



Call for Expression of Interest

Independent final evaluation of the project “Promoting Workers’ Rights and Gender Equality at Work in Africa”

The Evaluation Office of the International Labour Organisation (ILO-EVAL) is seeking expressions of interest from an evaluator (home-based) to conduct the independent final evaluation of the project “Promoting Workers’ Rights and Gender Equality at Work in Africa”. Evaluation should take approximately 23 working days, with work expected to be undertaken during the period May-July 2024. No travel is involved. Please see the attached TOR for further details.

Type of contract: External Collaboration OR Service provider

Duration of the contract: May – July 2024

Application deadline: 2 May 2024, midnight Central European Summer Time (CEST).

Desired profile of the evaluator

The evaluator will have:

- Contextual knowledge of the UN system in general and the ILO specifically;
- At least 7 years’ experience in evaluating policies, programmes and projects at the international level related to decent work, or comparable experience;
- A good understanding of the ILO’s mandate and cross-cutting issues (international labour standards, social dialogue and tripartism, gender equality and non-discrimination, environmental sustainability);
- Experience in conducting evaluations for UN organizations;
- Expertise in qualitative and quantitative evaluation methods;
- Excellent analytical and communication skills;
- Fluency in written and spoken English;
- Experience working in the African region and with workers’ organisations is desirable.

The evaluator(s) must have no previous involvement in the delivery of the project “Promoting Workers’ Rights and Gender Equality at Work in Africa”.

Proposal submission

Interested candidates are required to supply the following information:

1. A cover letter describing how the evaluator’s skills, qualifications and experience are relevant to the assignment (maximum one page);
2. The CV of the evaluator highlighting previous evaluations that are relevant to the context and subject matter of this assignment (maximum three pages);
3. A statement confirming that the candidate has 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;

4. A financial proposal indicating a daily professional fee expressed in US dollars. Note that fees must be commensurate with the consultants' qualifications and experience.

NOTE: Applications submitted without a fee/rate in US\$ will not be considered for evaluation.

Prospective candidates should send their application with relevant attachments by email to the Evaluation Manager **Maria Munaretto** (munaretto@ilo.org) copying **Mr Michael Watt** ACTRAV Evaluation Focal Point (watt@ilo.org), **by 2 May 2024, midnight Central European Summer Time (CEST), with the subject header "Evaluation of Promoting Workers' Rights and Gender Equality at Work in Africa"**.

Terms of Reference

Final independent evaluation of the Project “Promoting Workers’ Rights and Gender Equality at Work in Africa”

1. Key facts

Title of project being evaluated	Promoting Workers’ Rights and Gender Equality at Work in Africa
Project DC Code	RAF/22/11/NOR
Administrative Unit in the ILO responsible for administrating the project	ILO Regional Office for Africa (ROAF)
Technical Unit(s) in the ILO responsible for backstopping the project	ILO Bureau for Workers` Activities (ACTRAV) ILO Gender Equality and Disability Inclusion Branch (GEDI)
Donor	Government of Norway – Ministry of Foreign Affairs (MFA)
Project implementation date	5 December 2022 – 30 April 2024 (including a no cost extension between 5 December 2023 and 30 April 2030)
Project budget	USD 1,000,260.08
P&B outcome (s) under evaluation	Outcome 1: Strong tripartite constituents and influential and inclusive social dialogue Outcome 6: Gender equality and equal opportunities and treatment in the world of work
SDG(s) under evaluation	SDG 5 (Gender equality), SDG 8 (Decent work and economic growth), SDG 10 (Reduced Inequalities), SDG 16 (Peace, justice, and strong institutions)
Type and timing of evaluation	Final Independent Evaluation
Date of evaluation	April-June 2024
Evaluation manager	Maria Munaretto, munaretto@ilo.org

2. Background information

The project “Promoting Workers’ Rights and Gender Equality at Work in Africa”, implemented by the International Labour Organization (ILO), aims to contribute towards the protection of target countries workers’ rights, including the right to organize and to be free from violence and harassment at work, and that workers with family

responsibilities benefit from enhanced equality, maternity protection, childcare leave, and services (impact).

To do so, the project seeks to strengthen the capacities of ILO constituents in Africa, with a view to improving the protection of workers' rights and gender equality at work.

The project implements two main components, as follows:

- **Component 1** aims to provide trade unions with adequate knowledge, capacities, and practical tools to engage and participate actively in the International Labour Standards (ILS) system and its supervisory mechanism, and support them in the implementation of tailored campaigns to promote the ratification of relevant international labour standards. The expected outcome (Outcome 1) is that workers' organisations advocate for national ratification and application of ILS and use the ILO supervisory mechanisms to ensure compliance.
- **Component 2** aims to provide ILO constituents with capacities and tools to develop and implement measures to enhance gender equality at work such as model workplace policies and tools with focus on care policies and services in the garment sector in Ethiopia and violence and harassment at work in workspaces in agriculture in Malawi. The expected outcome (Outcome 2) is that tripartite constituents and sector-level affiliate organizations implement measures to enhance gender equality in targeted sectors.

Component 1 is led by the ILO Bureau for Workers' Activities (ACTRAV) while Component 2 is led by ILO Gender Equality and Disability Inclusion Branch (GEDI).

The project is implemented with funding from the Government of Norway, Ministry of Foreign Affairs (MFA). Project's implementation is managed by the ILO Regional Office for -Africa, with and technical support of the ACTRAV and GEDI at HQ. There are two national project officers based in Addis Ababa and Lilongwe where there is a concentration of national level activities. The delivery time framework of the project is December 2022-April 2024 (with a no cost extension between 5 December 2023 and 30 April 2024). The geographical focus of the project is six countries in Africa: Ethiopia, Malawi, Mozambique, Tanzania, Uganda, and Ghana.

The project contributes to ILO Programme and Budget 2023-24 outcome 1 (Strong tripartite constituents and influential and inclusive social dialogue) and outcome 6 (Gender equality and equal opportunities and treatment in the world of work). The project also contributes to SDG 8 on decent work and economic growth, SDG 10 on reduced inequalities, SDG 16 on promoting peaceful and inclusive societies for sustainable development and SDG 5 to achieve gender equality and empower all women and girls.

[The project's intervention](#)

Under Component 1, there were three main interventions:

- (i) **Regional training in collaboration with Turin Centre.** The project organized and delivered a regional training in collaboration with the ILO-ITC, focusing on knowledge, tools and skills needed to enable the active participation of workers organizations in the ILO ILS supervisory system.
- (ii) **Regional training in collaboration with Turin Centre.** The project organized and delivered a regional training for trade unionists, including women and young trade union leaders, and leaders to be, to empower them to engage with and influence the policy making agenda both internally in the labor movement and at the national level in programs, campaigns, and decision-making processes.
- (iii) **Support ratification campaigns of six national centres in Africa:** namely, Ethiopia, Ghana, Mozambique, Malawi Tanzania, and Uganda. This activity involved outreach to national centres to determine priority ILS on which to undertake ratification campaigns, supporting the development and implementation ratification campaign on identified ILS.

Under Component 2, the planned activities were as follows:

- (iv) **Equality@Work initiatives** designed and piloted at workplaces in target sectors in Ethiopia.
- (v) **Strengthening capacity of workers' and employers' organisations to support the implementation and upscaling of Equality@Work initiatives at workplaces** in target sectors in Ethiopia and Malawi.
- (vi) **Targeted government officials** have the knowledge and tools necessary to contribute to an enabling environment for the implementation of gender equality measures:

Project main **outputs** include:

- Workers' organisations have the knowledge & tools to claim workers' rights through the ILO supervisory mechanism.
- Ratification campaigns in selected countries linked to national priorities and building on ongoing ILO support implemented jointly with trade unions.
- Young trade unionists have the knowledge & tools to promote maternity protection and childcare solutions and to fight violence and harassment in the world of work.
- Equality@Work initiatives designed and piloted at workplaces in target sectors in Malawi and Ethiopia.
- Strengthened capacity of workers' and employers' organisations to support the implementation and upscaling of Equality@Work initiatives at workplaces in target sectors in Malawi and Ethiopia.

