

**Terms of Reference:**

**Final independent evaluation of the Project “South-South Cooperation to Enhance the Institutional Capacities of Trade Unions in Asia and the Pacific”**

1. **Key facts**

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| --- | --- |
| Title of project being evaluated | South-South Cooperation to Enhance the Institutional Capacities of Trade Unions in Asia and the Pacific |
| Project DC Code | RAS/19/05/ACF |
| Administrative Unit in the ILO responsible for administrating the project | ACTRAV |
| Technical Unit(s) in the ILO responsible for backstopping the project | ACTRAV |
| Donor | All-China Federation of Trade Unions (ACFTU) |
| Project implementation date | July 2019 – December 2023 (with a no cost extension between 1 August 2021 and 31 December 2023) |
| Project budget | USD 1,000,000 |
| P&B outcome (s) under evaluation | Outcome 1: Strong tripartite constituents and influential and inclusive social dialogue  |
| SDG(s) under evaluation | SDG 5 (Gender equality), SDG 8 (Decent work and economic growth), SDG 13 (Climate action), SDG 16 (Peace, justice and strong institutions) |
| Type and timing of evaluation  | Final Independent Evaluation |
| Date of evaluation | October-December 2023  |
| Evaluation manager | Ms Rattanaporn Poungpattana, M&E Officer, ILO ROAP |

1. **Background information**

The project aims at building and enhancing the core capacities of trade unions and workers’ organizations, individually and jointly, in the Asia and Pacific region to effectively participate and take action on issues of common interest to support the achievement of the SDGs, define and undertake strategies to build the future of work and influence policy agendas on social, economic and environmental issues. It is the fruit of a collaboration between ILO’s Bureau for Workers’ Activities (ACTRAV) and the All-China Federation of Trade Unions (ACFTU).

ILO-ACTRAV and ACFTU entered into a South-South Cooperation agreement to assist trade union development in Asia and the Pacific region since 2013. From 2013 to 2018, a first phase of the project was implemented. The project involved ACFTU providing funding resources to ACTRAV to enable the design and implementation of activities linked to the overall ACTRAV priorities, guided at the time by guided by Outcome 10 of the ILO’s Programme and Budget. Outcome 10 is expressed in the programme and budget of 2018-2019 as “Workers’ have strong, independent and representative workers’ organizations”. The current phase of the project now refers to outcome 1 of the current programme and budget (2022-2023): “Strong tripartite constituents and influential and inclusive social dialogue”.

The south-south cooperation project seeks to promote the solidarity between the ACFTU and workers’ organizations in the Asia and Pacific region to promote the Decent Work Agenda through development cooperation. Project activities which included sharing of knowledge, experience, training and technology transfer have been supported. These project activities have been developed and designed to contribute to mitigate the effects of current crisis, placing employment and social protection at the centre of development policies, including identifying successful models in developing countries and sharing contributing to the promotion of Decent work and sustainable development for all.

An important consideration in the design and implementation of project activities is its alignment and consideration of the 2030 Agenda for Sustainable Development which puts people and the planet as the central focus. The unions in the Asia pacific region needs, now more than ever, accelerated actions and cooperation efforts that will develop capacities, build resilience, and mitigate the risks. It is widely known that the ILO has a strong background in South-South Cooperation and with through its strong leadership has advanced on delivering results on decent work.

In particular, the project contributes to SDG 8 on decent work and economic growth, SDG 13 to take action to combat climate change and its impact, SDG 16 to promote peaceful and inclusive societies for sustainable development and SDG 5 to achieve gender equality and empower all women and girls.

# The project’s intervention

The start of the project was severely affected by the COVID-19 pandemic. The design of the South-South cooperation project was originally planned for supporting face-to-face activities (conferences, meetings, etc.) at regional and sub-regional levels for union capacity building on various issues. Considering the new delivery approach brought about by the COVID-19 crisis, ACTRAV had to recalibrate the ACFTU South-South cooperation project resources in order to support an initiative for virtual capacity and outreach solutions for the unions in the Asia Pacific region. By adapting to the pandemic, ACTRAV has been committed to pursue innovative solutions for capacity building of unions in the region. Most of the project activities took place virtually, with a minority of blended learning (combining online and face-to-face) the alternative.

