

## Terms of Reference

### Phase I Final Evaluation of EU-funded Better Work Programmes in Sri Lanka and Madagascar

#### Key facts

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Project title	Enhancing Decent Work, Transparency and Traceability for sustainable garment value chains (2019-2024)
Project locations	Madagascar, Sri Lanka
Project DC code	GLO/18/38/EUR
Administrative unit	BETTERWORK
Technical unit	BETTERWORK
P&B outcomes	P&B 2020-2021: Outcome 7: Adequate and effective protection for all and Outcome 1 Strong tripartite constituents and influential and inclusive social dialogue
SDG	8 Decent Work and Economic Growth; 5 Gender Equality; 1 No Poverty
Donor	European Commission
Budget	EUR 14,925,000 (Overall) EUR 12,675,000 (EC) EUR 2,250,000 (BW)
Timeframe	September 2021 to March 2024 (Madagascar) February 2022 to March 2024 (Sri Lanka)
Evaluation type	Clustered independent final evaluation
Expected evaluation duration	1 January 2024 – 31 March 2024

## Background

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The Better Work programme was established as a partnership between the International Labour Organization (ILO) and the International Finance Corporation (IFC), a member of the World Bank Group. Better Work unites governments, global brands, factory owners, unions and workers to improve working conditions in the global apparel and footwear industry and make the sector more competitive. Better Work currently operates in 13 countries. To learn more, please visit the [Better Work website](#).

### **EU contribution to Better Work**

The European Union (EU) has been partnering with the Better Work programme since December 2019. The EU contributed EUR 12.675 million to support the programme's ongoing interventions in Bangladesh, Vietnam and the Global level, and it enabled Better Work to expand its geographical scope to Pakistan, Sri Lanka, and Madagascar. While the overall EU-supported programme ended in June 2023, the EU agreed to extend support to country programme operations in Sri Lanka and Madagascar until June 2024. The EU-funded activities in Global, Bangladesh and Vietnam have been part of the final evaluation of Better Work's 2017-2022 strategy, but the interventions in Sri Lanka and Madagascar are yet to be evaluated.

These two programmes follow a different approach than the traditional Better Work programmes. This approach is a new, flexible and innovative new generation of Better Work programme focusing on strategic thematic areas such as OSH, IR and gender as impact drivers. This evaluation will assess the appropriateness of this model to inform the development of future similar programmes in other countries and other sectors.

### **Better Work Madagascar**

The Better Work Madagascar pilot programme started its activities in late 2021 with the goal of creating decent work conditions and enhancing the competitiveness of the Malagasy garment industry. Adopting an innovative, flexible, and scalable model, Better Work has demonstrated its relevance in supporting Madagascar on the path to resilience, sustainable industrialisation, and competitiveness. To date, Better Work has been working with around 30 of the roughly 100 ready-made garment (RMG) factories located in the country's free zone areas, providing targeted services to workers and managers to enable decent work environments in more productive factories.

The programme also collaborated with unions and employer organisations to promote social dialogue and maintain good worker and employer relationships. The team has trained hundreds of workers and their employers on topics spanning workplace communication, rights and duties of workers, violence and harassment at the workplace and the prevention of sexual harassment on the factory floor, as well as leadership and supervisory skills. Better Work Madagascar replicated and adapted successful initiatives from other Better Work country programmes, such as Gender Equality and Returns (GEAR), an initiative focused on women's empowerment and career opportunities.

At the institutional level, Better Work works with constituents on topics related to sustainable industrialisation and due diligence to create an enabling environment for a just and sustainable garment sector and beyond. For more details, please visit the [Better Work Madagascar webpage](#).

## Better Work Sri Lanka

Better Work, together with the ILO Sri Lanka country office, is conducting an intervention in Sri Lanka in close collaboration with national constituents and other relevant actors in the garment industry. Launched in February 2022, Better Work Sri Lanka aims to improve the working conditions and competitiveness of Sri Lanka's garment and footwear industry. The garment industry is uniquely positioned as a reliable employment and revenue driver in the current economic climate.

