

## Call for Expression of Interest

**Internal Mid-Term Evaluation of the project “ILO Support to Ukraine – prevention of labour exploitation and human trafficking, support to entrepreneurship development and social partners”, funded by Government of Belgium**

The ILO Country Office in Ukraine is seeking expressions of interest from individual consultants to conduct the Internal Mid Term Evaluation of the project **“ILO Support to Ukraine – prevention of labour exploitation and human trafficking, support to entrepreneurship development and social partners”**

Candidates intending to submit an expression of interest must supply the following information:

1. A description of how the candidate’s skills, qualifications and experience are relevant to the required qualifications of this assignment.
2. A list of previous evaluations/work that are relevant concerning the context and subject matter of this assignment.
3. A statement confirming the availability of the candidates to conduct this assignment and the daily professional fees expressed in US dollars.
4. A copy of the candidates’ CVs
5. Two recent evaluation reports authored as team leader or team member as per the application.
6. A statement confirming that the candidates had no previous involvement in the delivery of the project to be evaluated or have a personal relationship with any of the ILO Officials who are engaged in the project.
7. The names of two referees (email address) who managed the evaluations mentioned in # 2 above.

The deadline to apply is by March 2, 2025. Please send an e-mail with the subject line **Eoi for the Mid Term Evaluation of the project “ILO Support to Ukraine – prevention of labour exploitation and human trafficking, support to entrepreneurship development and social partners”** to the Project/Evaluation Manager, [minenko@ilo.org](mailto:minenko@ilo.org), copying (REO) [homayounpour@ilo.org](mailto:homayounpour@ilo.org)

For further details see the **Terms of Reference**.

## TERMS OF REFERENCE

### MID-TERM INTERNAL EVALUATION (MTIE) OF THE PROJECT

Title of project:	<b>ILO Development Cooperation Supporting Ukraine “ILO Support to Ukraine – prevention of labour exploitation and human trafficking, support to entrepreneurship development and social partners”</b>
Project DC Code:	UKR/23/02/BEL (109456)
Geographical coverage:	Ukraine
ILO Administrative Office:	CO Kyiv, Ukraine
ILO Technical Unit:	DWT/CO Budapest
Type of evaluation:	Internal
Timing of the evaluation:	Mid-term internal evaluation
Duration of the evaluation:	15 working days within 15 March – 15 April 2025
Preparation date:	15 February 2025
Duration of the project:	24 months October 31, 2023 – October 31, 2025 (24 months)
Links to ILO Programme and Budget (P&B) Policy Outcome:	P&B 2024-2025, Policy Outcomes 1, 2 and 4
Budget:	US\$ 1,585,003.75 (EUR 1,500,000)
Donor (Contracting Authority):	Belgium

## I. Introduction

This is a mid-term internal evaluation (hereinafter- MTIE) of the “ILO Support to Ukraine – prevention of labour exploitation and human trafficking, support to entrepreneurship development and social partners” that is in line with the ILO Evaluation Policy and ILO Policy Guidelines for Evaluation<sup>1</sup>. The mid-term evaluation is also envisaged by the agreed project document and is set out by The Agreement with the donor to be implemented in close collaboration with DGD.

Since the 2022 invasion, Ukraine has lost 10.4 per cent of its prewar workforce: an outflux of 1.6 million Ukrainians, overwhelmingly women, who once were employed as professionals and technicians in clerical support, services and sales among others. Sixteen per cent of them worked in education and another 7 per cent in health and social services. Meanwhile Ukraine’s enterprises have been ravaged by the war. Infrastructure alone is estimated to have been damaged to a tune over US\$ 125 billion, with transportation, commerce and industry, energy and agriculture among the worst hit. Organized labour also has been dramatically affected. Membership and finances have plummeted, both for trade unions and Employer and Business Membership Organizations (EBMOs) – compromising their capacity to respond to complex demands for new services and thereby their own continuity. Without efficient and well-functioning enterprises – employing adequate numbers of workers with the right skills – Ukraine’s chances at reconstruction will founder. Reconstruction is an opportunity to enshrine safe

<sup>1</sup> 6 ILO policy guidelines for evaluation: Principles, rationale, planning and managing for evaluations, 3rd ed. (Aug. 2017) [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_571339.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_571339.pdf)

working conditions and eliminate labour exploitation. Such preconditions are vital if Ukraine is to attract growth to its labour market. Quality employment that respects rights and responsibilities at work is a key indicator to that success.