The most notable activities organised under the project are the five training programmes delivered virtually in 2021 and 2022 on five key core ILO issues, which were identified by the participants in a “Training Need Assessment” webinar series and exercise as the most important capacity training needs of trade unions in the region. The five topics covered were; (1) Digital Communication for Trade Unions, (2) Social development and advocacy, (3) Trade and Decent Work, (4) Social dialogue for solutions: Mechanisms and Strategies to Guarantee Workers’ Voices, and (5) Economics at Work: Trade Unions Building Forward Better. A combination of live webinars, self-guided modules, peer-to-peer learning, written assignments, and forum discussions were at the core each training programme. A total of 189 participants took part in the five training programmes, representing no less than 25 countries in the region.

A flagship Training of online Trainers for Trade Unions in Asia and the Pacific took place virtually September 12th to 23rd 2022, and face-to-face in Bangkok, Thailand, from October 10th to 13th 2022. The Training of online Trainers course was aimed at building both the individual and institutional capacities of trade unions in the region, as it focuses on improving the capacities of carefully selected trainers nominated by unions. Participants gained relevant skills in digital learning that is helping them become better skilled trainers, for delivering innovative trade union education for their organization and members. The main objective of this activity was to ensure that the trade union education and training structures and/or institutes will adapt and use the online training modules for their own clientele. This component is essential to ensure the sustainability of the project beyond our intervention. A programme entitled “Training of Trainers 2.0” subsequently took place in July 2023, to further reinforce the knowledge and capacities of trainers in the region to develop the education’s offering of their unions.

Beyond the regional aspect of the project, several sub-regional activities have been organised under the project’s intervention, to answer specific needs in each of the three sub-regions in Asia and the Pacific. In South Asia, activities to enhance the institutional capacities of trade unions on Youth and Occupational Safety and Health (OSH) were delivered, notably with a face-to-face Youth camp for OSH planned for February 2023. In Southeast Asia, the project focused on developing the capacities of the Asean Trade Union Council (ATUC). The ASEAN Trade Union Council (ATUC) is a regional grouping of 18 national labor centers and confederations in ASEAN member states except Brunei but including Timor Leste. A conference was organised in October 2022 in Manila, Philippines, which resulted in the signature of a strategic workplan.

ILO-ACTRAV also worked with colleagues at the International Training Centre of the ILO (ITCILO) to develop a Community of Practice of the ACTRAV-ACFTU South-South Cooperation Project. This platform now serves as an online learning platform, a website built to create an inventory of training material developed within the project, and an online space dedicated for trade unions in the region to collaborate and exchange experiences with one another. The Community of Practice has been launched in April 2023. The platform also allows for trade union representatives to access all training material and resources to trainers and training implementors in Asia and the Pacific. Members can access learning journeys to learn on different topics at their own time, but they can also download the resources for their own education programmes. This is part of the sustainability approach developed under this project.

Further detailed information on each project activity will be shared with the evaluator, including the evaluation of each capacity-training activity in the form of surveys (quantitative and qualitative data).

# Evaluation background

ILO considers evaluation as an integral part of the implementation of technical cooperation activities. As per ILO evaluation policy and procedures all programmes and projects with a budget above USD 1 million must have to go through a final independent evaluation.

The final independent evaluation will be managed by an ILO staff designated as evaluation manager, and conducted by an independent evaluator.

The evaluation should be conducted in the context of criteria and approaches for international development assistance as established by the OECD/DAC Evaluation Quality Standard; and the UNEG Code of Conduct for Evaluation in the UN System.

The evaluation shall follow the ILO policy guidelines for results-based evaluation; and the ILO EVAL Policy Guidelines Checklist 4.8 “Preparing the inception report”; Checklist 4 “Validating methodologies”; and Checklist 4.2 “Preparing the evaluation report”.

