International Labour Organization

Call for Expressions of Interest

Cluster Evaluation on Transition from the Informal to the Formal Economy

Countries:	Côte d'Ivoire and South Africa
Project codes:	CVI/20/01/RBS and ZAF/20/01/RBS
Total project budget:	**USD 1,104,000**
Evaluation period:	February-May 2023

The ILO is seeking expressions of interest from qualified evaluation firms or individual evaluators for a cluster evaluation of the ILO's interventions focusing on Transition from the Informal to the Formal Economy funded by the Regular Budget Supplementary Account in the period January 2020- to March 2022.

The evaluation process and report will be in English and French. For further details about the evaluation, please refer to the Terms of Reference (TOR) below and here .

Required Information for Submission of an Expression of Interest (EOI)
   a) A description of how the candidate's skills, qualifications and experience are relevant to the required qualifications of this assignment.
   b) A brief approach and methodology the candidate will likely use for this evaluation assignment.
   c) A list of previous evaluations that are relevant to the context and subject matter of this assignment.
   d) A statement confirming availability to conduct this assignment and the daily professional fee expressed in US dollars.
   e) A copy of the candidate's curriculum vitae (which must include information about the candidate's qualifications).
   f) A statement confirming that the candidate has no previous involvement in the delivery of the project, and/or a personal relationship with any ILO officials who are engaged in the project.
   g) Two evaluation reports in which the evaluator has been the team leader or sole evaluator.
   h) Names of two referees who can be contacted for reference.

The deadline for EOI submission is by **17:00PM CET on 9 January 2023**

Please send an e-mail with subject title **"EOI: Cluster evaluation on Transition from the Informal to the Formal Economy"** to the following address: Katerina Tsotroudi tsotroud@ilo.org and copying Ricardo Furman (furman@ilo.org).

Terms of Reference
Independent final cluster evaluation of RBSA projects on transition from the informal to the formal economy in the context of COVID-19 recovery in Africa (Côte d'Ivoire and South Africa)

Project titles and codes	Project 1: Les mandants élaborent et mettent en œuvre la stratégie intégrée de transition de l'économie informelle vers l'économie formelle CVI/20/01/RBS Project 2: Strengthened capacity of Government and Social Partners to develop policies and programs that facilitate the transition of the informal economy to formality ZAF/20/01/RBS
ILO P&B Outcomes (2020-21)	**Outcome 1:** Strong tripartite constituents and influential and inclusive social dialogue **Outcome 4:** Sustainable enterprises as generators of employment and promoters of innovation and decent work Outcome 6: Gender equality and equal opportunities and treatment for all in the world of work Outcome 7: Adequate and effective protection at work for all
Implementer	ILO Country Offices Abidjan and Pretoria
Backstopping units	ILO Decent Work Teams Dakar and Pretoria
Funding	ILO Regular Budget Supplementary Account (RBSA).
Budget	1. US$554,000 CVI/20/01/RBS 2. US$ 550,000 ZAF/20/01/RBS
Projects' duration	1. August 2020 – 31 August 2022 CVI/20/01/RBS

	2. July 2020 to 6 April 2022 ZAF/20/01/RBS	
Type of Evaluation	Independent final cluster evaluation
Evaluation timing	February – May 2023
Evaluation Manager	Katerina Tsotroudi

Introduction

1. ILO funds, through the allocation of the ILO Regular Budget Supplementary Account (RBSA), projects to support work in countries addressing ILO priorities aligned with the Biennial Programme and Budget framework. The two projects to be evaluated under these ToRs were developed to intensify ILO tripartite constituents' efforts in response to the COVID-19 pandemic with a strategic direction and human-centered approach set forth in the ILO Centenary Declaration for Future of Work (2019) and to consolidate the ILO's leading role in delivering the UN 2030 Agenda for Sustainable Development

2. Within this framework, the concrete priorities are identified as :

   a. Promoting gender equality and non-discrimination;
   b. Addressing informality, with particular attention to groups that face greater challenges on the path to decent work;
   c. Addressing climate change and promoting a just transition to a greener world of work.

3. The thematic focus of the current cluster evaluation is on transition from the informal to the formal economy in Africa. The projects are linked to Outcomes 1 and 4.