The activities undertaken by Better Work Sri Lanka are strategically designed to contribute to three overarching goals, which revolve around the key thematic areas of data and evidence, gender equality and inclusion, occupational safety and health (OSH), and productivity and business performance. As part of these efforts, the introduction and improvement of bipartite OSH committees across Sri Lanka (based on the National Guidelines on OSH bipartite committees developed by Better Work Sri Lanka for the Department of Labour) is a notable initiative. Additionally, there will be an expansion of the National OSH Industry Advisors program, aimed at fostering social dialogue and enhancing OSH management systems through the promotion of OSH bipartite committees. The activities for this phase will be implemented until June 2024. It is important to clarify that Better Work is not offering its traditional factory engagement package in Sri Lanka.

Similar to Madagascar, Better Work Sri Lanka also adapted successful initiatives from other Better Work country programmes, such as GEAR, for implementation. GEAR in Sri Lanka included a new element, including a focus on Women in Management. The Better Work Sri Lanka intervention currently focuses on the following thematic areas:

- Occupational Safety and Health (OSH)
- Gender, Diversity and Inclusion, and
- Micro, Small and Medium Enterprise (MSME) support and development

In addition, the following areas need special attention given a rising importance in the country.

- Entrepreneurial mindset and skills development for factory workers and their families
- Environmental sustainability
- Skills development and employability support for those with disabilities

Better Work also supports the national partners representing the government, employers' and workers' organizations in Sri Lanka to promote international labour standards, more effective partnerships, and sound industrial relations. For more details, please visit the [Better Work Sri Lanka webpage](#).

## Evaluation scope

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The objective of this assignment is to evaluate the Better Work programme in Sri Lanka and Madagascar funded by the European Commission. In accordance with the ILO evaluation policy, this evaluation shall be conducted as an independent final evaluation, clustering two countries.

The evaluation will cover the following project period;

- Madagascar – September 2021 to March 2024
- Sri Lanka – February 2022 to March 2024

However, the donor funding agreement runs from December 1, 2019 to June 30, 2024.

### **Purpose of the evaluation**

The main purpose of this evaluation is to assess the progress of Better Work's interventions in Madagascar and Sri Lanka and to identify good practices and lessons learned that could contribute to the learning and knowledge development of the programme and its stakeholders and inform the future Better Work interventions in those two countries. Further, this evaluation is also of broader interest within Better Work. The intervention models in Sri Lanka and Madagascar differ from our programmes in other countries where Better Work heavily focuses on factory engagement. Understanding the effectiveness of such a model and approach, as implemented in Madagascar and Sri Lanka, will therefore be particularly important for Better Work Global.

### **Intended users**

The European Commission, the Better Work programme, and ILO management at the country, regional and HQ levels, are the primary users of the evaluation, as are ILO constituents in the project countries and other partners of the project. Evaluation findings are expected to inform planning and implementation of the next phase of the programme in both countries.

## **Evaluation criteria and questions**

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The projects will be assessed against an evaluation framework consisting of five evaluation criteria: i) Relevance and strategic fit (coherence) of interventions; ii) Validity of intervention design; ii) Intervention progress and effectiveness; iii) Efficiency; and iv) Impact orientation and sustainability.

### **Key evaluation question**

The primary question for this evaluation is as follows:

How did Better Work's interventions contribute to the overall project objective of "Enhancing Decent Work, Transparency and Traceability for Sustainable garment value chains and beyond" in Madagascar and Sri Lanka?

### **Country specific questions**

To address the primary evaluation question above, the following questions should be considered at the country level. It is expected that the evaluation addresses all of the questions detailed below to the extent possible. The evaluator may adapt the evaluation criteria and questions, but any fundamental changes should be agreed upon between the evaluation manager and the evaluator.

### **Relevance and strategic fit (coherence) of the interventions**

- To what extent is the programme consistent and relevant to the needs of the garment and other relevant sectors in Sri Lanka and Madagascar?
- To what extent are the programme strategies and approaches pertinent to the national stakeholders' requirements and policies of partners and donors?

- How have perceived needs and areas of interest among key stakeholders (governments, employers, trade unions, buyers, donors) changed since the beginning of the programme? To what extent did the projects adapt to such changes, other changes in circumstances, including country and industry changes and other forms of ongoing learning?
- How well does the programme complement and fit with other ongoing ILO programmes and projects in the country?
- What links are established (so far) with other activities of the UN and international development organisation at the country or local levels?