1. **Purpose, objectives, and scope of the evaluation**

# Purpose and objectives

According to the ILO policy guidelines for evaluation, evaluations in the organization are conducted for three reasons: accountability, improvement, and learning.

ILO project evaluations usually focus on the relevance of the project to beneficiary needs, the validity of the project design, the project’s efficiency and effectiveness, the impact of the results and the potential for sustainability. For each criterion, above, the evaluation manager should formulate two or three specific questions.

The purpose of the evaluation is:

* To be accountable to the project’s donor partner, the All-China Federation of Trade Unions.
* To ensure organizational learning for ACTRAV towards future capacity-building interventions in Asia and the Pacific, as well as in other regions.
* To understand the extent to which and how the results from the project’s intervention generated the institutional capacity development of workers’ organisations in Asia and the Pacific

The specific objectives are:

* To assess the efficiency of the intervention’s implementation, including effectiveness of management arrangement
* To determine the relevance of the project through participants’ evaluations and surveys
* To understand the impact of the intervention on the organisations who nominated participants to take part in the training activities
* To analyse if the intervention was sustainable and if measures were adequately taken to enhance the sustainability of the project after its end (e.g., exit strategy).
* To analyse the coherence of the intervention with priorities of workers’ organisations in Asia and the Pacific
* To assess the extend to which the project has achieved its stated objectives and expected results regarding building the institutional capacities of the targeted workers’ organisations in Asia and the Pacific
* To analyse the effectiveness of the implementation modalities chosen, especially regarding COVID-19 implications during the project’s duration.
* To provide recommendations to key national projects stakeholders, ILO and the donor, to promote sustainability and support further development of the project outcomes and towards similar interventions in the region.
* To identify lessons learned and good practices to inform the key stakeholders for future similar interventions.

# Scope

The evaluation will cover the entire implementation of the project, namely from July 2019 to December 2023, assessing all the results and key outputs that have been produced in this period. The evaluation will specifically measure the results of the capacity-building programmes by evaluating the impact of the project interventions on participants and the trade unions they represented. The geographical scope is in line with the setup of the project, which is to focus mainly on the regional level, with few dedicated activities to different sub-regions (South Asia, East and Southeast Asia, and the Pacific).

For all practical purposes, these Terms of Reference and ILO Evaluation policies and guidelines define the overall scope of this evaluation. Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to stakeholders on how they can address them.

The evaluation should help to understand how and why the project has obtained or not the specific results from outputs to potential impacts.

# Clients

The evaluation is primarily destined for the donor partner, the All-China Federation of Trade Unions.

Secondly, the evaluation is destined for ACTRAV, to be able to reflect on the project’s intervention and to analyse strategically what can be improved for further capacity-building activities in Asia and the Pacific, but also in other regions covered by the Bureau.

Lastly, the evaluation will be shared with all key stakeholders for sharing lessons learned and good practice, namely:

* The International Training Center of the ILO, who provided support during the project’s duration.
* Service providers who supported ACTRAV in developing key digital training solutions.
* External consultants, subject-matter experts, who participated in the delivery of capacity training.
* Participants, beneficiaries, and representatives of trade unions in Asia and the Pacific.

In addition, the evaluation will be shared to Colleagues in PARTNERSHIPS, ACT/EMP, and other relevant departments as deemed useful.

1. **Evaluation criteria and questions (including Cross-cutting issues/ issues of special interest to the ILO)**

The ILO applies the OECD/DAC Criteria for Evaluating Development Assistance, as part of the [ILO policy guideline for results-based evaluation](http://www.ilo.ch/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_571339.pdf). The final evaluation of the project should be based on the five criteria, namely:

* Relevance: The extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.
* Coherence: The extent to which other interventions support or undermine the intervention, and vice versa. It addresses the synergies and interlinkages between the intervention and other interventions, as well as the consistency of the intervention with the relevant international norms and standards to which the Office adheres. It also considers the consistency of the intervention with other actors’ interventions in the same context.
* Effectiveness: The extend of which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.
* Efficiency: The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.
* Impact: The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.
* Sustainability: The extend to which the net benefits of the intervention continue, or are likely to continue.