4. This is a cluster evaluation with a thematic focus in line with the ILO Evaluation Policy[1] towards gathering evaluative information more effectively and promoting higher-level and more strategic evaluations.[2]

The projects to be clustered under this thematic review are as follows:

Country	Project code	P&B output	Budget	Approval	End date
Côte d'Ivoire	CVI/20/01/RBS	4.3, 1.1, 1.2	554.000	August 2020	31 August 2022
South Africa	ZAF/20/01/RBS	7.4, 7.2, 4.3 & 6.3	550,000	July 2020	6 April 2022

The two projects

5. CVI/20/01/RBS **: Constituents develop and implement the integrated strategy for transition from the informal to the formal economy (Contribution to SDGs 1.3; 8.3; 8.5).** The objective of the project was to support informal entrepreneurs and workers to improve their transition to formalization and increase their resilience to the shocks generated by COVID.19 The intervention pursued three intermediate outcomes: (i) improve access to entrepreneurial status for

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[1] GB.331/PFA/8, para. 17.
[2] GB.332/PFA/8 paras. 5 and 17-18

entrepreneurs and informal workers, in line with ILO R204, through the development of tools, procedures and incentives for formalization; (ii) offer innovative and digital gender-sensitive awareness and training services on formalization by social partners to men and women actors in the informal economy most impacted by the COVID-19 crisis; (iii) support informal workers in 17 markets in Abidjan, 70% of whom are women, in their process of formalizing into cooperatives and joining social protection.

6. ZAF/20/01/RBS: **Strengthened capacity of Government and Social Partners to develop policies and programs that facilitate the transition of the informal economy to formality**. (SDGs : 8.8, 8.3, 5.2). The project relied on a rights-based and gender-transformative approach, in order to pursue both immediate and medium-term objectives. The immediate objectives were to establish safe and healthy workplaces for different categories of workers and businesses in the informal economy; launch a gender responsive mass education and communication campaign aboutCOVID-19, that provides information on infection prevention and control, and available services to address violence and harassment (mobile apps, community radio); and to ensure access of businesses and workers in the informal economy to relief schemes and participation in the government's procurement system. The project also aimed to facilitate access to markets in the local private sector by ensuring that clients and customers see the informal economy units and traders as safe for business. The medium to long-term objectives included: simplification of the registration process for businesses in the informal economy to access government support and accelerate the transition to formality; promote business development services, including easy access to information on labor law, market, and innovative models (including care related business models) for women-owned businesses; boost the membership base of workers' organizations through organizing workers in the informal economy, to give them a larger voice in society, and improving their influence on policy making at all levels; Develop a gender responsive national OSH Strategy responsive to informal economy needs; Promote policy and legislative measures to extend social and labour protection to workers in informal employment, particularly domestic workers; and finally, promote a Code of Good Practice for the elimination of violence and harassment in the world of work (C190) and broaden awareness amongst workers and employers as well as at local government level.

Purpose and Objective of the evaluation

7. As per ILO evaluation policy, evaluations in ILO are for accountability, learning, planning, and building knowledge. These 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.

8. The evaluation is managed by an evaluation manager not linked with the projects or the Country offices covering the projects and implemented by an evaluation team. The evaluation follows the same standard valid for independent evaluation of Development Cooperation projects.

9. This evaluation will adopt a "cluster approach" which means that the evaluation will examine a cluster of the two projects located in Africa that address transition from the informal to the formal economy, even though the projects were not planned as a cluster. This approach will allow greater opportunities for feedback on the strategies on related subjects as well as mutual learning across project locations, including the role of the RBSA funding modality in addressing constituent needs.

10. The evaluation findings and insights will serve organisational learning purposes e.g. to identify what works and what doesn't and feed these lessons into regional strategies to promote transition to the informal economy more effectively.

11. Primary users of the evaluation findings include the tripartite ILO constituents, projects partners, ILO Country Offices, ILO Regional Office for Africa (ROAF), ILO Decent Work Teams, HQ technical

departments, the Evaluation Office, PARDEV and PROGRAM. Secondary users of the evaluation findings are other interested partners, academics, other ILO units and regions, and the public.

12. The specific objectives of the cluster evaluation are the following:

- Assess the significance of the RBSA funding modality to pursue transition from the informal to the formal economy, while promoting social dialogue and gender equality, by evaluating the relevance, coherence, effectiveness, efficiency, orientation towards impact and sustainability of the RBSA funded interventions.