### **Validity of intervention design**

- Has the design clearly defined outcomes, outputs and performance indicators with baselines and targets? How achievable are the outcomes?
- How appropriate (sufficient and realistic) was the intervention strategy for achieving the stated goals?
- Were risks properly defined and assessed during the design of the projects, and have the risk register been regularly updated during the project period?
- Did the project design adequately consider gender dimensions, e.g., in the problem analysis, in planned interventions and the results framework to monitor progress in this regard?
- Did the project design include an integrated and appropriate strategy for sustainability?

### **Intervention progress and effectiveness**

- To what extent have the intended project results been achieved?
- Have the quantity and quality of the outputs produced been satisfactory?
- What are the lessons learnt in the implementation of the programme? What expected and unexpected obstacles were encountered in programme implementation?
- Have new intervening factors/actors (e.g. other ILO or donor programmes) emerged since the inception of the programme which may have impaired or enhanced programme performance? What are the ways to maximize synergies and improve collaboration with these actors?
- How effectively were gender and non-discrimination mainstreamed in the implementation of programme strategies and interventions? Did the project teams have adequate gender equality and social inclusion expertise and/or adequate technical backstopping from gender specialists?
- Was the programme effective in identifying and addressing inequality in terms of rights, responsibilities, and opportunities between women and men?
- Does the programme receive adequate administrative, technical and – if needed – political support from Better Work Global and the collaborating ILO technical units based in HQ and the regional offices?
- Are the programme management and governance arrangements adequate to deliver results?
- How appropriate and effective are the current institutional arrangements with the partners and tripartite constituents?
- How well have the programmes been able to collaborate with or engage directly and strategically with IFC and/or with donors and to what effect? What other opportunities

exist for stronger country-level engagement with IFC and/or donor partners for enhanced effectiveness?

### **Efficiency**

- Are resources allocated and used strategically to achieve programme results?
- Are resources allocated strategically to achieve gender equality-related objectives?
- Were activities completed on-time according to plans? If not, what were the factors that hindered timely delivery and what measures were taken to address them?
- To what extent are the programme activities cost-effective? What level of the programme activities (individual, institutional, systemic) provided the most cost-effective benefits?
- Is the funding and timeframe sufficient to achieve the intended results?

### **Impact orientation and sustainability**

- To what extent are programme outcomes likely to lead to sustainable changes in the lives of final beneficiaries, including as regards enhanced gender equality?
- Does the sustainability strategy appear adequate to support sustainable results? Are resources allocated to implement the sustainability strategy sufficient to achieve the desired effect?
- To what extent does the programme facilitate stakeholder ownership of programme approaches, including the programme's mission for sustained compliance in the sector?
- What additional measures could be built into the programmes for enhanced sustainability?

## **Principles and approach**

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In line with the United Nations' good practices for evaluations as defined in the [ILO Policy Guidelines for results-based evaluation](#) (2017), the ILO expects that each evaluation will assess the following key criteria: relevance, effectiveness, efficiency, sustainability and impact.

The core ILO crosscutting priorities, such as gender equality and non-discrimination, promotion of international labour standards, environment, tripartite processes, and constituent capacity development should be considered in this evaluation. In particular, the gender dimension will be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation as mentioned above. To the extent possible, data collection and analysis should be disaggregated by sex as described in the ILO Evaluation Policy Guidelines and relevant Guidance Notes. You can find the ILO Evaluation Guidance, including relevant checklists, [here](#).

The evaluation must comply with evaluation norms and standards and follow ethical safeguards, as specified in the ILO's evaluation procedures. The ILO adheres to the United Nations system of evaluation norms and standards as well as to the [OECD/DAC Evaluation Quality Standards](#).

## Methodology

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The evaluation methodology is expected to use a mix of qualitative and quantitative methods, to be defined and approved as part of the evaluation inception report.

### **Inception phase**

- The lead consultant will review the documents, progress reports, research studies and any relevant documents shared by Better Work and prepare a workplan. When needed, the consultant will set up interviews with the Better Work teams to better understand the programme as well as specific interventions.
- The lead consultant will draft the inception report based on document review and consultations with the team. The inception report should define the scope of the evaluation and present the evaluation matrix and workplan (more details about the inception report are included below). The Evaluation Manager will be responsible for approving the inception report, after which the lead consultant can move to the next phase of the evaluation.
- It is recommended that the lead consultant develops the initial interview and/or survey questionnaires as a part of the inception report. These can later be adjusted in the data collection phase as required. Appropriate data storage and protocols for anonymity and/or confidentiality and sensitivity should also be established.