The evaluation should consider key evaluations dimensions including human-rights, Sustainable Development Goals (relevant SDGs and indicators and the principle of “no one left behind”) and ILO cross-cutting themes such as gender mainstreaming, non-discrimination (i.e., people with disabilities), social dialogue and tripartism, international labour standards and just transition to environmental sustainability.

The human-rights perspective in the evaluation means (i) linking the process to people, (ii) setting tools and approaches appropriate for collecting data; (iii) set-up processes of broader involvement of stakeholders, and (iv) enhance access of the evaluation results and process to all stakeholders.

A gender equality perspective implies (i) applying gender analysis by involving both men and women in consultation and evaluation’s analysis, (ii) inclusion of data disaggregated by sex and gender in the analysis; (iii) the analysis of gender-sensitive strategies and objectives and gender-specific indicators addressing strategic and operational needs of women. The evaluation will address UN-SWAP-GEEW requirements, which are detailed in the UN-SWAP scorecard.

In line with the results-based approach applied by the ILO, the evaluation will focus on identifying and analysing results through addressing key questions related to the evaluation criteria and the achievement of the outcomes/ objectives of the project.

The list of questions presented below should be reviewed and adjusted during the preparation of the Inception report. It should reflect the dimensions and cross-cutting themes presented above. Any adjustment should be approved as part of the approval of the inception report by the Evaluation manager.

# Key Evaluation Questions

The evaluator shall examine the following key issues:

1. **Relevance**
* To what extent and how has the project responded to the needs and priorities of workers’ organisations in Asia and the Pacific as well as their evolving needs?
* How were ILO constituents and other project’ stakeholders, including the trade union training institutes in the region, involved in the formulation and implementation of the project?
* How did the project react to COVID-19 restrictions and adapted its modus operandi to respond to changes in circumstances?
1. **Coherence (internal and external)**
* Is the project aligned with national and international development frameworks including the National Development Plan, United Nations Sustainable Development Cooperation Framework (UNSDCF), ILO Country Programme Outcomes (CPOs), and SDGs and their targets?
* Does the project play a unique and coherent role in the ILO?
* Is the project coherent with capacity-building offerings from the International Training Center of the ILO and other training organisations?
* How well does the project complements and fit with other ongoing ILO, UN agencies and government projects, interventions, and programmes in the region?
1. Validity of design
* Was the project design (implicit or explicit Theory of Change, implementation modalities, etc.) realistic, purposeful and effective towards achieving its objectives?
1. **Effectiveness**
* To what extent did the project achieve its intended outputs and outcomes by end of the project period?
* Have (expected , unexpected positive or negative) results (outputs and outcomes), that would affect the achievement of the project goal, been developed by, or as a consequence of, the project intervention?
* What were the main internal and external factors that influenced the achievement or non-achievement of project outcomes?
* How effectively did the project covered the targeted geographical area (Asia and the Pacific)? Were sub-regions adequately represented? Was there an imbalance in countries over-represented or sub-regions underrepresented?
* How effective were the backstopping support provided by ACTRAV/HQ, ACTRAV/Field, and ACTRAV/Turin?
1. **Efficiency**
* To what extent have resources (human resources, time, expertise, funds etc.) been strategically allocated and used to achieve the projects objectives? In general, did the results achieve justify the costs? Could the same results be attained with fewer resources?
* Were goods, service and works delivered on a timely manner? If not, what were the bottlenecks encountered?
* How effectively has the project implemented its monitoring and evaluation strategy? To what extent that this contribute to accountability, management and learning?
1. **Impact** orientation
* Has the project contributed to achieving the proposed impacts? Is the project strategy and project management steering towards impact?
* Did the project make any significant contribution to the institutional capacity development of trade unions in Asia and the Pacific, to contribute to support the achievement of decent work agenda and SDGs?
* Has the project contributed to a significant change in practices, perceptions, technical capacity of the direct beneficiaries and their institutions at sub-regional and regional levels?
1. **Sustainability** of projects outcomes and impacts beyond the project’s lifespan.
* Has an effective and realistic exit strategy been developed and implemented?
* Have the project outcomes been achieved in a sustainable manner that enable continuing benefits to the target groups beyond the project’s lifespan?
* To what extent will national institutions and implementing partners be willing/able to continue the project results without external funding or support?
* How has south-south cooperation been enhanced within the project realm?