- Targeted government officials have the knowledge & tools necessary to contribute to an enabling environment for the implementation of gender equality measures.

Rationale for the evaluation

In line with the ILO's Evaluation Policy (2017), projects with budgets over US\$1 million must undergo a final independent evaluation. This will be the project's final independent evaluation. The goal of the evaluation will be to review the project's performance and enhance learning within the ILO and among stakeholders. In particular, the final evaluation will provide strategic and operational recommendations as well as highlighted lessons to improve the design and implementation of future similar initiatives.

This evaluation will also serve for accountability purposes, by reporting to donors and national partners the extent to which the intended outcomes were achieved.

3. Purposes and scope of the evaluation

Purpose

The Evaluation will serve the following main purposes:

1. Establish the relevance of the project design and implementation strategy in relation to the ILO, UN and SDGs and national development frameworks:
2. Assess the extent to which the project has achieved its stated objective and expected results, while identifying the supporting factors and constraints that have led to them, including implementation modalities chosen:
3. Assess the extent to which the project partnership arrangements contributed to the achievement of the stated objective and expected results:
4. Identify unexpected positive and negative results of the project:
5. Assess the extent to which the project outcomes will be sustainable:
6. Identify lessons learned and good practices to inform the key stakeholders for future similar interventions:
7. Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes.

Scope

The evaluation will cover the entire implementation of the project, namely from January 2023 to April 2024. The geographical scope is in line with the setup of the project, which is to focus mainly on the regional level, with country level interventions in the six selected countries (Ethiopia, Malawi, Mozambique, Tanzania, Uganda, and Ghana).

For all practical purposes, these Terms of Reference and ILO Evaluation policies and guidelines¹ 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 main clients for the evaluation are:

- the International Labour Office, which is responsible for the implementation of the project, in particular although not exclusively ILO staff from the Workers' Activities Bureaux (ACTRAV) and the Gender, Equality, Diversity and Inclusion Branch (GEDI);
- ILO constituents in target countries (government representatives, workers' and employers' organizations at country and global levels);
- the project donor, the Government of Norway – Ministry of Foreign Affairs (MFA).

It should also serve as a source of information for:

- Other ILO staff implementing similar projects;
- Other development partners funding workers' activities;-
- The International Training Centre of the ILO
- Other stakeholders involved in the implementation of this project, or in similar ones, e.g., service providers who supported ACTRAV and GEDI in developing key intervention solutions; external consultants, subject-matter experts, who participated in the delivery of capacity training; participants, beneficiaries, and representatives of trade unions in Africa.

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

The evaluation will adhere to the [OECD Development Assistance Committee \(DAC\) evaluation criteria](#) and establish the relevance, coherence, efficiency, effectiveness and evidence of impact and sustainability.

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.

Evaluation questions will seek to address priority issues to better understand whether the project's outcomes have been achieved. When designing the questions, the evaluation team will consider availability and reliability of data, how the answers will be

¹ [EVAL guidance documents](#).

used and if the data are regarded as credible. The list of questions presented below should be reviewed and adjusted during the preparation of the Inception report. Questions 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.

Relevance (*Is the intervention doing the right things?*)

1. To what extent were ILO constituents and other project stakeholders, including trade unions and training institutes in the African region, involved in the design and implementation of the project?
2. Were the project interventions designed and implemented in accordance with constituents' needs and capacities (at regional and national levels), whilst being mindful of the project's problem assessment and expected results?
3. How did the project react to adapt to the implications of external, unforeseen events that occurred during its lifetime to respond to changes in circumstances? (e.g., Cyclone Freddy in Malawi in March 2023; the conflict in the Amhara region in Ethiopia that occurred during the project's duration)

Coherence (How well does the intervention fit internal and external?)

4. Is the project aligned with global and national development frameworks including SDGs and their targets, National Development Plans, United Nations Sustainable Development Cooperation Frameworks (UNSDCF), and ILO Decent Work Country Programmes? Were these frameworks relevant and conducive to supporting project design and implementation?
5. How well does the project complement and fit with other ongoing UN agencies and government projects, interventions, and programmes in the region? How well aligned are the project's objectives and actions with other ILO programmes in HQ and in the field? Does the project play a unique and coherent role? Is there evidence of mutual leveraging and complementarity with other interventions?

Validity of design

6. Was the project design (implicit or explicit Theory of Change, implementation modalities, etc.) realistic, purposeful, and effective towards achieving its objectives?
7. To what extent has gender been adequately mainstreamed within the project?

Effectiveness (*Did the intervention achieve its objectives?*)

8. To what extent did the project achieve its intended outcomes and outputs?
9. What are the conditions (internal and external) at country level under which the project has been able to make the most progress towards its intended objectives? Which key success factors, mechanisms and circumstances can be identified?

Which key inhibiting factors can be identified that could be addressed in the future?

10. Did the project contribute to improve the gender equality and empowerment of women, youth, and people with disabilities? Did the project results affect women and men differently? If so, why and in which way?
11. Did the project implement any innovative approaches to advance its objectives?
12. Has the project implemented a monitoring and evaluation strategy? To what extent did this contribute to accountability, management and learning?

Efficiency (*How well are resources being used?*)

13. To what extent were the financial and human resources (management arrangements, technical expertise, etc.), at global, regional and country levels, strategically allocated and used to achieve the expected results?
14. To what extent have the project's implementation mechanism(s), including the technical backstopping arrangements, proven to be efficient in achieving the expected objectives?

Sustainability and likelihood impact (*Will the benefits last?*)

15. To what extent have the project outcomes been achieved in a sustainable manner that will enable continuing benefits to the target groups beyond the project's lifespan? Will national institutions and implementing partners be willing/able to continue the project results without external funding or support?
16. Has an effective and realistic exit strategy been developed and implemented?
17. Are there any measures that should be built into similar future projects for increased sustainability of its results?

5. Methodology

The methodology will be based upon the ILO's evaluation policy and procedures, which adhere to international standards and best practices, articulated in the OECD/DAC Principles and the Norms and Standards for Evaluation in the United Nations System approved by the United Nations Evaluation Group (UNEG) in April 2016. The evaluation will be participatory. Consultations with key stakeholders at global and national level (including target groups, ILO staff and development partners), will be done through surveys, and virtual key informants interview.

The evaluation will be carried out through a mix methods approach including quantitative and qualitative dimensions.

The ILO's tripartite character, its normative framework and social dialogue mandate will be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. The evaluation will integrate considerations around gender equality and non-discrimination, especially in view of the SDG commitment of leaving no one 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.](#)

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 (such as surveys and interviews) will complement each other. The evaluator should review data and information that is disaggregated by sex and assess the relevance and effectiveness of gender related strategies and outcomes.

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 specific development of the evaluation methodology will be defined in consultation between the evaluator and the evaluation manager and will be described in detail in the inception report to be submitted by the evaluator . 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. Envisaged steps include the following:

1) Desk Review. Review of ILO policy documents, progress reports and project documents, among others. This desk review may suggest a number of initial findings that in turn may point to additional or fine-tuned evaluation questions;

2) Inception meetings with the project team. 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 following topics will be covered: key documents, evaluation questions and priorities, list of stakeholders, outline of the inception and final report. The evaluator will be able to send any questions they have via emails to the project team to complete any missing information;

3) Submission of an Inception Report with the final methodology and workplan .

The Inception Report and the Work Plan will be subject to approval by the Evaluation Manager,. The report will indicate the steps/phases and dates of the process in which the Evaluation will take place; the inception report should include interview guides and templates for the national consultants to report back to the team leader (lead evaluator) on the country components;

4) Virtual interviews and focus groups that reflects diversity and representation of stakeholders that have been involved in the design, approval and/or implementation of the Strategy. The evaluator will undertake group and/or individual interviews with selected stakeholders including ACTRAV/HQ, GEDI/HQ, and ACTRAV/Turin specialists and ROAF who are involved in the management and implementation of the project. 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
- GEDI/HQ Snr Technical Specialists and Project Staff in Malawi and Ethiopia
- ACTRAV/ITCILO: Activity Manager for Africa
- ACTRAV/Field: Specialists in Africa in charge of countries undertaking ratification campaigns.
- Regional Office for Africa: Programme Analyst(s) dealing with project.
- Trainer and trainees
- Unions officers trained and related to follow-up in the targeted countries.

5) Online survey to obtain feedback and/or information from persons trained and a wider set of constituents and other key stakeholders.

6) Virtual Participatory workshop to discuss preliminary findings, lessons learned and recommendations with the ILO project team and the key stakeholders. The evaluator will conduct the workshop with logistic project's support. The identification of the participants will be the responsibility of the project team in consultation with the evaluator.

7) Drafting evaluation report (and short debriefing to ILO project management -ROAF & ACTRAV); and

8) Finalization of the evaluation report.

The Evaluation Manager will facilitate the compilation of documentation and project manager will support the organization of an interview schedule.

6. Main deliverables

The evaluator will be responsible for the following deliverables which must be presented in English and submitted to the Evaluation Manager in electronic version compatible with Word for Windows:

1. An **inception report**
2. A **draft evaluation report**
3. A **final evaluation report**
4. An **Evaluation Summary**

Inception report (cf. ILO Policy Guidelines for Evaluation Checklist 3)

The inception report should:

- Describe the conceptual framework that will be used to undertake the evaluation, notably justifying and explaining the clustered approach;
- Elaborate the methodology proposed in the terms of reference, notably the clustered approach, with any changes as required;
- Set out in some detail the data required to answer the evaluation questions, data sources by specific evaluation questions, data collection methods, sampling and selection criteria of respondents for interviews;
- Detail the work plan for the evaluation, indicating the phases in the evaluation, their key deliverables and milestones;
- Identify key stakeholders to be interviewed and the tools to be used for interviews and discussions; and
- Provide an outline for the final evaluation report.

Evaluation Report (cf. ILO Policy Guidelines for Evaluation Checklist 5)

A first draft of the evaluation report will be circulated for comments by the Evaluation Manager to all concerned stakeholders. The final report shall make all necessary adjustments to integrate comments received.

The final report, excluding annexes but including the executive summary (as per template provided in ILO Policy Guidelines for Evaluation) should not exceed 35 pages.

The quality of the final report will be assessed against the standards set out in the ILO Policy Guidelines for Evaluation. The report will ultimately be approved by the ILO Evaluation Office.

Suggested outline for the evaluation report:

- Cover page with key project data (cf. ILO Policy Guidelines for Evaluation Checklist 7)
- Executive summary
- Brief background on the project and its intervention logic
- Purpose, scope and clients of the evaluation
- Methodology applied and limitations
- Review of implementation
- Presentation of findings
- Conclusions
- Recommendations (specifying to whom they are addressed)
- Lessons learnt
- Good practices

- Annexes

An **Evaluation Summary** shall also be prepared, adhering to the template provided in ILO Policy Guidelines for Evaluation Checklist 8. The Evaluation Summary.

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.

7. Management arrangements

A designated ILO staff who has no prior involvement in the project and is certified by EVAL as evaluation manager will manage this independent evaluation. The final evaluation report will be approved by EVAL.

The Evaluation will be conducted virtually by one evaluator in a total of 23 working days. The evaluator will report to the Evaluation Manager and be responsible for the timely submission of deliverables, including the final evaluation report, which should comply with ILO's Evaluation Policy Guidelines and related checklists and templates.

The Evaluation Manager will undertake the following tasks:

- Finalize the evaluation TORs upon receipt of inputs from key stakeholders;
- Review CVs and proposals of proposed evaluators;
- Serve as the first point of contact for the evaluator;
- Provide background documentation to the evaluator(s) in cooperation with the ACTRAV;
- Brief the evaluator(s) on ILO evaluation procedures;
- Circulate the reports to all concerned stakeholders for comments; and
- Consolidate comments for the evaluator(s).

ACTRAV will be responsible for administrative contractual arrangements with the evaluator and provide any logistical and other assistance as may be required. ACTRAV will be responsible for the following tasks:

- Provide programme background materials to the evaluator through the Evaluation Manager;
- Prepare a comprehensive list of recommended interviewees;
- Support the coordination of the logistical arrangements of a possible mission to Geneva;
- Provide inputs as requested by the evaluator(s) during the evaluation process;
- Review and provide comments on draft evaluation reports;
- Organize and participate in stakeholder consultations, as appropriate; and

- Provide other logistical and administrative support to the evaluator(s) as may be required.

8. Timeline and Work plan

No	Task	Responsible person	Consultant working days	Time frame (by end)
1	Drafting and validating the final evaluation terms of reference (TORs)	Evaluation Manager. The draft TORs will be shared with the project team and all relevant stakeholders for suggestions and inputs.	0	10 April – 2 May
2	Call for proposals	Evaluation Manager/ ACTRAV Evaluation Focal Point	0	22 April – 2 May
3	Recruitment of the evaluator and launch of the evaluation	Evaluation Manager Project team	0	6-13 May
4	Submission of inception report	Evaluator	5	20 May
5	Data collection period	Evaluator	10	23 May – 27 June
6	Stakeholder workshop (online)	Evaluator Evaluation manager	1	27 June
7	Submission of draft evaluation report	Evaluator	5	30 June
8	Sharing the draft report with all concerned stakeholders for comments (one week)	Evaluation Manager	0	1 July
9	Consolidated comments on the draft report and send to the evaluator	Evaluation Manager	0	15 July 2024
10	Finalization of the report and submission to Evaluation Manager	Evaluator	2	19 July 2024
11	Approval of the final report	EVAL		26 July 2024

9. Desired evaluator's profile

The independent evaluator will be recruited and selected by the Evaluation Manager in consultation with EVAL, following an open international call for evaluators. The evaluator will conduct their work mostly virtually (no trip is planned).

The responsibilities of the evaluator are listed below:

Evaluator's responsibilities
<ul style="list-style-type: none"> a. Briefings with Evaluation Manager and Project Team b. Desk review of project, evaluations, and related documents c. Preliminary discussions with the Project Team and relevant stakeholders d. Development of the Inception report including the evaluation instruments e. Undertake virtual interviews and/or focus groups with selected stakeholders.

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| <ul style="list-style-type: none">f. Facilitating of the presentation of preliminary findings during stakeholder webinarg. Development of the draft evaluation reporth. Development of the final evaluation report |
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The evaluator will have:

- Contextual knowledge of the UN system in general and the ILO specifically;
- At least 7 years' experience in evaluating policies, programmes and projects at the international level related to decent work, or comparable experience;
- A good understanding of the ILO's mandate and cross-cutting issues (international labour standards, social dialogue and tripartism, gender equality and non-discrimination, environmental sustainability);
- Experience in conducting evaluations for UN organizations;
- Expertise in qualitative and quantitative evaluation methods;
- Excellent analytical and communication skills;
- Fluency in written and spoken English;
- Experience working in the African region and with workers' organisations is desirable.

10. Legal and ethical matters

The evaluation will strictly comply with UN standards for evaluations as specified in the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation and be guided by the ILO Evaluation Policy. A copy of the UNEG Code of Conduct for Evaluation in the UN system is attached to these terms of reference and the evaluators are expected to familiarise themselves with, and adhere to, these. The evaluators will also commit to adhere to the ILO Code of Conduct for Evaluators ([link below](#)). The evaluators are expected to disclose any possible conflicts of interest that could interfere with the independence of the evaluation.

The evaluation will observe confidentiality with regards to sensitive information and feedback obtained through individual and group interviews.

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

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