- Measure progress of the RBSA funded interventions against the PB outcome 4 and related outcomes, notably outcomes 1 and 7 and 6, as well as relevant DWCP outcomes. Examine what are the common factors that have contributed to the achievement of the results, their potential impact and likelihood of their sustainability.

- Assess the extent to which the RBSA helped the ILO Country Offices use ILO technical expertise and comparative advantage to position ILO in the country and/or frameworks that pave ways for other interventions that respond to national priorities

- Assess how RBSA funds contributed to delivery of results, that were agreed during the design stage of these interventions.

- Assess how RBSA funds contributed to leveraging additional resources.

- Assess the strength and weaknesses of the RBSA proposal design, monitoring and reporting.

- Identify key lessons learned and good practices.

Evaluation Scope

13. The scope of the evaluation covers the entire projects' period from the start of their implementation to their end and all projects' objectives and results, including their contribution to meeting ILO stakeholders' needs in the framework of P&B priorities, and focusing not only on what has been achieved but also and most importantly, on how and why.

14. For all practical purposes, this ToR 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.

15. International Labour Standards (ILS), gender and non-discrimination, tripartism and social dialogue and just transition to environmental sustainability should be considered as cross-cutting concerns throughout the methodology, deliverables and final report of the evaluation. In terms of gender, this implies involving both men and women in the consultation, evaluation analysis and evaluation team. Moreover, the evaluators should review data and information that is disaggregated by sex and assess the relevance and effectiveness of gender-related strategies and outcomes to improve the lives of women and men. All this information should be accurately included in the inception report and evaluation report.

Evaluation Criteria and Questions

16. The evaluation should address relevance to beneficiary and other key stakeholders' needs, coherence, effectiveness, efficiency, potential for sustainability and impact as defined in the ILO Policy Guidelines for results-based evaluation, Nov-2020. The evaluator may adapt the evaluation

questions, but any fundamental changes should be agreed between the evaluation manager and the evaluator and reflected in the inception report.

17. **Relevance:**
    - Are the RBSA interventions addressing the countries' and constituents' needs and capacity? Does the design address the challenges the constituents are facing?
    - The extent to which the needs of different groups (e.g. women and men, people with disabilities and other groups at risk of being left behind) have been incorporated in the design of the interventions. Have tripartite ILO constituencies been involved actively in the project design and implementation?

18. **Coherence:**
    - To what extent the design of RBSA interventions has been logical and based on a clear results framework, demonstrating synergy and interlinkage with other ILO interventions in the countries concerned (i.e., CPO linkages to DWCP and P&B outcomes).
    - Review the *internal* coherence of the projects in terms of linking activities-outputs-objectives and assumptions and risk. Are these well expressed in a realistic -explicit or implicit Theory of change?
    - How far the projects address *external coherence,* i.e., consistency, complementarity, harmonization and coordination of the RBSA intervention with constituents' and other partners' interventions in the same context including in the framework of DWCPs, national policies, UNDAFs, and link to SDGs targets.

19. **Effectiveness:**
    - To what extent has progress/achievements been made in the countries as per project objectives and other unexpected results (significant progress made both reportable and not reportable in the PIR2020-21)? The extent to which RBSA funded projects have been value addition to the achievement of target CPOs that contributed to P&B implementation (reported in PIR 2020-21)?
    - What have been the main contributing and challenging factors towards projects' success in attaining their targets?
    - To what extent have the RBSA interventions' results/achievement – had an effect distributed across different groups (men and women, marginalized groups and persons with disabilities)?
    - To what extent did external factors such as environmental factors affect the achievements of the RBSA projects?
    - Has capacity development been well targeted? Were the right people trained?
    - How has social dialogue been affected through the interventions, outputs and objectives?
    - Do the intervention models used in the projects suggest an intervention model for similar crisis response to the COVID 19 one?

20. **Efficiency:**
    - Have resources (funds, human resources, time, expertise, etc.) been allocated strategically and efficiently to achieve expected results? Has the project management and staffing to implement and monitor the project been adequate?
    - Assess the monitoring and oversight of the RBSA funded projects – how efficient were these and have they affected the delivery of the projects? How effective is the role of

country office, DWTs, Regional Office, and HQ in technically supporting and monitoring the project? To what extent has local presence been important for the achievement of results? What have been the lessons learnt?