**8. Gender equality**

* Was sufficient information collected during the implementation period on specific result indicators to measure progress on human rights and gender equality results?
* To what extent has Gender been mainstreamed in the project?
* To what extent had the project contribute to improve the gender equality and empowerment of women, youth and people with disabilities?
1. **Methodology**

The evaluation will be carried out through a mix methods approach including quantitative and qualitative dimensions. The specific development of the evaluation methodology will be defined in consultation between the independent evaluator and the evaluation manager and will be described in detail in the inception report to be submitted by the evaluation team.

During the data collection process, the evaluator will compare and cross-validate data from different sources (project staff, project partners and beneficiaries) to verify their accuracy, and different methodologies (surveys, interviews) that will complement each other.

For required quality control of the whole process, the evaluator will follow the EVAL evaluation policy guidelines and the ILO/EVAL checklists available in the Annex I.

The evaluator is encouraged to propose alternative mechanism or techniques for the data collection phase. These will be discussed with the project and the evaluation manager at the Inception phase. Any alternative should be reflected in the Inception report.

The evaluation will be implemented through a consultative and transparent approach and made use of the following methods, tools, and resources:

* Desk review of country and ILO policy documents, progress reports and project documents, to be provided by the project team and on request of the evaluator.
* Semi-structured interviews with key informants and stakeholders, including e.g. the project team, field specialists, ITCILO team members, service providers, subject-matter experts.
* Focus groups with selected participants of the different capacity training programmes implemented during the project.
* Quantitative analysis of the evaluations conducted for several capacity training programmes which were delivered in partnership with ITCILO. ITCILO conducts formatted evaluations for each training with the use of a standard survey. All data will be made available to the evaluator by ITCILO through the EM.
* A face to face stakeholder workshop in which all key stakeholders will take part, including donor and beneficiaries, to provide feedbacks and validate preliminary findings, lessons learned, conclusions, and recommendations.

# Inception phase

A desk review will analyze project documentation including all project documents, annual reports project deliverables, and other relevant documents. This desk review may suggest a number of initial findings that in turn may point to additional or fine-tuned evaluation questions.

The evaluator will have a first methodological briefing with the evaluation manager, and after that, another meeting with the project team and EM to plan the data collection and understand project expectations. The evaluator will be able to send any questions they have via emails to the project team to complete any missing information.

This will be reflected in the Inception report that will translate the TORs in an operational work plan. The Inception report will be reviewed and approved by the evaluation manager, and project manager/technical officer prior to the next phase.

# Data collection and analysis phase

**Quantitative analysis**

The evaluator will receive raw data from evaluations conducted by ITCILO of several capacity training programmes delivered during the project. Participants that took part in the activities submitted evaluation questionnaires at the end of each training. The evaluator will be tasked with analysing this data and formulating concrete findings from it. The data will be shared via Excel.

**Interviews (virtual)**

The evaluator will undertake group and/or individual interviews with selected stakeholders including ACTRAV/HQ, ACTRAV/Field, and ACTRAV/Turin specialists who are involved in the management and implementation of the project. A first meeting will be held with the Project Manager, Project staff, and Evaluation Manager. After that, the evaluator will meet other relevant stakeholders including project beneficiaries to undertake more in-depth reviews. An indicative list of persons to be interviewed will be developed by the project team and will be refined by the evaluator. This will include, but not limited to:

* ACTRAV/HQ: Project Manager and Project Staff
* ACTRAV/ITCILO: Programme Manager for Asia and the Pacific
* ACTRAV/Field: Specialists in Regional Office for Asia and the Pacific, Country-Office New Delhi.
* Service providers who took part in the delivery of the project (project managers)
* Subject-Matter Experts

**Focus groups (virtual)** will be carried out with the direct beneficiaries of the different capacity training programmes implemented during the project. These may include representatives of trade unions in Asia and the Pacific who took part in capacity building activities, and trade union trainers specifically who took part in training of trainers activities.

