

Call for Expression of interest

The ILO is seeking an evaluator to conduct the internal final evaluation of the project *Understanding and improving women's work on digital labour platforms*.

The evaluation should take about 18 working days in end-February-March 2024

Application Deadline: 16th February 2024

For more details see the ToRs below and [here](#) :

Candidate intending to apply must provide the following information:

- 1) A description of how the candidate(s) skills, qualifications and experience are relevant to the required qualifications of this assignment (3 pages maximum).
- 2) A statement confirming the availability of the candidate(s) to conduct this assignment.
- 3) The daily professional fees expressed in US dollars
- 4) A copy of the candidates' CVs (which must include information about the qualifications held by the candidate) including a list of previous evaluations that are relevant in relation to the context and subject matter of this assignment that can be highlighted.
- 5) A statement confirming that the candidate(s) had no previous involvement in the delivery of the named project, or personal relationship with any of the ILO Officials who are engaged in the same project.
- 6) A list of three referees (including name, affiliation, phone number and email address). At least one of these referees must be an evaluation manager of the relevant evaluations undertaken by the candidate/s.

The deadline to apply is 5.00 pm (Geneva time), Wednesday, 16th February 2024.

Please send an e-mail with the subject header "Internal Final Evaluation" to the Evaluation Manager, Uma Amara amara@ilo.org and copy to Sabrina de Gobbi degobbi@ilo.org

Understanding and improving women's work on digital labour platforms

Research Department

Terms of Reference

Final Internal Evaluation of

Understanding and improving women’s work on digital labour platforms

1. Key facts

Title of project being evaluated	Understanding and improving women’s work on digital labour platforms
Project DC Code	INT/20/01/GAT
Start date	22 October 2020
End date	31 March 2024
Donor	Bill and Melinda Gates Foundation
Administrative Unit in the ILO responsible for administrating the project	Research Department
Technical Unit(s) in the ILO responsible for backstopping the project	Research Department
Countries	India, Kenya, Nigeria, Uganda
P&B outcome (s) under evaluation	Outcome 7
SDG(s) under evaluation	SDG 8
Budget	US\$ 991,373 (Approved Budget)
Timing of evaluation (e.g. midterm, final)	Final evaluation
Type of evaluation (e.g. independent, internal)	Internal evaluation
Start and end date of the evaluation	26 February 2024 – 29 March 2024

2. Background information

The digital economy has been expanding at a rapid pace and gaining prominence globally. Digital labour platforms are a distinct part of the digital economy and have risen five-fold in the past decade according to the ILO's [World Employment and Social Outlook 2021 report](#). These platforms are redefining the means of economic exchange and bringing rapid changes to work, work practices and the business landscape, and have significant implications to the world of work. Digital labour platforms can be classified into two broad categories: online¹ and location-based platforms². The distinguishing feature of both types of platforms is that technology or digital application is used to match workers, and businesses or clients: this enables individuals or business clients to arrange a ride, order food or find a freelancer to develop a website or translate a document, among many other activities. Digital labour platforms are now a part of our everyday lives, with consumers and businesses ever more relying on them to meet their diverse needs, especially since the outbreak of the COVID-19 pandemic and rising remote working arrangements. They are transforming labour processes which also has implications for the future of work.

Digital labour platforms are rapidly growing in developing countries and are being embraced with the hope of creating gainful employment opportunities. Developing countries have also been massively investing in building digital infrastructure as well as developing digital skills through training programs. While these platforms offer opportunities for generating incomes or flexibility to certain groups of workers, including women, persons with disabilities, young people among others, there are also challenges relating to working conditions.

Research undertaken by the ILO and academic researchers so far indicates that the experiences of workers engaged on digital labour platforms are diverse and country-specific. While there are some income and employment generation opportunities and flexibility, workers at the same time face a number of challenges. These include low pay or remuneration, irregularity of work, long and asocial working hours to access sufficient work, lack of access to social protection, among others. Some of these challenges are magnified for women workers, particularly in developing countries, especially with regard to pay and access to work. Furthermore, women undertake platform work alongside unpaid care and household responsibilities, which continue to be disproportionately borne by them in many developing countries, thus increasing their workload. Moreover, existing gender inequalities in many developing countries are already creating barriers for women to access decent work opportunities, while women's access to digital tools are also limited. The COVID-19 pandemic created additional socio-economic challenges for women in particular.

Building on previous ILO research, this project focuses on select developing countries, namely India, Nigeria, Kenya and Uganda to better understand the opportunities and challenges for

¹ On online platforms, tasks or work assignments are performed online or remotely by workers. These tasks may include translation, legal, financial and patent services, design and software development on freelance and contest-based platforms; solving complex programming or data analytics problems within a designated time on competitive programming platforms; or completing short-term tasks, such as annotating images, moderating content, or transcribing a video on microtask platforms.

² The tasks on location-based platforms are carried out in person in specified physical locations by workers, and include taxi, delivery and home services (such as a plumber or electrician), domestic work and care provision.

workers, particularly women workers from the rise of digital labour platforms. The project, which is funded by the Bill and Melinda Gates Foundation (BMGF), has two primary outcomes:

1. Key actors involved in digital labour platforms—governments, employers' organizations, trade unions, and researchers—develop a common framework and set of tools with which to assess women's participation in digital labour platforms and their working conditions.
2. Evidence generated by this project is used by key stakeholders who influence digital labour platforms—governments, employers' organizations, trade unions, and researchers—in select countries (India, Kenya, Uganda and Nigeria) to formulate, design and implement inclusive policies to improve the working conditions of women workers on digital labour platforms.

To achieve these outcomes, the project aims to:

- Examine the penetration of digital platforms in different sectors of the economy in the four countries and to identify the sectors in which women are participating or have the potential of participating.
- Explore the experiences of women workers on digital labour platforms in the four countries based on surveys and interviews, and identifying the opportunities and challenges they face in accessing and performing work in select sectors.
- Conduct interviews with key stakeholders including governments, trade unions, employers' organizations and platform companies, among others in the four countries to understand their perspectives regarding the rise of the platform economy and opportunities for decent work creation.
- Inform the key stakeholders in the four countries about the situation of women in the platform economy, and provide a way forward for leveraging digital labour platforms for promoting decent work for all.

The project is implemented in two phases in coordination with ILO tripartite constituents and the ILO country offices in India (New Delhi), Kenya (Nairobi), Nigeria (Abuja), and Uganda (Kampala), and in collaboration with country-level implementation partners.³ The two phases include:

- **Phase one:** The preparation of country-specific scoping studies and draft research strategies, including by conducting and drawing on preliminary stakeholder interviews. These scoping studies were presented at country-level inception workshops to the ILO's tripartite constituents and sectors were identified and validated for conducting surveys with the workers. This phase also included the development of the methodology and survey tools.
- **Phase two:** Surveys were conducted with workers in each of the four countries in select sectors that were identified, and the data was cleaned and analysed. A mapping of policy frameworks and interviews with key stakeholders were also undertaken. Country-level reports were prepared and presented to diverse stakeholders through country-level workshops, and the reports were validated by the governments in consultation with

³ Implementation partner in **India:** The Centre for Internet & Society; Indian Institute for Human Settlements; **Kenya:** Thunderbird School of Global Management; **Nigeria:** Lagos Business School; **Uganda:** Makerere University

social partners. A regional report on Africa was also prepared based on the data gathered and the interviews conducted.

Across India, Kenya, Nigeria and Uganda, the project has surveyed over 4,000 workers engaged in diverse sectors, including beauty and domestic work; personal services; healthcare and medical consultation; tutoring; taxi and delivery services; online platform work (freelance, microtask and competitive programming platforms); e-commerce and BPO companies. The findings from these surveys provide important insights into the opportunities and challenges faced by workers on digital labour platforms, with a particular focus on the experiences of women workers. The knowledge generated by this research project will serve to further inform and build capacities of governments and social partners on the platform economy. It will also serve to enhance the understanding of ILO constituents, especially as they prepare for the standard-setting discussion on decent work in the platform economy scheduled to take place at the International Labour Conference in 2025.

3. Purpose, objectives, and scope of the evaluation

As per ILO evaluation policy and procedures, a project like the one under consideration, with a budget between USD 500,000 and USD 1 million must undergo an internal final evaluation. This must be managed by the Project Manager (serving as the Evaluation Manager) and implemented by an external consultant. The evaluation consultant has the sole responsibility for the substantive content of the final evaluation report in line with ILO-EVAL quality requirements.

The evaluation is needed both for project accountability and learning. The ILO applies the evaluation criteria established by the OECD / DAC Quality Standards for Development Evaluation and the UNEG Code of Conduct for Evaluation in the UN System.

This evaluation will identify, inter alia, what worked, what did not work at output, intermediate outcome and primary outcome levels, what is sustainable, what is the legacy of the project and what are the recommendations for the future.

The purpose of this evaluation is to provide an objective assessment of the accomplishment of project activities in terms of relevance, including the knowledge generated under the project, coherence, efficiency, effectiveness, impact and sustainability.

The evaluation objectives are to:

- Assess the extent to which the project has achieved its stated objective and expected results regarding the generation of knowledge and informing different target groups, while identifying the supporting factors and constraints that have led to them, including implementation modalities chosen and partnership arrangements.
- Assess the relevance and coherence of the project's design regarding the needs of the countries and ILO constituents, and how the project is perceived by the stakeholders.
- Identify unexpected positive and negative results of the project.

- Identify the contributions of the project to the SDGs, the countries' development priorities, the ILO objectives and Country Programme Outcomes and its synergy with other projects and programs in the countries.
- Identify efficiencies and bottlenecks in project implementation, including collaboration with and the role of implementation partners, and share lessons learned.
- Assess the extent to which the project outcomes can be sustainable and its potential for long-term impact.
- Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes.
- Identify lessons learned and good practices to inform the key stakeholders (i.e. national stakeholders, the donor and ILO) for future similar interventions.

This evaluation will examine the entire project intervention from October 2020 to March 2024. It will consider all the documents linked to the project. This includes the project document, progress reports (including by implementation partners) as well as documents produced as outputs of the project (e.g. scoping studies, knowledge products such as country-level reports, etc.).

The geographical coverage of the assessment includes the deliverables and products at the level of the ILO Research Department (HQ, Switzerland) and in India, Kenya, Nigeria and Uganda. Desk reviews and interviews with the project team, implementation partners and other stakeholders, particularly online, will be used to collect information on the four countries, as well as at the ILO Research Department.

The evaluation will integrate gender equality and non-discrimination, international labour standards, social dialogue, and a just transition to environmental sustainability as cross-cutting themes throughout its deliverables and process. It should be addressed in line with EVAL Guidance Note 3.1 "Integrating gender equality in monitoring and evaluation of projects" and Guidance Note 4.4 "Stakeholder engagement".

Clients of the evaluation are ILO's constituents, national and international partners, including national ministries of labour and other line ministries, ministries or government agencies responsible for the digital economy, social partners, platform workers' associations, platform companies and BMGF representatives in the four countries, wherever relevant. Furthermore, the findings of this final evaluation are of key relevance for ILO's management, the Research Department and the policy portfolio departments as well as ILO regional offices and field offices covering concerned countries. Another important client of this evaluation is the donor, the Bill and Melinda Gates Foundation (BMGF).

The knowledge generated by this evaluation will also benefit other stakeholders that may not be directly targeted by the project's intervention, such as key government institutions, civil society organizations, donors, UN agencies, international organizations that work in relevant fields, and other units within the ILO.

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

The evaluation will be based on the following evaluation criteria: strategic relevance (including coherence and validity of project design), effectiveness, efficiency, impact and sustainability. Relevant data should be sex-disaggregated and different needs of women and men should be considered throughout the evaluation process.

Following is a list of evaluation questions for this final project evaluation. While not being an exhaustive list, the questions are intended to guide and facilitate the evaluation. The evaluator may adapt the evaluation questions, but any fundamental change should be agreed between the Evaluation Manager and the evaluator and should be reflected in the inception report.

Relevance, coherence, and strategic fit

1. Considering that in each one of the four countries there is a growing focus on the digital economy and digital labour platforms, to what extent has the project objectives been coherent and consistent with the national key partners' needs and requirements, as well as with priorities of the ILO and fill the knowledge gaps on the state of the platform economy?
2. To what extent were project outputs complementary to or conflicting with ongoing national policy and regulatory discussions, as well as international developments towards standard setting at the ILO to advance decent work in the platform economy?

Validity of project design

3. Considering that a large part of the project implementation occurred amidst the uncertainty of the COVID-19 pandemic, to what extent was the project design adequate and effective in delivering on its objectives and capturing the experiences of workers in the four countries?
4. To what extent was the project able to build on the comparative advantage of the ILO's research capacities to generate new knowledge and support implementation partners, under a situation where there are limited research capacities at the country level in the field of platform economy?
5. To what extent did the project design support coherence and complementarity among the four countries necessary to achieve its objectives?

Effectiveness of the project in relation to the expected results

6. What have been the main contributing and challenging factors that have played a role in the achievement or non-achievement of the objectives of the project?
7. How effective was the partnership strategy of the project with the implementation partners in the four countries in meeting its deliverables? What were some of the good practices and specific challenges faced?
8. To what extent was the project effectively able to collaborate with ILO country offices, governments and social partners, while ensuring the ownership of the project at the country level?

Efficiency of the resources used

9. With due consideration for COVID-19-related restrictions, to what extent have available financial and human resources been used in an efficient manner to reach outputs, in particular with regard to capturing the experiences of workers in the four countries?
10. How efficient was resource allocation and use among implementation partners in the four countries? The illustration of good practices or particular challenges would be appreciated.

Impact and sustainability of the project

11. To what extent did the project achieve its objective of building capacities and enhancing the knowledge of governments and ILO social partners in the four countries regarding decent work in the platform economy? What measures have been undertaken to ensure ownership of the project's results at the national level?
12. To what extent are governments and ILO social partners in the four countries likely to draw on the research findings from the project to promote decent work in the platform economy? To what extent can the project's approach or parts of it, be replicated in other contexts to build knowledge on the platform economy?

Cross-cutting issues

13. To what extent has the project identified and integrated into its actions the operational and strategic needs and priorities of women, men and groups in vulnerable situations in a way that promotes decent work for all?
14. Which measures (if any) did the project team undertake to implement the project in an environmentally sustainable manner, including minimising travel?
15. To what extent did the project integrate the relevance of International Labour Standards and social dialogue in its outputs and outcomes?

5. Methodology

The evaluation approach will be theory-based, and include examining the intervention's Results Framework, with particular attention to the identification of assumptions, risks and mitigation strategies, and the logical connect between levels of results and their alignment with ILO's strategic objectives and outcomes at the global and national levels, as well as with the relevant SDGs and related targets.

For required quality control of the whole process, the evaluator will follow the EVAL evaluation policy guidelines and the ILO-EVAL checklists (as available in the ILO-EVAL [website](#)).

The methods should be selected for their rigor and their ability to produce empirical evidence to meet the evaluation criteria, answer the evaluation questions and meet the objectives of the evaluation.

The evaluator will ensure that women's views and perceptions are also reflected in databases, interviews and that gender-specific questions are included in the questionnaires. The data collection, analysis and presentation shall be as much as possible responsive to and inclusive of issues relating to ILO's normative work, social dialogue, diversity and non-discrimination, including disability issues.

The methodology should ensure the involvement of key stakeholders in the implementation as well as in the dissemination processes (e.g. stakeholder workshop, debriefing of Project Manager, etc.). The methodology should clearly state the limitations of the chosen evaluation methods, including those related to representation of specific groups of stakeholders.

The methodology should include multiple methods, with analysis of both quantitative and qualitative data, and should be able to capture interventions contributing to the achievement of expected and unexpected outcomes. Multiple sources of evidence will be used and triangulated. During the data collection process, the evaluator will compare and cross-validate data from different sources (project staff, project implementation partners and stakeholders) to verify their accuracy, and different methodologies (such as documentary review and online or phone interviews) that will complement each other.

The evaluation data collection process will include:

- **Desk review:** desk review of all relevant documents: project document and its logical framework, funding agreement, relevant minute sheets, implementation plan, progress reports, other relevant documents and studies.
- **Meetings with the project staff:** the evaluator will meet the project staff to reach a common understanding for the evaluation process. Such meeting/s will take place virtually.
- **Meetings with the backstopping unit of the Research Department, other relevant ILO departments, decent work teams, country offices and the donor:** These virtual meetings aim to reach a common understanding in relation to the technical and financial status of the project.
- **Data collection, and interviews with implementation partners and stakeholders:** the evaluator will virtually meet with the implementation partners of the four countries. The evaluator will also organise interviews with stakeholders, including ILO social partners, virtually to assess the project's results and its implications at the country level. For all four countries, both quantitative and qualitative data (such as number of surveys conducted and perceptions of stakeholders about the project) will be collected and analysed.
- **Debriefing phase:** at the end of the virtual data collection, the evaluator will organize a virtual debriefing meeting (stakeholder workshop) for the key national partners and relevant stakeholders, ILO and the donor to present and discuss the preliminary findings and the lessons learned. For this stakeholder workshop, up-to 25 key constituents, stakeholders and partners are to be invited by the evaluator.
- **Submission of the first draft of the report:** the evaluator will submit the first draft of the report to the Evaluation Manager, who will circulate it to the relevant ILO units and departments, the donor, the key national partners, and relevant stakeholders for comments.
- **Collection of feedback on the first draft:** the Evaluation Manager will collect the feedback on the first draft, consolidate and submit it to the evaluator.

- **Submission of the final report:** the evaluator will incorporate the feedback as appropriate and send the final report to the Evaluation Manager.
- **Quality of the report:** the Evaluation Manager and the Departmental Evaluation Focal Point will ensure the quality of the report.
- **Dissemination:** the evaluation report will be submitted to the key stakeholders and uploaded in the EVAL public repository of evaluation reports (e-discovery)

The evaluation methodology will be defined in consultation between the evaluator and the Evaluation Manager. It will be described in the inception report to be submitted to the Evaluation Manager by the evaluator. The inception report shall include the detailed approach, the methodology and a workplan.

6. Main deliverables

The evaluator will have to produce and deliver the following products:

I. An inception report (not more than 20 pages excluding the annexes) – the report will be developed after reviewing available documents and after initial discussions with the project management and the donor (EVAL Guidelines – Checklist 4.6). The inception report will:

- Describe the conceptual framework that will be used to undertake the evaluation;
- Elaborate the methodology proposed in the TOR with changes as required;
- Set out in some detail the data required to answer the evaluation questions, data sources by specific evaluation questions (emphasizing triangulation as much as possible) data collection methods, and sampling techniques;
- Define the criteria to select individuals for interviews (who should include as much as possible government representatives, ILO social partners, representatives of platform companies and platform workers' association, as well as women and groups in vulnerable situations, and persons with disabilities);
- Detail the work plan for the evaluation, indicating the phases in the evaluation, their key deliverables and milestones;
- Set out the list of key stakeholders to be interviewed or surveyed and the tools to be used for interviews and discussions;
- Set out the agenda for the stakeholder workshop;
- Set out the outline for the final evaluation report;
- Provide interview guides and other data collection tools

The Inception report should be approved by the Evaluation Manager before proceeding with the virtual interviews.

II. Virtual workshop - Preliminary findings are to be shared in a virtual workshop with key stakeholders (including national tripartite constituents and other relevant stakeholders) after data collection is completed. The evaluator will set the agenda for the meeting. The workshop will be technically organized by the evaluator with the logistic support of the project.

- III. First draft of the Evaluation Report in English** (following EVAL Checklists 4.1 and 4.2) - it should be no longer than 30 pages excluding annexes. The Evaluation Manager is responsible for approving this draft. The draft report reviewed by the Evaluation Manager will be shared with all relevant stakeholders. They will be asked to provide comments to the Evaluation Manager within ten days. The report shall include the following elements:
1. Cover page with key project and evaluation data (using ILO's relevant template 4.4)
 2. Executive Summary
 3. Acronyms and abbreviations
 4. Context and description of the project including reported key results
 5. Methodology and limitations
 6. Findings (this section's content should be organized around evaluation criteria and questions), including a table showing output and outcome level results through indicators and targets planned and achieved with comments on each item.
 7. Conclusions
 8. Recommendations (i.e. for the different key stakeholders and project partners), indicating per each one priority, timeframe and level of resources required. Suggested: maximum 8-10 recommendations in total).
 9. Lessons learned and good practices
 10. Annexes including ToRs; List of persons consulted; Schedule of work (briefings, data collection, interviews, workshop); Documents consulted; Evaluation matrix; Data collection tools; Logical framework analysis matrix; Lessons learned; Emerging good practices (following relevant templates 4.1 and 4.2).
- IV.** Final version of the evaluation report, incorporating written comments received from ILO and other key stakeholders. Any identified lessons learnt and good practices will also need to be inserted in standard annex templates (one Lesson Learnt and one Good Practice per template to be annexed in the report) as per EVAL guidelines.
- V.** Executive summary. The evaluator will produce an Executive Summary following ILO's relevant template 4.3 and submit to the Evaluation Manager.
- VI.** The final version of the evaluation report must be shared with EVAL (after initial approval by the Evaluation Manager and the departmental evaluation focal point).

7. Management arrangements and work plan (including timeframe)

The organization and coordination of the entire evaluation process, including the evaluation interviews will be provided by Ms Uma Rani (amara@ilo.org), the designated Evaluation Manager (and the project manager) at ILO level. The evaluator will discuss with her all technical and methodological issues when needed, via E-mail and virtual meetings. The evaluator will liaise with

project management to obtain the main documents and any information which will be required to perform the evaluation. The Evaluation Manager with project staff will facilitate contacts with the different partners and stakeholders and will organise meetings. The evaluator will also receive technical support from the project team.

The evaluation will be conducted by the evaluator over a period of about 18 working days (between 1 February 2024 – 29 March 2024). A detailed timetable will be included in the inception report developed by the evaluator.

The following table provides an overview of the proposed evaluation’s work plan.

Work plan of the evaluation – 1 February 2024 – 29 March 2024

Deliverable	Responsible Person	Tasks	No. days consultant	Dates
I	Evaluator	<ul style="list-style-type: none"> ○ Revising the ToR if needed ○ Online briefing with the project team and the donor ○ Desk Review of programme related documents ○ Online briefing with ILO stakeholders ○ Inception report 	4	Feb 26 - 29
II	Evaluator with organizational support from ILO H-Q	<ul style="list-style-type: none"> ○ Interviews with projects staff, implementation partners, stakeholders and beneficiaries ○ Stakeholders workshop to share preliminary findings ○ Debriefing with concerned ILO staff 	8	Mar 1 - 12
III	Evaluator	<ul style="list-style-type: none"> ○ Draft report based on field data collected, desk review and stakeholders’ consultations and workshop 	4	Mar 13-18
	Evaluation Manager	<ul style="list-style-type: none"> ○ Quality check and initial review by Evaluation Manager and DEFP ○ Circulate draft report to stakeholders 	0	(1 week) Mar 18-22

		<ul style="list-style-type: none"> ○ Consolidate comments of stakeholders and send to the evaluator 		
IV & V	Evaluator	<ul style="list-style-type: none"> ○ Finalize the report including explanations on why comments were not included ○ Completion of executive summary 	2	Mar 25-26
VI	Evaluation manager	<ul style="list-style-type: none"> ○ Review of the final report and submission of the evaluation package for approval to the evaluation focal point and EVAL 	0	Mar 27-29
TOTAL			18	

8. Profile of the evaluator

The evaluation will be conducted by an experienced evaluator. His/her main qualifications should be as follows:

- Advanced university degree preferably in economics, social sciences or related qualifications,
- A minimum of 7 years of professional experience in evaluating international programmes and projects and development initiatives using logical framework and other strategic approaches, M&E methods and approaches, and information analysis and report writing,
- Recent experience with result-based management and monitoring and evaluation methodologies,
- Understanding of the development context in the four countries (India, Kenya, Nigeria and Uganda) with relevant work in the area of digital economy will be an advantage,
- Work experience in one or more of the four countries will be an asset,
- Extensive knowledge of, and experience in applying quantitative and qualitative research methods,
- Previous involvement and understanding of ILO procedures is an advantage.
- Extensive international experience in the fields of project formulation and execution, is required,
- Excellent communication and interview skills,
- Excellent report writing skills,
- Demonstrated ability to work in group and deliver quality results within strict deadlines,
- Excellent knowledge and excellent drafting skills in English.

His/her main duties are as follows:

- Responsible for conducting the evaluation
- Coordinate with the, project team and stakeholders to conduct the entire evaluation process
- Proceed to a desk review of all relevant documents and conduct virtual interviews to engage with stakeholders
- Elaborate the inception report (including methodological elaborations), the first version and final report within deadlines and in conformity with ILO evaluation standards
- Hold a virtual stakeholders' workshop to present preliminary findings.
- Participate in the debriefings with the ILO stakeholders on the main results and recommendations of the evaluation

9. Legal and ethical matters

The evaluation described in this document will comply with UN norms and standards. In addition, UNEG ethical guidelines will be followed.

The evaluator will abide by the EVAL's Code of Conduct for carrying out evaluations. He/she should have no link to project management, or any other conflict of interest that would interfere with the independence of the evaluation.

All data and information received from the ILO or other stakeholders for the purpose of this assignment shall be treated as confidential and shall be used only for the purpose of executing this mandate. All intellectual property rights arising from the execution of this mandate are attributed to the ILO. The contents of the written documents obtained and used in connection with this assignment may not be disclosed to third parties without the prior written consent of the ILO or the relevant stakeholders.

10. Payment modalities

The consultant will receive 20per cent of the total amount upon submission of the final inception report by 29th February 2024 upon satisfaction of the ILO. The remaining 80 per cent will be paid upon submission of the final evaluation report by 29th March 2024 upon satisfaction of the ILO. A draft version of the report shall be submitted by 18th March 2024.

Both the inception report and the final evaluation report with the executive summary, lessons learnt and recommendations shall be written in English, in Word and sent to the Project manager and Evaluation Manager, Uma Rani (amara@ilo.org).