- Have the RBSA funded interventions been completed within the originally planned timeframe? What were the reasons for the delay?
- To what extent has the project leveraged resources with other projects/programmes, and through partnerships with other organizations, to enhance the project impact and efficiency?

21. **Impact and sustainability:**
- To what extent there is evidence of positive changes in the lives of the ultimate project beneficiaries?
- What are the specific contributions of the project to the ILO's and other development frameworks?
- What concrete steps were or should have been taken to ensure sustainability of project outcomes?
- Identify and discuss gaps in the sustainability strategy and how the stakeholders, including other ILO projects support, could address these.

Methodology

22. As the cluster evaluation covers two interventions and there is no single logical framework to draw upon an analytical framework should be developed to help follow a cluster evaluation approach towards providing feedback at strategic level for ILO and other regional and stakeholders.

23. The evaluator is expected to conduct field visit in both countries.

24. The evaluation should apply a mixed methods approach to addressing the criteria and questions. The data collection techniques can include document analysis, interviews, direct observation and surveys—or some combination thereof. Data and sources will be triangulated as a key element of the methodology. The evaluation should be carried out in adherence with the relevant parts of the ILO Evaluation Framework and Strategy; ILO Policy Guidelines for Evaluation: Principles, Rationale, Planning and Managing for Evaluations and UNEG Principles.

25. In particular this evaluation will follow the ILO policy guidelines for results-based evaluation; and the ILO EVAL Policy Guidelines Checklist 3 "Preparing the inception report"; Checklist 4 "Validating methodologies"; Checklist 5 "Preparing the evaluation report" and Checklist "6 Rating the quality of evaluation report".

26. Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to all stakeholders on how they can address them, indicating in each one to whom is directed, Priority, Resources required and timeframe (long, medium, or short).

27. The Desk review will include the following information sources:
- Projects' documents
- Work plans
- Progress reports
- Project budget and related financial reports

- Reports from various activities (including trainings, workshops, task force meetings, research reports, publications, etc.)
- Others as required

28. All documents will be made available by the Evaluation manager in coordination with Country Offices, at the start of the evaluation. In addition, the evaluator will conduct initial interviews with the COs officers that have led the projects. The objective of the consultation is to reach a common understanding regarding expectations and available data sources.

29. The inception report will cover status of logistical arrangements, project background and materials, key evaluation questions and evaluation indicators, evaluation matrix, detailed work plan, list of stakeholders to be interviewed, and of the final report, and all data collection tools following EVAL Checklist 3 (see Annex 1). The Inception report that will operationalize the ToRs and should be approved by the evaluation manager before moving to data collection at field level.

30. The Evaluator will receive a list of key stakeholders by project by the EM. If the Evaluator requires contacting other stakeholders, beyond the list, this can be discussed during the preparation of the Inception report.

31. The data collection will be through field missions in each country. The Country offices will provide all their support in organizing the interviews to the best extent possible. The evaluator will ensure that opinions and perceptions of women and other vulnerable groups are equally reflected in the interviews and that gender-specific questions are included.

32. Moreover, the evaluator can 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.

33. Regarding interviews with ILO Staff a first meeting will be held with the ILO CO Directors and the Program unit officers of the two COs. The evaluator will also interview project staff of other ILO related projects, and ILO staff responsible for financial, administrative, and technical backstopping of the project. Moreover, the evaluation team leader will interview the Regional Office for Africa/Regional Program Unit (ROAF/RPU) Chief and relevant officers considering their key role in RBSA formulation and oversight. An indicative list of persons to be interviewed will be prepared and proposed by Evaluation Manager in consultation with the COs Programme Units.

34. Regarding interviews with the projects stakeholders the evaluator will meet relevant stakeholders including, project beneficiaries and regional, sub-regional and local level government officials and experts to examine the delivery of outcomes and outputs at country and local level. List of beneficiaries will be provided by the projects for selection of appropriate sample respondents by the evaluator. The evaluator will select the field visit locations. The criteria and locations of data collection should be reflected in the inception report mentioned above.

35. At the end of the data collection phase in each country a workshop with key stakeholders (preferable face-to-face) to discuss the preliminary finding, recommendations, lessons, and good practices will take place.

36. After data collection, the draft evaluation report will be shared with all relevant stakeholders and a request for comments will be asked for 10 working days.