**Stakeholders’ validation workshop**

A 2-days final evaluation workshop will be organised in W1 December 2023. The objective of the workshop will be to gather all main stakeholders of the project, including the project team, donor, and beneficiaries of the project (i.e. representatives of the targeted Workers' organisations in Asia and the Pacific). The workshop will take place in Beijing, China, using the facilities of the main donor.

During this event, the evaluator will need to present the initial findings from their research. Subsequently, participants will also be invited to share their views on lessons learned, good practice, and room for improvement. The evaluator should include the input from the evaluation workshop in their final evaluation report. Moreover, the evaluator will be requested to give their input into the programme of the workshop, to complete data gaps with key stakeholders in their most preferable way.

The project team will be responsible to organise the workshop. The evaluation team will be responsible for organizing the workshop. The identification of the participants of the workshop and logistics will be the responsibility of the project team in consultation with the evaluator.

After the workshop, the evaluator will have a debriefing session with the project team.

# Development of the evaluation report

The evaluator will develop an evaluation report in a draft and final version. The evaluator will submit the first draft of the report to the evaluation manager, who after a methodological review and adjustments by the evaluator if needed, will circulate it to the project team and relevant stakeholders for comment. The evaluation manager will collect the feedback on the first draft, consolidate and submit it to the evaluator that will incorporate the feedback as appropriate, and send the final report to the evaluation manager.

At the end, after EVAL/ILO approval, the evaluation report will be submitted to all key stakeholders by ACTRAV’s Management and uploaded in the EVAL public repository of evaluation reports (e-discovery).

1. **Main deliverables**

The evaluator will be responsible for the following deliverables:

1. Inception report (with detailed work plan and data collection instruments) following ILO EVAL Checklist 3, the report, in English, should include:
* Refined evaluation questions and completed evaluation matrix
* Description of the evaluation methodology and instruments to be used in sampling, data collection and analysis and the data collection plan mentioned above;
* Guide questions for possible surveys/interviews;
* The proposed report outline.
1. A draft report that presents the initial findings from the data analysis, to be the basis of the content to be presented in the final evaluation workshop. This report should include:
* Cover page includes key programme and evaluation data
* Executive summary
* Description of the project
* Purpose, scope, and clients of the evaluation
* Methodology and limitations
* Clearly identified findings for each criterion or per objective
* Conclusions
* Recommendations
* Lessons learned and good practices
* Annexes
1. A final version of the evaluation report in English with an Executive Summary. The evaluation report will not exceed 50 pages (this does not include annexes), as per the following proposed structure:
* Cover page with key project and evaluation data
* Executive Summary
* Acronyms
* Description of the project
* Purpose, scope and clients of the evaluation
* Methodology and limitations
* Clearly identified findings for each criterion or per objective
* Conclusions
* Recommendations (i.e., for the different key stakeholders)
* Lessons learned and good practices (including findings from final evaluation workshop)
* Annexes:
* ToR
* Evaluation matrix
* List of people interviewed
* Documents reviewed
* Data collection tools
* Lessons learned using ILO template *(to be provided)*
* Emerging good practices using ILO template *(to be provided)*
1. ILO template stand alone Evaluation Executive summary (English).
2. Power Point Presentation file that contains evaluation findings and recommendations

All reports, including drafts, will be written in English.

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.

1. **Management arrangements and work plan (including timeframe)**

The evaluator will report to the Evaluation Manager, Ms Rattanaporn Poungpattana, with whom they should discuss any technical and methodological matters. The evaluation Manager will supervise the evaluator with oversight of Mr Michael Watt, ACTRAV Evaluation Focal Point. The final approval of the report will be done by EVAL.

The evaluation will be carried out with logistical and administrative support of the project team. The project team will be responsible for sharing contact information of all main stakeholders. For organising interviews, the evaluator will be responsible for setting up online meetings. The project team will provide support in sending introductory emails to interviewees.

