:** The responsible staff of SALE will handle all arrangements with the chosen evaluator and provide any logistical and other assistance as required. They will be responsible for the following tasks:
 - Provide projects’ background materials and relevant project reports.
 - Prepare a list of recommended interviewees.
 - Obtain relevant approvals and consent from key stakeholders to undertake evaluations and interviews.
 - Help in schedule meetings for field visits (if applicable) and coordinating in-country logistical arrangements.
 - Be interviewed and provided inputs as requested by the evaluator during the evaluation process.
 - Review and provide comments on the draft evaluation reports.
 - Provide logistical and administrative support including contract of the evaluator(s), including travel arrangements (if applicable).

Resources: Funding will come from the SALE Project budget, estimated resource requirements at this point include

- a professional fee for the evaluator(s)
- travel cost and DSA (where relevant) as per the ILO rules and regulations.
- actual communication cost (in case of virtual meeting e.g. telephone or skype calls if needed)

Estimated level of efforts – approximately 28-30 working days for the team leader and 15 days for team members (national evaluators). The duration of work of the evaluators will be required within the period of approximately four months (during Jan 2024 and April 2024).

Indicative time frame and responsibilities

Tasks/ Responsibilities	Responsible person	Time frame (by end)
Preparation of the TOR –draft	Evaluation Manager (EM)	
Finalization of the TOR	Evaluation Manager (EM)	20 November 2023
Call for EOIs	ILO EM	13 December 2023
Suggest data collection itinerary for the evaluator and the list of key stakeholders to be interviewed	ILO COs and EM	January 2024
Selection of Evaluator	Evaluation Manager	December 2023
Contracting Evaluator	Project	December 2023
Brief evaluators	Evaluation Manager and project team	Mid-January 2024
Inception report submitted	Evaluators	January 2024
Data collection and debriefing to ILO	Evaluators	January/February 2024
Draft report submitted to Evaluation Manager	Evaluators	Early March 2024
Quality check and review of the draft report	Evaluation Manager	Mid-March 2024
Sharing the draft report with all concerned stakeholders for comments	Evaluation Manager	By end March 2024
Consolidated comments on the draft report, send to the evaluator	Evaluation Manager	15 April 2024
Finalisation of the report and submission to Evaluation Manager	Evaluators	20 April 2024
Quality Review of the final report	Evaluation Manager	25 April 2024
Submission of the final report to ILO Evaluation Office	Evaluation Manager	By 30 April 2024
Approval of the final evaluation report	ILO Evaluation Office	Early May 2024

Legal and Ethical Matters

The evaluation will comply with UN Norms and Standards. The evaluator will abide by the EVAL's Code of Conduct for carrying out the evaluations. UN Evaluation Group (UNEG) ethical guidelines will be followed.

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 data from the evaluation rests jointly with the ILO and the consultant. The copyright of the evaluation report will rest exclusively with the ILO. The use of data for publication and other presentations can only be made with 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.

IX. Annexes

Annex 1: Document related to South Asia Leadership in Entrepreneurship SALE.

- SALE page on the ILO website has quite a few links to documents that articulate some of the interventions.
- Project Overview: https://www.ilo.org/colombo/whatwedo/projects/WCMS_831454/lang-en/index.htm
- Publication (SALE Policy Briefs): https://www.ilo.org/colombo/whatwedo/publications/WCMS_885926/lang-en/index.htm
- SALE result framework

Annex 2: List of key stakeholders (to be finalized in consultation with the project team/stakeholders)

Organization	Name
ILO Sri Lanka and ILO Nepal	- ILO Country Directors - Project Chief Technical Advisor (CTA) and M&E officer + other team member (tbd) - ILO colleagues from other relevant projects (tbd)
ILO DWT New Delhi	- Enterprise and entrepreneurship specialist + other specialists (gender, employment, OSH, and social dialogue)
ILO HQ	-ENTERPRISES Department and other related units
Government of Sri Lanka and Nepal	Ministry of Education Ministry of Industries Central Bank of Sri Lanka (CBSL) The Ministry of Industry of Industry, Commerce and Supplies (MoICS)

	The National Youth Council (NYC)
Employer's Organisation	Sri Lanka's and Nepal's employers' organizations: Ceylon Chamber of Commerce (CCC) Nepalese Chambers of Commerce and Industry (FNCCI)
Trade unions	Centre for Working Women (Ms. Amali Kalupahana) National Trade Union Federation (Dr. Padmasiri Ranawakaarachchi)
Other partners	
Beneficiaries	will be sampled to represent all target groups and geographical location.

Annex3: All relevant ILO evaluation guidelines and standard Templates

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

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

3. Checklist 5 Preparing the evaluation report

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

5. Template for lessons learnt and Emerging Good Practices

http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm

http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm

6. Guidance note 7 Stakeholders participation in the ILO evaluation

http://www.ilo.org/eval/Evaluationguidance/WCMS_165982/lang--en/index.htm

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

http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm

8. Template for evaluation title page

http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm

9. Template for evaluation summary

<http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>