37. Based on the inputs from discussions and interviews with key stakeholders, the evaluator will draft the evaluation report (English and French versions). The draft report will be sent to the Evaluation Manager for a methodological review, who will share with key stakeholders for their inputs/comments after methodological issues have been addressed by the evaluation team leader.

38. The evaluation team leader will finalize the report, taking into consideration the stakeholders' comments and submit the final version to the evaluation manager for approval by the Regional evaluation official and EVAL. One evaluation report integrating analysis from the two projects is expected. This means that specific areas of the projects should be considered only to provide enough arguments for the analysis. An annex will present a table by project to summarize what each project has achieved at outcome and output level and brief comments per each one as relevant.

Main deliverables

39. The evaluator will provide the following deliverables and tasks:

40. **Deliverable 1: Inception report.** The inception report will include among other elements, a *brief key stakeholders' analysis* (importance of each stakeholder) and proposed list of key stakeholders to be interviewed, the evaluation questions and data collection methodologies and techniques, the *analytical framework*, the evaluation tools (interview, guides, questionnaires, etc.), proposed countries to be visited (if and where possible) with clear justification of the selection, work plan and dates for deliverables based on the objectives of this evaluation. The selection of any country visits will be done in consultation with the Evaluation Manager, and proposed schedule of field visits (if these are possible) or remote interviews. The instrument needs to make provision for the triangulation of data where possible. The evaluator will prepare an inception report as per the ILO Checklist 3: Writing the inception report.

41. **Deliverable 2: Presentation to stakeholders in each country** on the findings. Evaluation findings that are based on facts, evidence and data. This precludes relying exclusively upon anecdotes, hearsay and unverified opinions. Findings should be specific, concise and supported by triangulation of quantitative and qualitative information derived from various sources to ensure reliability, validity and generalizability.

42. **Deliverable 3: Cluster Evaluation report (draft and final report in English and French) with EVAL template evaluation summary in English.** The Draft Evaluation Report should include action-oriented, practical and specific recommendations assigning or designating audiences/implementers/users. The Draft Evaluation Report should be prepared as per the ILO Checklist 4.2: Preparing the Evaluation Report which is annexed in this ToR. The Draft Evaluation Report will be improved by incorporating the comments and inputs of the Evaluation Manager and the REO, after having collected and consolidated comments from key stakeholders

43. The evaluation report will be following this outline:

    1. Cover page with key project and evaluation data
    2. Executive Summary
    3. Acronyms
    4. Context and description of the project including reported results
    5. Purpose, scope, and clients of the evaluation

6. Methodology and limitations
7. Findings (this section's content should be organized around evaluation criterion), including a table showing output and outcome level results through indicators and targets planned and achieved and comments on each one.
8. Conclusions
9. Recommendations (i.e., for the different key stakeholders), indicating per each one priority, timeframe and level of resources required
10. Lessons learned and good practices
11. Annexes:
    - TORs
    - Evaluation matrix
    - List of people interviewed
    - Schedule of work
    - Documents examined
    - Lessons learned and good practices (under EVAL formats)
    - Others

44. The evaluator will incorporate comments received from the ILO and other key stakeholders in the Final Evaluation Report and submit it along with the evaluation summary, using the template for executive summary annexed to this TOR, to the Evaluation Manager. The latter will eventually submit the final evaluation report to EVAL. The report should be finalized as per the ILO Checklist 4.2: Preparing the Evaluation Report, which is annexed in this TOR.

45. The quality of the report and evaluation summary will be assessed against the ILO Checklists 4.2, 4.4 and 4.9 listed under the Annex of this ToR. The report shall draw aggregate findings and common issues by established evaluation criteria (relevance, coherence, effectiveness, efficiency, impact) based on the country project assessments as per the TOR.

46. All drafts and the final report including other supporting documents, analytical reports and raw data should be provided in electronic version compatible with WORD for Windows. The cluster evaluation report should not be more than 35 pages.

47. Ownership of the data from the evaluation rests jointly between the ILO and the Evaluator. The copyrights of the evaluation report rest exclusively with ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement

Management Arrangements and Work Plan

Evaluation Management – Role and responsibilities

48. An ILO officer, Katerina Tsotroudi, will manage the evaluation process in the context of her EVAL certification process as Evaluation Manager. The quality assurance will be provided by the ILO Regional Evaluation Officer (REO). The Evaluation Manager (EM) responsibilities include managing the respective contract with the evaluation consultant(s), consulting on methodological issues and facilitating access to primary and secondary data. The EM will be also responsible for the following tasks:

- Prepare the TOR and ensure consultation with all key stakeholders before TOR is finalized
- facilitate and recruit independent evaluator(s);
- ensure proper stakeholders involvement;

- approve the inception report;
- review and circulate draft and consolidate comments from key stakeholders
- review and submit the final report to ILO Evaluation Office for approval;
- disseminate final report.

49. The ILO Evaluation Office, at ILO HQ will approve the final report. The evaluation report will be considered final only when it is approved by ILO Evaluation Office.

50. Role and responsibility of Country Offices team: The responsible staff of ILO Country Offices will handle all arrangements with the chosen evaluator and provide any logistical and other assistance as required. The RBSA funded intervention management team will be responsible for the following tasks:

- Provide RBSA funded interventions' background materials,
- Prepare a list of recommended interviewees,
- Obtain relevant approvals and consent from key stakeholders to undertake interviews,
- Support in scheduling meetings for field visits (if applicable) and coordinating in-country logistical arrangements,
- Be interviewed and provided inputs as requested by the evaluator during the evaluation process,
- Support logistically the stakeholders' workshop
- Review and provide comments on the draft evaluation reports,
- Provide logistical and administrative support to the evaluator, including travel arrangements (if applicable) and all materials needed to provide all deliverables.

51. Evaluator(s)
- The Evaluation Manager will recruit an independent evaluator(s) to conduct this evaluation. The evaluator(s) will be an external independent person or entity. The evaluation team leader will be responsible for all deliverables mentioned above.
- Responsibilities of the evaluator
  o Ensuring the evaluation is conducted per TORs and timeline, including following ILO and UNEG guidelines, methodology and formatting requirements and adheres to evaluation report quality standards,
  o Defining the methodological approach and drafting the inception report (including all data collection tools), producing the preliminary findings presentation, draft reports and drafting and presenting a final report,
  o Ensuring the quality of data (validity, reliability, consistency and accuracy) throughout the analytical and reporting phases. This includes consultation with all key stakeholders,
  o Liaising with the evaluation manager,
  o Facilitating meetings with stakeholders (scheduling, debriefing and/or stakeholders' workshop),
  o Be flexible on the evaluation timeline if it takes longer time and effort to complete the interviews/data collection through remote methods,
  o Contributing to the report dissemination and communication (if any) by participating in webinars, and
  o Supporting or providing inputs to evaluation communication products.

52. Desired competency and qualification of the evaluator

- University Degree in social development or economics or related subject or equivalent   - At least 7 years' experience including evaluations of UN or other international institutions as team leader/sole evaluator, in theory of change-based projects, policy and capacity building.   - Thematic knowledge and/or experience in projects dealing with the informal economy and/or evaluations of informal economy projects, as well as inclusiveness of people living with disabilities and gender issues, will be an advantage.   - Work on matters related to just transition to a zero-carbon economy would be an advantage.   - Experience in qualitative and quantitative evaluation methods and an understanding of issues related to validity and reliability.   - Contextual knowledge of the UN and ILO, understanding of ILO International Labour Standards, tripartism and social dialogue will be advantage.   - Fluency in spoken and written English and French   - Previous work experience in Africa in contexts similar to the two countries will be an advantage

Estimated level of efforts – approximately 30 working days for the evaluator. The duration of work of the evaluators will be required within the period mid-December 2022- end March 2023 (3.5 months).

Indicative time frame and responsibilities :

Tasks/ Responsibilities	Responsible person	Number of days of the evaluator (s)	Time frame (by end)
Preparation of the TOR –draft	Evaluation manager	0	July-October 2022
Preparation of list of stakeholders with E-mail addresses and contact numbers	ILO CO Offices	0	Mid October 2022
Finalization of the TOR	Evaluation manager (EM)	0	12 December 2022

Tasks/ Responsibilities	Responsible person	Number of days of the evaluator (s)	Time frame (by end)
Call for EOIs	ILO EM	0	15 December 2022-9 January 2023
Selection of Evaluator	Evaluation Manager	0	16 January
Contracting Evaluator	ROAF	0	23- Janary-10 February
Brief evaluators	Evaluation manager and relevant COs	0.5	13 February
Inception report submitted	Evaluators	6.5	21 February
Data collection and stakeholders' workshop	Evaluators	20	27 February-24 March
Draft report submitted to Evaluation manager (in English and French)	Evaluators	8	27 March – 7 April
Quality check and review of the draft report	Evaluation Manager		10-11 April
Sharing the draft report with all concerned stakeholders for comments	Evaluation Manager		13-27 April
Consolidated comments on the draft report, send to the evaluator	Evaluation Manager		28 April
Finalisation of the report and submission to Evaluation Manager	Evaluators	1	2-3 May
Quality Review of the final report	Evaluation Manager		4-5 May
Submission of the final report to Regional Evaluation Officer	Evaluation Manager		8 May
Approval of the final evaluation report	ILO Evaluation Office		9-12 May
Total number of working days		36	

Note: the number of days may be divided between more than one consultant with a team leader being the responsible person for the evaluation and shorting the whole process. The team leader should conduct field visit in at least one of the two countries.

53. **Resources:** Funding will come from the ILO RBSA M&E budget, estimated resource requirements at this point include
    - a professional fee for the evaluator (s)
    - travel cost and DSA (where relevant) as per the ILO rules and regulations
    - stakeholders' workshop
    - logistic support for field visits (as per ILO policies)

Legal and Ethical Matters

54. The evaluation will comply with UN Norms and Standards. The evaluator will abide by the EVAL's Code of Conduct for carrying out the evaluations. UN Evaluation Group (UNEG) ethical guidelines will be followed. The evaluator should not have any links to project management, or any other conflict of interest that would interfere with the independence of the evaluation.

55. Evaluators should have personal and professional integrity and abide by the UNEG Ethical Guidelines for evaluation and the Code of Conduct for Evaluation in the UN system to ensure that the rights of individuals involved in an evaluation are respected. Evaluators must act with cultural sensitivity and pay particular attention to protocols, codes and recommendations that may be relevant to their interactions with women. Evaluators will be expected to sign the respective ILO Code of Conduct to show that they have read and understood the UNEG Code of Conduct for Evaluation in the UN System process.

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

Security and Covid-19 restrictions and guidance

57. ILO EVAL has provided guidance on Implications of COVID-19 on evaluations in the ILO that should be consulted and followed by the national consultant: http://www.ilo.ch/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_744068.pdf

58. All UN personnel, including consultants, are expected to complete the UNDSS BSAFE (security awareness training course) and, if travel is required, are obliged to provide the Security Clearance

59. In the light of the COVID-19 pandemic, if the situation in the region changes, appropriate actions will be taken amongst the following options:
    o Suspending the implementation of the contract until further notice or until a specific time when it can be reviewed further in the face of new developments,
    o Reducing the contract activities/scope/services (partial suspension), or
    o Terminating the contract if it appears unfeasible that the desired deliverables will be received/achieved.

Annex

60. All relevant UNEG and ILO evaluation guidelines and standard templates

- ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations 4th edition
- Code of Conduct for Evaluation in the ILO (to be signed and returned by evaluator to the evaluation manager)
- Protocol on collecting evaluative evidence on the ILO's COVID-19 Response measures through project and programme evaluations

Guidance Notes
- ✓ Guidance Note 3.1 Integrating gender equality in monitoring and evaluation of projects
- ✓ Guidance Note 3.2 Adapting evaluation methods to the ILO's normative and tripartite mandate
- ✓ Guidance Note 3.3 Strategic clustered evaluations to gather evaluative information more effectively
- ✓ Guidance Note 4.3 Data collection methods
- ✓ Guidance Note 4.5 Stakeholder engagement
- ✓ Guidance Note 5.5 Dissemination of lessons learned and good practices

EVAL Checklists and Templates for the Evaluator:
- ✓ Checklist 4.8 Writing the inception report
- ✓ Checklist 4.2 Preparing the evaluation report [including the templates for completing lessons learned and emerging good practices, as well as the templates for the title page and executive summary
- ✓ Checklist 4.3 Filling in the title page
- ✓ Checklist 4.4 Preparing the Evaluation Report Summary
- ✓ Checklist 4.5: Documents for Project Evaluators
- ✓ Checklist 4.9 Rating the quality of evaluation report