All draft and final outputs, including supporting documents, analytical reports and raw data should be provided to the Evaluation Manager in electronic version compatible with Microsoft Word. The first draft of the report will be circulated for a review by the relevant stakeholders and submit their comments in two weeks period. The evaluation manager will consolidate comments from stakeholders and present it to the evaluator for integration into the final reports as appropriate. For comments that are not incorporated in the report, the consultant is expected to document reason(s) why these are left out.

It is expected that the work will be carried out over a period of five (5) months, with the bulk of the work happening in the first two (2) months according to the timetable below. It is estimated the work will take a total of 30 working days as indicated in the schedule below.

# Tentative Work plan

| No. | Task | Responsible person | Time frame (by end) |
| --- | --- | --- | --- |
| 1 | Preparation, sharing and finalization of the TOR | Evaluation Manager | 28 September-  |
| 2 | Approval of the TOR | ACTRAV Evaluation Focal Point | 29 September-  |
| 3 | Issuance of Call for Interests, advertisement of consultant, and selection of consultant | Evaluation Manager/ ACTRAV Evaluation Focal Point + Project team | 30 Sept-10 October 2023 |
| 4 | Issuance of contract | Project  | 15 October 2023 |
| 5 | Draft mission itinerary for the evaluator and the list of key stakeholders to be interviewed | Project technical officer | 15 October 2023 |
| 6 | 1st Meeting with ACTRAV project team | Evaluation Manager and Project team and evaluator  | 12 October 2023  |
| 7 | Document review and interviews with stakeholders (donor, ILO HQ, ITC, ILO DWTs, etc.), analysis of quantitative and qualitative data, and development of the inception report to be submitted to Evaluation Manager | Evaluator | 16-29 October 2023 |
| 8 | Inception report approved | Evaluation Manager | 31 October 2023 |
| 9 | Data collection and drafting of report | Evaluator | 1-30 November - 2023  |
| 10 | Internal debriefing (online) with project team | Evaluator | 1 December 2023 |
| 11 | Face to face Stakeholder workshop |  | 6-8 December 2023 |
| 12 | Draft report submitted to Evaluation Manager | Evaluator | 5 December 2023 |
| 13 | Sharing the draft report with all concerned stakeholders for comments for two weeks | Evaluation Manager | (in the contract: 9-23 December 2023)(actual : W2 Dec -W2 January) |
| 14 | Consolidated comments on the draft report and send to the evaluator | Evaluation Manager | 23 December 2023 |
| 15 | Finalization of the report and submission to Evaluation Manager | Evaluator | (actual : W3 of January 2024  |
| 16 | Approval of the final report | ACTRAV Evaluation Focal Point and Sr Evaluation Office | (actual : W4 of January 2024 |

1. **Evaluator’s profile**

The independent evaluator will be recruited and selected by the Evaluation Manager in consultation with the project team and Sr Evaluation Office of the ILO, following an open international call for evaluators. The evaluator will conduct their work mostly virtually, although they will need to participate in the face-to-face evaluation meeting tentatively scheduled for 6-8 December 2023 in Beijing, China. The responsibilities of the evaluator are listed below:

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| **Evaluator’s responsibilities** |
| 1. Briefings with Evaluation Manager and Project Team
2. Desk review of project, evaluations, and related documents
3. Preliminary discussions with the Project Team and relevant stakeholders
4. Development of the Inception report including the evaluation instruments
5. Undertake virtual interviews with selected stakeholders
6. Facilitating of the presentation of preliminary findings workshop and organising of sessions to gather further data
7. Development of the draft evaluation report
8. Development of the final evaluation report
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The evaluator will possess the following characteristics:

* Applies professional evaluation standards to the highest quality.
* Aware of self as an evaluator (knowledge, skills, bias) and reflects on personal evaluation practice (improvement and areas for growth)
* Understands the knowledge base of evaluation (theories, models, types, methods and tools)
* Understands the purpose of the evaluation, and defines the relevant evaluation questions, designs, and methods relevant for framing the evaluation.
* Analyses data provided by ILO, using innovative quantitative and qualitative methods. Excellent knowledge of Microsoft Word and Excel is required.
* Presents a report using ILO’s branding template (provided by ILO), presenting data and recommendations with relevant visual graphics.
* Draws conclusions and makes recommendation that can help improve the delivery of capacity building programmes of ILO-ACTRAV and other ILO departments.
* Has no personal links to the people involved in managing the project (not a family member, friend, or close former colleague)
* Have no previous or current involvement – or offers of prospective employment – with the ILO project or programme being evaluated
* Is proficient in English.