## II. Background and description of the project

The Belgium funded project “ILO Support to Ukraine” is a response to the challenges described above. The 24 months project addresses critical challenges in Ukraine, focusing on the alarming issues of labour exploitation and human trafficking among IDPs and refugees; entrepreneurship development as response to businesses shut down and relocation; insufficient capacity of social partners. These problems have been significantly exacerbated by the ongoing Russian military aggression, resulting in over 5 million IDPs and over 8 million Ukrainian refugees in Europe, a situation that demands urgent and comprehensive action to protect vulnerable populations, foster economic recovery, and ensure social stability. The project's strategy involves a coordinated approach, working in partnership with the Ukrainian government, social partners and international partners. This collaborative effort aims to achieve sustainable improvements in the lives of Ukrainians, creating a safer, more equitable, and economically prosperous environment for all.

Key Initiatives Include:

- 1. Prevention of Labour Exploitation/Human Trafficking: In partnership with State Labour Service of Ukraine, NGOs specialised in antitrafficking actions,** the project undertakes robust measures to combat labour exploitation and human trafficking. Initiatives include improved data collection by State Labour Inspection, launching widespread awareness campaigns to educate the public and at-risk groups, enhancing the regulatory frameworks governing private employment agencies to ensure ethical recruitment practices, and update and promote the "Ukraine Works" campaign.
- 2. Enterprise Development:** Recognizing the vital role of entrepreneurship in economic resilience, the project expands the ILO flagship "Start and Improve Your Business" (SIYB) training program. This includes offering comprehensive training and financial support to aspiring and existing entrepreneurs, with a particular focus on those affected by the conflict. The aim is to stimulate economic recovery and job creation through entrepreneurship.
- 3. Support to Social Partners:** To ensure a sustainable recovery, the project also focuses on enhancing the capacity of employers' organizations and workers' organizations. This involves improving their financial viability, developing new services to meet the evolving needs of their members, and enhancing social dialogue at various levels. New services for employers' organizations will empower businesses to contribute significantly to the country's reconstruction efforts. These services will facilitate the transition towards a greener economy and enhance the employment opportunities for people with disabilities. Trade unions will improve their legal services esp. for war veterans and injured workers and establish protection mechanisms for workers.

The project is subject to mid-term internal evaluation scheduled to take place from March to April 2025 to identify the progress achieved so far, to ascertain if the project is still coherent with the ILO's strategic objectives; relevant and useful to the key beneficiaries, and conducted efficiently according to ILO standards and the project document. The evaluation focuses on the criteria of relevance, validity, efficiency, effectiveness, impact, and sustainability

The project is funded by Government of Belgium with overall budget Euro 1.500,000

### ***Project links to ILO's strategic framework and country strategic documents***

The project contributes to the National Recovery Plan, to the National Strategy to close the gender pay gap, to the PDNA (Post-Disaster Needs Assessment) and to the Nova Kahovka RDNA 2 (Rapid Development Needs Assessment).

The project contributes to the achievement of SDG 8 (Decent work and economic growth), focusing on targets 8.3 (Promote policies to support job creation and growing enterprises), 8.7 (End modern slavery, trafficking, and child labour), and 8.8 (protect labour rights and promote a safe working environment).

This project will address the following outcomes from the ILO Programme and Budget for 2024/2025:

- Outcome 2: Strong, representative, and influential tripartite constituents and effective social dialogue.
- Outcome 4: Sustainable enterprises for inclusive growth and decent work
- Outcome 6: Protection at work for all

The project will contribute to the Decent Work Country Programme (DWCP) Priorities<sup>2</sup> through CPO102 (entrepreneurship development) and CPO155 (The effectiveness of the labour inspection system and social dialogue mechanisms is strengthened).

### ***Theory of Change***

Considering the context, challenges, and priorities that necessitate the Project's intervention, the following theory of change outlines the proposed intervention's strategy:

**If** the International Labour Organization (ILO) assist the Ukrainian Government, including specific ministries and the State Labour Inspectorate, as well as social partners, in overcoming capacity deficits and fostering entrepreneurship development, and **if** the ILO persist in bolstering social dialogue mechanisms at various levels to address key labour market issues, while also enhancing the capabilities of social partners systematically and strategically...

**...then**, the Ukrainian Government and its social partners will be empowered to devise and execute more effective, inclusive policies. This will facilitate outreach to institutions and social partners, aiding those vulnerable to exploitation and social exclusion. Furthermore, the government and social partners will be better equipped to resolve complex issues such as labour exploitation and trafficking, infringement of labour rights, employment of individuals with disabilities and war veterans, and the dearth of entrepreneurship and enterprise development and...

...this will result in a cohesive, mutually reinforcing suite of policies and programs that underpin economic and social reform, encourage job-rich growth, and ensure decent work for everyone.

### ***Brief description of the project***

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<sup>2</sup> Priority 1 [Improved social dialogue/outcome 1.2 (strong social partners)]; and Priority 2 [Inclusive and productive employment/outcome 2.3 (improved entrepreneurship skills)]; and Priority 3 [Improved working conditions and social protection/outcome 3.2 (improved protection, level and equality of wages)].

The **overall objective** (Development Objective) of the project is “**Enabling the stakeholders in Ukraine (listed under “Beneficiaries” in the ProDOC) to combat labour exploitation, human trafficking, labour rights violations and create better entrepreneurship development opportunities.**”

***Outcome areas are as follows:***

**Outcome 1: Improved prevention of labour exploitation and human trafficking of IDPs and refugees.**

The main actors involved in this outcome are the State Labour Inspectorate (SLI) and civil society organizations dealing with antitrafficking issues. The expected behavioural change is that the SLI improves the data collection methodology by developing new data collection tools. This includes better cooperation and coordination with social partners and civil society organizations dealing with anti-trafficking issues. In addition, the PrEAs’ operations are expected to be brought closer to conformity with the ILS and EU Acquis. Indicators for progress monitoring: At least one data collection methodology either improved or introduced, at least one information dissemination tool either improved or introduced and at least one technical support package delivered to improve the PrEAs secondary legislation.

**Outcome 2: New start-ups are established, and existing enterprises resume operations.**

The primary actor in this outcome is the Ministry of Economy of Ukraine. While the International Labour Organization's (ILO) "Start and Improve Your Business" (SIYB) training methodology has been officially adopted by the Ukrainian government as the standard for accessing public entrepreneurship development funds, there is a crucial need to broaden the cadre of trained and certified SIYB trainers to disseminate this training effectively. Indicators for progress monitoring: At least 15 new SIYB trainers were trained, 100 new potential entrepreneurs were trained, and 25 start-up grants were disseminated.

**Outcome 3: Introduction of new services by social partners.**

The main actors involved in achieving this outcome are two workers' organizations, KVPU and FPU, alongside three employers' organizations: FEU, CEU, and OORU. The anticipated behavioural shift includes these social partners effectively addressing labour rights violations and enhancing services for their members. This includes improved collaboration with international businesses in eco-friendly practices and upgrading safety and health standards for frontline workers in critical services. Key indicators for monitoring progress will include the establishment of an Industry/Rebuild/Hub, training at least 200 companies in green business practices, training a minimum of 100 companies in employing people with disabilities (focusing on workplace adaptations), the creation of a centre for reporting labour rights violations and developing a strategy to improve safety and health conditions for frontline workers in essential services.

The assumption is that all the stakeholders involved are committed to reducing the incidents of human trafficking, labour rights violations and improving entrepreneurship development opportunities.

**Main accomplishments of the project:**

- ✓ The needs assessment to support the Ukrainian State Labour Service (SLS) in enhancing its capacity to detect, prevent, and address cases of labour exploitation and human trafficking, particularly among internally displaced persons (IDPs), foreign workers, Ukrainian returnees, and refugees.

- ✓ Recommendations and Action plan to enhance the Strategy of the State Labour Service of Ukraine (SLS) to tackle human trafficking for labour exploitation drafted and validated in tripartite+ consultations
- ✓ Tripartite+ seminar for 42 participants from the SLS, Ministry of Economy, Ministry of Social Policy, social partners and law enforcement institutions (General Prosecutor's Office, State Migration Service, National Police of Ukraine) organized on September 3-4, 2024 to present the international labour standards that define forced labour, as well as roles of labour inspection in the national strategy against forced labour, human trafficking for labour exploitation, along with best practices from the labour inspections of Belgium, the Netherlands and Brazil.
- ✓ 20 state labour inspectors trained on data collection and identification methods; digital solutions and tools relevant to the vulnerabilities of the targeted workers; strategic compliance at the Training for labour inspectors on human trafficking for labour exploitation amongst Ukrainian IDPs and refugees .
- ✓ 18 trainers (14 women and 4 men) from across Ukraine successfully completed a 7-day Training of Trainers (TOT) program based on the ILO SIYB methodology. These trainers are now equipped to promote entrepreneurship development and support economic resilience in Ukraine, with ongoing certification process. Within the latter in 2024, the trainers organized 22 trainings with their own funds and reached out to 223 (154 women, 69 men - potential start-ups – indirect beneficiaries). 94 participants are war veterans and their families; 98 represent IDPs and 31 youth and unemployed women. The SIYB component has been implemented in cooperation with Ministry of Economy of Ukraine.
- ✓ 12 Representatives (11 women and one man) of three Ukrainian Employer and Business membership Organization (EBMOs) were trained on designing concepts and sustainability plans for new or existing services in ILO ITC, Turin in June 2024. The training was practical and facilitated by the ITCILO trainers, field staff from Budapest and Kyiv, and service development experts working in EBMOs in Europe (Belgium and Italy). Resulted from the training, draft business plans were developed and are supported by the ILO within the project. As part of the programme, a study visit was organized to two Italian EBMOs (Confindustria and CNA) to analyse their training offers and exchange best practices.
- ✓ Federation of Employers supported to develop a Learning Management System for OSH training platform hosted by ITC Turin. The LMS is a kind of “clone” that does not provide for international certification but ensures accessibility of 28 ILO training modules on OSH and ensures better training outreach and training service
- ✓ Two legal hubs were set up by Confederation of Free Trade Unions in Kharkiv oblast (Kharkiv) and the Confederation of Free Trade Unions in Dnipro oblast (Ternivka) to provide essential services to their members, focusing on legal services and promoting employment for people with disabilities, veterans, IDPs and other vulnerable groups. The hubs that started their operations in December 2024 already provided legal counselling for less than a month to 22 ( 9 women and 13 men) union members , out of them 5 IDPS in Kharkiv region and 11 IDPs-TU members fleeing from Donetsk region (Pokrovsk) due to offensive and shelling.
- ✓ Additionally, in Izmail, (Odesa region) there is an agreement with Local Trade Union Organization of Transport Workers (LTUOTW), a member of the Marine Transport Workers' Trade Union of Ukraine (MTWTU) to set up 1/ Consultation and Legal Support Center, operating both online and offline, with an additional representation at the Izmail International Seafarers' Club. The center provides legal consultations to union members—including seafarers, port workers, and shore-based workers—on occupational safety, health, and labor-related matters. In addition, the creation and distribution of a Seafarers' Guide the

development of procedures for amending/renewing Diplomas and Certificates of Competency, and the preparation of five digital manuals on legal procedures. 2/ Start-Up Support: a trade union service will be established to assist workers in launching new start-ups or resuming existing enterprises, following the ILO SIYB methodology.

### III. PURPOSE, OBJECTIVES AND CLIENTS OF THE EVALUATION

#### *Background to the project MTIE*

ILO considers evaluation as an integral part of the implementation of technical cooperation activities. Provisions are made in all projects in accordance with ILO evaluation policy and based on the nature of the project and the specific requirements agreed upon at the time of the project design and during the project as per established procedures.

The present Terms of Reference are developed by the Project Coordinator based on inputs from the project team and on standard issues to be covered by a project MTIE facilitated by an external Consultant.

The overall objective of the MTIE is to undertake an assessment of the continued relevance of the ongoing activities and their objectives; to assess the overall implementation and performance with regards to progress and results achieved against the defined outcomes. The MTIE will further identify challenges in the current context and institutional set-up, adjustments in project design and implementation during war and management of the project both from a substantive and financial perspective.

The scope of the review will be the Belgian funded project.

The evaluation will consist of a thorough assessment by the project team and related ILO technical specialists in the ILO DWT CO Budapest office, facilitated by the external consultant, focusing on progress to date in the implementation of project activities. The review will use data produced by the project monitoring information already available and initial interviews by the consultant of key stakeholders.

The MTIE will review the following areas of project design, implementation, relevance and sustainability and make recommendations for the remaining period of the project towards improving delivery and sustainability of outcomes:

- a. Analyse the implementation strategies regarding their potential effectiveness in achieving the project outcomes and its innovative dimension.
- b. Review the institutional set-up, capacity for project implementation, coordination mechanisms and the use and usefulness of management tools including the project monitoring tools and work plans.
- c. Assess the implementation of the project so far, identifying factors affecting project implementation (positively and negatively). If necessary, propose revisions to the expected level of achievement of the objectives.
- d. Review the strategies for sustainability
- e. Identify the contributions to the ILO initiatives and strategies, like ILO Transitional Cooperation Strategy for Ukraine 2024-2025<sup>3</sup> and synergies with other projects (e.g. DANIDA, other ILO projects in Ukraine)

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<sup>3</sup> <https://www.ilo.org/publications/ilo-transitional-cooperation-strategy-ukraine-2024-2025>

f. Identify lessons and potential good practices for key stakeholders

The role of the external consultant is, based on the desk review of existing documents and preparatory consultations, to identify areas where discussion is needed in the evaluation core activity, the project team “workshop” (online if Budapest and Geneva colleagues are involved or offline for project team in Ukraine and CO Kyiv Director) and to facilitate reaching to a consensus on the way forwards. The external consultant will also provide input and further analysis based on their perspective and their overall findings.

The results will be used to adjust strategies of the project and make necessary amendments to the Logical Framework and Workplan.

#### **IV. SUGGESTED ASPECTS TO BE ADDRESSED**

The internal evaluation consultant should review and assess the progress and achievements of the project from January 2024 to March 2025. The objectives and outputs as mentioned in the project document will be the starting point of the evaluation. The project should be evaluated in terms of efficiency, effectiveness, relevance and finally sustainability of the projects, as they are briefly described further in the text.

##### **Objectives**

- Review the work done and determine the progress achieved during the indicated period in line with the stated objectives of the projects, the kind of changes produced so far, and the intended or unintended effects of the project, and an assessment of the reasons/factors that helped to produce these changes and effects.
- Review the efficiency and effectiveness of the projects' implementation;
- Review to what extent the project was relevant and met the needs of its original target groups;
- Review the likelihood of sustainability of the projects' outcomes;
- Review risks and opportunities that have emerged during the project life-time;
- Draw conclusions in terms of the achievements made.

These insights will be used as technical input for further planning of activities with ILO constituents in 2025 and beyond.

##### **Clients**

The main clients of this analysis will be ILO management, technical specialists, project staff, tripartite constituents, and the donor.

#### **V. EVALUATION SCOPE**

The scope of the evaluation will encompass all activities and components of the project for the period of January 2024- March 2025 in Ukraine.

In line with ILO evaluation policy, the evaluation will integrate gender equality, disability inclusion and other non-discrimination issues as cross-cutting concerns throughout its methodology and all deliverables.

#### **Vi. EVALUATION CRITERIA AND QUESTIONS**

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The assessment will apply the key OECD/DAC criteria of relevance, effectiveness, efficiency, sustainability and will provide recommendations in the definition of the key actions to be undertaken. Impact potential will be assessed to the extent possible given the limited scope of the interventions. The assessment will seek answers to the following questions:

### **Relevance**

1. To what extent are the project's objectives and approach relevant to the constituents' needs and present country context, as well as with development frameworks?
2. How well has the project adapted to the changes in the country context?
3. What is the relevance of the project's outcomes regarding improved access of youth to employment?
4. To what extent did the project design identify and integrate specific targets and indicators to capture: i. Gender equality and non-discrimination concerns? and ii. Concerns regarding people with disabilities

### **Effectiveness**

4. What have been the major results and lessons learned during the project's implementation?
5. What has been the progress made in the achievement of the project's outcomes? Have there been any changes in the specific areas defined as the project outputs?
6. To what extent the project's activities have considered and contributed to the advancement of the ILO's cross-cutting policy drivers (CCPDs)?
7. What are the main constraints experienced by the project (both in terms of methodology and context)?

### **Efficiency**

8. Have resources available (time, funds, partnerships, knowledge, expertise and tools) been used efficiently?
9. Are there any ways to enhance the efficiency?

### **Sustainability and impact potential**

10. Are the results achieved likely to continue after the end of the intervention? Are they likely to produce longer-term effects and benefits to the target groups?
11. What is the expected long-lasting effect after the activities are completed?

### **Recommendations and next steps**

12. What are the next steps to be undertaken? What is the best way to proceed? What would be the main issues to tackle?
13. Which actors and in which way should be engaged?
14. What action might be needed to bolster the longer-term effects and to come to further policy measures generating a positive change?

The list of questions can be adjusted by the internal evaluation consultant prior to interviews in coordination with the Project Manager.

Based on the analysis of the findings this assessment will aim at providing practical recommendations on the immediate next steps to be taken.

## VII. EVALUATION METHODOLOGY

The evaluation will be conducted in a participatory, consultative and transparent manner by engaging various groups of stakeholders. The evaluation will use a mix of qualitative and quantitative methods to gather and analyse data, which will be disaggregated by sex to the extent possible. It will pay attention to which groups benefit from and which groups contribute to the project and provide an assessment of how the project has performed in regards to gender equality and non-discrimination.

The evaluation will be carried out through a desk review, MS Teams interviews with ILO specialists in Budapest (technical areas) and face to face or MS Teams interviews in Ukraine with ILO project staff, ILO CO Kyiv Director , ILO constituents, project beneficiaries , development partners and other key stakeholders.

The methodology should clearly state the limitations of the chosen evaluation methods, including those related to representation of specific group of stakeholders. The evaluation will comply with UNEG evaluation norms, standards and follow ethical safeguards, as specified in the ILO's evaluation guidelines and procedures. The evaluation will be conducted in a participatory manner by engaging the stakeholders at different levels and ensuring that they have a say about the implementation of the project, can share their views and contribute to the evaluation and participate in dissemination processes.

The methodology should include multiple methods, both qualitative and quantitative. The evaluation consultant will review the available project documents.

The review should be carried out in adherence with the relevant parts of the ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations, 4th ed. <https://www.ilo.org/publications/ilo-policy-guidelines-results-based-evaluation-principles-rationale>

### **The following elements are the proposed methodology.**

The methodology can be adjusted by the consultant if considered necessary in accordance with the scope and purpose of the review. This should be done in consultation with the evaluation manager. An external consultant will serve as facilitator to guide the project internal evaluation.

#### **1. Document Review, scoping and inception**

- The Consultant will receive a briefing by the project team, review the project document, work plans, progress report, and other documents that were produced through the project. In addition, the consultant will conduct interviews with stakeholders to be jointly identified with the National Project Coordinator.

- Based on the evaluation's purposes and the suggested aspects above, the document review, briefings and interviews, the Consultant will identify key issues for discussion during the project review.

- Gender concerns should be addressed in accordance with ILO Guidance "Considering gender in the monitoring and evaluation of projects"<sup>4</sup>. All data should be sex-disaggregated and different needs of women and men and of marginalized groups targeted by the programme should be considered throughout the review process.

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<sup>4</sup> [http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165986/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm)

Information will be collected by means of group and/or individual interviews with key actors. Interviews could be arranged on-distance in the case of travel restrictions. A stakeholders' survey questionnaire might be also applied if relevant and appropriate.

The methodology will include examining the projects' Theory of Change in the light of the logical connection between the levels of results, and their alignment with the ILO's strategic objectives. Particular attention will be given to the identification of assumptions, risks and mitigation strategies, and the logical connection 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.

## 2. Background Report and Project workshop programme

A background report will be prepared by the consultant. The content of the Background report will include:

- Achievements so far of the Project as documented and assessed by the Consultant
- Summary of the key findings based on the purpose of the evaluation, the suggested aspects to address and the initial scoping by the consultant
- Questions and issues identified for discussion at the "workshop"

The Consultant will present the Background Report to the workshop for ILO team and project stakeholders in Ukraine and will also develop a tentative proposed agenda for the stakeholder review meeting.

## 3. Project evaluation workshop

The project evaluation workshop will include participation of the project staff and ILO technical specialists (online) and project stakeholders.

The Consultants will be responsible for consolidating all comments during the workshop and reflect them in the MTIE report.

## 4.. Debriefing

After the workshop a debriefing session with the project coordinator and the Evaluation manager will take place regarding, specially, changes that have been suggested by the workshop. This will focus on the implication of the proposed adjustment in the strategy for the remaining period of the project.

## 5. Review Report

Based on the background report and the inputs from the workshop and follow-up meeting, the consultant will draft the review report. The draft report will be sent to ILO by the consultant for comments that will be considered by the consultant for finalizing the report.

The internal evaluation consultant will be given a list of recommended/potential persons/institutions to interview that will be prepared by the Project Team in consultation with the Evaluation Manager.

Thirdly, the Evaluation Consultant may use **online surveys** to collect data for the evaluation from the target groups, if applicable.

The internal evaluation consultant will be expected to follow EVAL's Guidance material on appropriate methodologies to measure key cross-cutting issues, namely the ILO EVAL [Guidance Note 3.1 on](#)

[integrating gender equality and non-discrimination](#); and the ILO EVAL [Guidance Note 3.2 on Integrating social dialogue and ILS in monitoring and evaluation of projects](#).

All this information should be accurately reflected in the final internal evaluation report.

## VIII. MAIN DELIVERABLES

All deliverables and outputs will be in English.

Deliverable 1. Draft mid-term internal evaluation report

Deliverable 2. Debriefing/Presentation of preliminary findings at the “workshop”

Deliverable 3. Final version of the mid-term internal evaluation report (with Title Page, the Executive Summary and Annexes including lessons learned and emerging good practices in the ILO Template) in April 2025

Deliverable 4. An Evaluation summary.

**D1. Draft MTIE Report** (initial draft to be submitted to the Project Manager within **10 days** of completion of the data collection)

The internal evaluation consultant shall submit to the Project Manager the initial draft of the midterm internal evaluation report. This draft will be up to 30 pages plus executive summary and appendices.

**D2. Debriefing/Presentation of preliminary findings**

**D3. Final Evaluation Report** (to be submitted to the Evaluation Manager within **7 days** of receipt of the draft final report with comments). The Final Report should be submitted along with all relevant Annexes as indicated in ILO Guidance Note on the evaluation report (including executive summary, good practices, lessons learned and etc.).

The final report will be disseminated to all key project stakeholders as well as concerned ILO officials.

**D 4. An evaluation summary** using the ILO Summary template.

### **Suggested Report Format**

The final version of the report shall follow the below format in accordance with the ILO Evaluation Office guidelines (see Checklist 6 on Rating the quality of evaluation reports and be no more than 40 pages in length, excluding the executive summary and annexes:

1. Title page
2. Table of Contents
3. Acronyms
4. Executive Summary
5. Project Background
6. Evaluation Background
7. Evaluation criteria and questions
8. Evaluation Methodology
9. Main Findings
10. Conclusions
11. Lessons learned and Emerging Good Practices
12. Recommendations
13. Annexes (TOR, lessons learned template, list of interviews, meeting notes, relevant country information and documents)

For detailed information, please follow this page:

Checklist preparing the evaluation report: [Checklist 4.2: wcms\\_746808.pdf \(ilo.org\)](#)

The process of the finalization of the Evaluation report:

- The Evaluation Manager will provide inputs/comments to the draft final report,
- After reflection of the inputs/comments into the draft report, the draft report will be shared with the donor and the stakeholders to receive their comments.
- After consideration of comments of stakeholders to the report, the final draft of the report will be subject to approval by the ILO Evaluation Focal Points at the RO/Europe, for consequent submission to the ILO Evaluation Office for filling in the central database. The final report shall be delivered not later than **one week** after receiving the comments to the draft report.

## IX. MANAGEMENT ARRANGEMENTS AND PROFESSIONAL REQUIREMENTS

### *Management arrangements*

The evaluation will be conducted by the External Consultant – certified evaluator and who will report to the Project Manager. The assignment will require approximately 15 working days in period March-April 2025,. The Consultant should preferable be Ukrainian speaking but with advanced English proficiency

A tentative timeline is available below:

Task	Time	# days
Desk review and online briefing	March 15-20, 2025	4
Conduct interviews, surveys with relevant project staff, stakeholders, and beneficiaries.	March 20-25	4
Data analysis and draft report, presentation at the workshop	March 25 March 30	5
Revision and finalization of the report	April 2025	2
<b>Total</b>		<b>15</b>

The **mid-term internal evaluation** will be managed by the ILO National Project Coordinator ( Project Manager) .

The *internal evaluation consultant* is responsible for conducting the evaluation according to the terms of reference (ToR). He/she will:

- Review the ToR and provide inputs, propose any refinements to assessment questions, as necessary
- Review the project background materials (e.g., project document, progress reports)
- Develop and implement the assessment methodology (i.e., prepare interview guides, conduct interviews, review documents) to answer the assessment questions
- Conduct preparatory consultations with the ILO
- Analyse interview notes/recordings of trainings

- Prepare an initial draft of the evaluation report
- Conduct briefing on findings, conclusions, and recommendation of the assessment
- Prepare a final report based on comments obtained on the initial draft report

The *Project Manager* is responsible for:

- Planning the evaluation and preparing the ToR
- Circulating the ToR for comments and inputs with input from the Project team and ILO CO Country Office;
- Submitting the final draft ToR to RO Europe evaluation focal point for approval and EVAL for database filing
- Providing the Internal evaluation consultant with the project background materials
- Assisting in the implementation of the assessment methodology, as appropriate (i.e., participate in meetings, review documents)
- Reviewing the initial draft report, circulating it for comments and providing consolidated feedback
- Reviewing the final draft of the report
- Submitting the final draft report to RO Europe evaluation focal point for approval and EVAL for database filing
- Disseminating the summary of the final report to all the stakeholders
- Coordinating follow-up as necessary

#### **Consultant Professional requirements**

The Internal evaluation consultant should meet the following requirements:

- Advanced university degree in social sciences or economics
- Understanding of the ILO's tripartite foundations and standards
- Adequate expertise in gender, diversity and non-discrimination issues
- Experience in evaluation of international development initiatives
- Knowledge of evaluation methods, qualitative and quantitative research
- Knowledge of the region
- Analytical skills
- Fluency in English
- Knowledge of Ukrainian is an advantage

## **X. LEGAL AND ETHICAL MATTERS**

The evaluation will be carried out in adherence with the ILO evaluation policy guidelines, UN Evaluation Group (UNEG) Norms and Standards and OECD/DAC criteria for evaluating development assistance.

Ethical considerations will be taken into account in the evaluation process. As requested by the UNEG Norms and Standards, the internal evaluation consultant will be sensitive to beliefs, manners and customs, act with integrity and honesty in the relationships with all stakeholders.

The evaluation consultant will not have any links to project management or any other conflict of interest that would interfere with the independence of the evaluation.