### **Data collection phase**

- The evaluation data collection is expected to combine a mix of remote (lead consultant) and in-person (national consultants) data collection methods. The evaluation team will design and undertake group and/or individual discussions with stakeholders.
- The lead consultant will also interview appropriate Better Work and ILO staff and collaborators responsible for programme implementation and oversight. This list should be reviewed and included in the aforementioned inception report.
- At the end of the data collection phase, the consultant, in coordination with the Evaluation Manager, will organise a workshop to present the preliminary findings to key stakeholders, including the donor, and gather relevant feedback. This workshop may be organized before the draft report is circulated with stakeholders, to allow the consultant to make relevant adjustments to the draft report before circulation.

### **Report writing phase**

- The lead consultant will draft the evaluation report based on the data collection and the inputs gathered from the workshop. The consultant will send the draft report to the Evaluation Manager who will review the report and consolidate additional comments from key stakeholders and the Better Work teams.
- The lead consultant will review and consider the additional inputs when finalising the evaluation report and preparing the evaluation summary.

## Roles and management arrangements

The evaluation will be conducted by an international lead consultant (home-based), with support from two national consultants based in Madagascar and Sri Lanka. Following the ILO's evaluation policy and process, the consultant team will coordinate evaluation activities in the two countries liaising with national staff. (The roles and responsibilities of the two national consultants are described in a separate ToR.)

The international consultant will take lead in designing the evaluation, coordinating activities and writing up the final evaluation report with support from national consultants. The Better Work country programmes and relevant members of the Better Work Global team will provide inputs throughout.

The lead consultant will report to the designated Evaluation Manager, and will discuss any technical and methodological matters with the Evaluation Manager. In their daily work, the consultant will liaise with Better Work teams in Madagascar and Sri Lanka as well as the Better Work Global team based in Geneva, Bangkok and Vietnam.

## Responsibilities and deliverables

The lead consultant will have the following responsibilities:

- Close communication and coordination with the Evaluation Manager;
- The design, planning and implementation of the evaluation and drafting of the evaluation report using an approach agreed with the ILO;
- Coordinating and collaborating with national consultants in Madagascar and Sri Lanka; and
- Liaising with the ILO, programme stakeholders and partners as needed.

The lead consultant will be responsible for the following (more detailed instructions for each deliverable will be communicated):

Outputs	Description	Work days (expected)	Tentative timeline
<b>Contracting</b>	Signing the contract	N/A	8 January 2024
<b>Desk review and inception report</b>	<p>The lead evaluator will review all relevant documents and consult team members as needed to develop a data collection strategy (including for the field) and prepare the inception report.</p> <p>The inception report will include among other elements a workplan, the evaluation questions, data collection methodologies and techniques, tools and instruments (interview, group discussions, workshop outlines, guides, questionnaires, etc.) and methods to ensure</p>	3	18 January 2024



Outputs	Description	Work days (expected)	Tentative timeline
	<p>integration of a gender and non-discrimination perspective. The inception report will be prepared as per the <a href="#">ILO Checklist 3: Writing the inception report</a> and will be submitted to the evaluation manager.</p> <p>The evaluation manager will share the inception report with Better Work, ILO and a group of stakeholders identified by Better Work.</p> <p><b><u>Final inception report (Deliverable 1)</u></b></p>		
<b>Quantitative and qualitative data collection</b>	<p>The evaluation team will undertake interviews and/or surveys with stakeholders as per the methods identified in the inception report. It is expected that the lead consultant will undertake interviews virtually and the national consultants will conduct onsite interviews.</p> <p>If requested to do so, the lead evaluator will share relevant qualitative and quantitative data with the ILO using appropriate and secure arrangements. The channel of sharing will be discussed and agreed with the ILO.</p>	10	15 February 2024
<b>Debriefing/ stakeholder workshop</b>	<p>The evaluation team, with the support of the Evaluation Manager and the project teams, will organise a workshop to present the preliminary findings to key stakeholders, including the donor, and gather relevant feedback.</p> <p><b><u>Debriefing (Deliverable 2)</u></b></p>	2	22 February
<b>Draft evaluation report</b>	<p>The draft evaluation report will include and reflect on findings from the fieldwork and communications with stakeholders and partners. The draft report will be prepared as per the <a href="#">ILO Checklist 5: Preparing the Evaluation Report</a>.</p> <p>The Evaluation Manager will circulate the draft report with Better Work, ILO and a group of stakeholders for comments and feedback, consolidate comments and share with the lead evaluator.</p>	8	29 February 2024

Outputs	Description	Work days (expected)	Tentative timeline
	<b><u>Draft evaluation report (Deliverable 3)</u></b>		
<b>Final evaluation report with evaluation summary</b>	<p>The lead evaluator will incorporate and address comments received from the ILO and key stakeholders into the final version.</p> <p>The report will be finalised as per the <a href="#">ILO Checklist 5: Preparing the Evaluation Report</a>. The quality of the report, evaluation summary and attachments will be assessed against the ILO <a href="#">Checklists 5, 6, 7, and 8</a>.</p> <p>The reports and all other outputs will be produced in English. All draft and final reports including other supporting documents, analytical reports, and raw data will be provided in electronic version compatible with Microsoft Word.</p> <p><b><u>Final evaluation report with summary and attachments Deliverable 4)</u></b></p>	2	31 March 2024
Total number of days for lead consultant		25	

## Timeline and payment schedule

The consultant will pursue this assignment for a specified number of days between January and March 2024. The consultant will be paid upon satisfactory completion of deliverables and upon receipt of signed invoices, referring to deliverables as described in the contract with the respective amount and working days indicated.

A tentative list of payment schedule is as follows:

**Deliverable 1:** Inception report (first payment: 30 %)

**Deliverables 2 & 3:** Debriefing (stakeholder workshop presentation) and draft evaluation report (second payment: 30 %)

**Deliverable 4:** Final evaluation report including good practices and lessons learned and a standalone Evaluation summary in EVAL recommended templates (third payment: 40%)

## Professional requirements

The independent final evaluation will be conducted by a lead international evaluator, who will work with the support of two national consultants. This call for expression of interest (EOI) is open to:

- International consultants interested in the role of lead evaluator; and

- Teams of consultants.

In case an individual submission is chosen as lead evaluator, the ILO will recruit additional national consultants to perform specific tasks in consultation with the lead evaluator.

**The lead evaluator will have the following:**

- Solid experience and a good record of conducting development project and programme evaluations;
- Strong experience in drafting evaluation documents;
- Strong knowledge of evaluation methodologies;
- Strong understanding of the apparel supply chain;
- Knowledge of the ILO's role and mandate, tripartite structure, gender and inclusion policies would be an advantage;
- Knowledge of the country contexts of Madagascar and Sri Lanka would be a plus, but not mandatory;
- Full proficiency in English. All reports, including drafts will be written in English.
- Proficiency in Sinhalese, Tamil, Malagasy and French would be a plus, but not mandatory; and
- Good interpersonal and cross-cultural communication skills.

## **Application**

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Selection of the lead consultant will be done by the Evaluation Manager appointed by the ILO, based on technical competence and financial proposals presented in the expression of interest (EOI). Interested candidates should include the following in their application:

- A cover letter describing technical expertise and prior experience leading similar evaluations as well as a statement of availability during the period of evaluation as defined in these ToRs;
- CV(s);
- A financial proposal with details of the daily rate of the evaluation work (all inclusive) and a breakdown of working days according to expected deliverables. Please note that the lead evaluator is not expected to travel; and
- If applicable, include information about your network and ability to identify national consultants in the two countries (not mandatory).

**The deadline to express interest in the final evaluation is 15 December 2023 (COB). Please send your EOI via email to [moqvistuggla@gmail.com](mailto:moqvistuggla@gmail.com) with [thakur@ilo.org](mailto:thakur@ilo.org) in copy and indicate [EU Phase I Final evaluation – Better Work Madagascar and Sri Lanka] in the email subject line.**

## **Confidentiality Statement**

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All data and information received for the purpose of this assignment are to be treated confidentially and are only to be used in connection with the execution of these Terms of Reference. All intellectual property rights arising from the execution of these Terms of Reference are assigned to IFC and ILO. The contents of written materials obtained and used in this assignment may not be disclosed to any third parties without the express advance written authorization of the IFC and ILO.