Qualifications:

* A minimum of five years of experience in working as an evaluator for International Organisations is desirable (UN agencies, Social Partners, NGOs, etc.)
* An advanced degree in a relevant field (political science, social science, economics, business administration, statistics, etc.) is desirable.
* A proof of certification in Monitoring & Evaluation is desirable.
* A proof of certification in Project Management (including Results-Based Management) is desirable.

Experience:

* Relevant experience working for ILO/ITCILO has an evaluator is desirable.
* Proven experience with logical framework. Theory of change, gender analysis and other strategic planning approaches is desirable
* Experience in qualitative and quantitative data collection and analysis, including survey design is essential.
* A good understanding of ILO mandate and tripartite structure and the UN system. Experience working with workers’ organisations is desirable.
* Experience in facilitating workshops for evaluation findings is desirable.
* Experience working in the Asia and the Pacific region is desirable.
1. **Legal and ethical matters**

The final evaluation mission will observe utmost confidentiality related to sensitive information and feedback elicited during the individual and group interviews.  To mitigate bias during the data collection process and ensure maximum freedom of expression of the implementing partners and stakeholders, the project staff will generally not be present during interviews. However, programme staff may need to make introductions whenever necessary, to facilitate the final evaluation process.  The evaluator will follow the standard Code of Conduct which should be carefully read and signed.

1. **Budget**

A budget under the full control of the evaluation manager will cover:

For the evaluator:

* Fees for 30 working days for the Evaluator.
* Travel costs for the Evaluation Workshop in Beijing, China, including DSA (as per ILO regulation).

**Annex 1: Relevant documents and tools on the ILO Evaluation Policy**

1. [*Code of conduct form*](https://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm) (to be signed by the evaluator)
2. [Checklist 4.8 Writing the inception report](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746817.pdf)
3. [Checklist 4.2 Preparing the evaluation report](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746808.pdf)
4. [Checklist 4.9 Rating the quality of evaluation report](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746818.pdf)
5. [Protocol on collecting evaluative evidence on the ILO’s Covid-19 response measures through project and programme evaluations](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_757541.pdf)
6. [Guidance note 4.5 Stakeholders participation in the ILO evaluation](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746724.pdf)
7. [Guidance note 3.1. Integrating gender equality in M&E](https://www.ilo.org/wcmsp5/groups/public/%40ed_mas/%40eval/documents/publication/wcms_165986.pdf)
8. [Guidance Note 3.2: Adapting evaluation methods to the ILO’s normative and tripartite mandate](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_721381.pdf)
9. [Code of conduct form (To be signed by the evaluator)](http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm)
10. [UNEG integrating Human Rights and Gender Equality in evaluation](https://www.unicef.org/media/54811/file)s
11. [United Nations Evaluation Group. 2008. *Ethical Guidelines for Evaluation in the UN System*](http://www.uneval.org/document/detail/102)
12. [United Nations Evaluation Group. 2014.](http://www.uneval.org/document/download/2107) *[Integrating Human Rights and Gender Equality in Evaluations](http://www.uneval.org/document/download/2107)*
13. [United Nations Evaluation Group. 2016. *Norms and* *Standards for Evaluation*](http://www.unevaluation.org/document/detail/1914)

1. [United Nations Evaluation Group. 2018.](http://www.uneval.org/document/download/2148) *[UN-SWAP Evaluation Performance Indicator - Technical Note and Scorecard](http://www.uneval.org/document/download/2148)*
2. [ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations, 4th ed., (Nov 2020)](https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm)