

Call for Expressions of Interest
Independent Midterm Evaluation
Responsible Supply Chains in Asia (RSCA)

26 March 2020

ILO IRIS Code	RAS/16/13/EUR
Program dates	15 December 2017 - 14 December 2020
Administrative Unit in charge of the program	RO-Bangkok
Unit in charge of backstopping	MULTI
Timing of evaluation	Mid term
Type of Evaluation	Independent evaluation
Donor	The European Union
Budget	US\$ 5,272,511 Total budget (US\$ 4,798,578.20 EU contribution)
Evaluation data collection dates (on-line)	May-June 2020
TOR preparation date	Feb/March 2020
Evaluation Manager	Pringsulaka, Pamornrat, Regional Monitoring and Evaluation Officer, ILO Regional Office for Asia and the Pacific

The ILO's Regional Office for Asia and the Pacific is seeking expressions of interest from qualified individual to conduct an independent final evaluation of "*Responsible Supply Chains in Asia programme*" funded by the European Union. For further details about the evaluation, please see below the ToR.

Required Information for Submission an Expression of Interest

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 that are relevant to the context and subject matter of this assignment together with two examples of evaluation products for projects related to the area of RSCA programme.
3. A statement confirming their availability to conduct this assignment in the time frame mentioned as per ToR and the daily professional fee expressed in US dollars.
4. A copy of the candidate's curriculum vitae
5. A statement confirming that the candidate has no previous involvement in the delivery of the ILO-RSCA programme or a personal relationship with any ILO Officials who are engaged in the programme.
6. The names of two referees who are able to be contacted.

The deadline to submit expressions of interest for the evaluation is by **5.00 pm (Bangkok time) on 8 April 2020**. Please send an e-mail with the subject header "Evaluation of the RSCA" to the **Evaluation Manager, Ms Pamornrat Pringsulaka, pamornrat@ilo.org**.

Terms of Reference

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1. Introduction and rational for evaluation

This Terms of Reference (TORs) for Mid-term evaluation covers a mid-term evaluation of the Responsible Supply Chains in Asia program. The program's official starting date was December 2017 but has become fully operational in September 2018 with the arrival of the program manager. The purposes of the midterm evaluation are for program improvement and accountability. The evaluation findings and recommendations will help guide the program team in the planning and implementation of the remaining duration of the program. The Mid-term independent evaluation of the program is undertaken in line with the funding agreement between the EU and ILO and in accordance with the ILO evaluation policy.

The overall objective of the evaluation is to assess the progress made vis-à-vis the intended objectives/outcomes and the action plan, to assess the validity of the theory of change, program's management structure, and to identify lessons learnt to date and to propose recommendations for improved program operation and outcome attainment for the remaining period. The midterm evaluation will apply United Nation Evaluation Group (UNEG)'s Evaluation criteria. The midterm evaluation will also assess the programs' contribution towards greater awareness and ownership among tripartite constituents and enterprises operating in the six countries under the program of the principle of Multinational Enterprises and Social Policy (MNE)'s Declaration, decent work and social justice¹ agenda more broadly. The evaluation will also assess whether the program is contributing to the positioning of the ILO as lead actor in the promotion of socially responsible labour practices among tripartite constituents and enterprises and contributing to the establishment of partnerships and networks with relevant actors in the field of Corporate Social Responsibility (CSR), Responsible Business Conduct (RBC), and Sustainable Development Goals (SDGs).

¹ ILO policy guidelines for evaluation: Principles, rationale, planning and managing for evaluations , 3rd edition (ILO Evaluation office), p.1

The midterm evaluation (MTE) process will be from March to June 2020. It will be conducted in compliance with the UNEG Evaluation's Norms and Standards² and with the principle for program evaluation set forth in the *ILO policy guidelines for evaluation: Principles, rationale, planning and managing for evaluations, 3rd edition* (Aug 2017) .

The MTE will be managed by the Regional Evaluation Officer based in the ILO Regional Office-Bangkok and will be conducted by an independent evaluator to be recruited by the evaluation manager. Key stakeholders, including tripartite constituents and partners in all the six countries covered under the program, the donor - EU, and the ILO Country Offices in China, Vietnam, Myanmar, Thailand, Japan, and the Philippines will be consulted throughout the evaluation process.

An independent evaluator will conduct a thorough review of relevant documents and propose possible methods to gather evidence of implementation, progress, and challenges vis-à-vis the challenges faced due to the COVID19 global outbreak. It is expected that the data collection methods will be done via on-line interviews with key stakeholders in all countries. Possible engagement with national consultants may be considered. The evaluation will also need to address all relevant cross-cutting issues.

Gender equality and non-discrimination, promotion of international labour standards, tripartite processes and constituent capacity development and environmental issues will also be considered throughout this evaluation.

2. Brief background on the program and context

About Responsible Supply Chains in Asia

Responsible Supply Chains in Asia is a multi-programme developed by the European Union together with the International Labour Organization (ILO) and the Organisation for Economic Co-operation and Development (OECD). Financed by the European Union and implemented by ILO and OECD in **China, Japan, Myanmar, the Philippines, Thailand and Vietnam**, this three-year program aims to contribute to an enhanced respect for human rights, labour and environmental standards by businesses engaged in supply chains in Asia, in line with international instruments.

This initiative is a part of the EU's long-standing commitment to promote human rights, decent work and sustainable development, a pledge underpinned by the EU Treaties and reinforced in the European Commission's trade policy strategy of 2015 "*Trade for All*". It falls in particular under the Commission's commitment to *identify opportunities for responsible supply chain partnerships* and the *EU's strategic approach to responsible business conduct*, which is based on internationally agreed principles and guidelines. It will also contribute to the EU strategic approach to CSR/RBC as put forward in the Commission 2011 Communication "A renewed EU strategy 2011-14 for Corporate Social Responsibility."

The main target groups of the program are tripartite constituents (national governments, employers and trade unions in the six countries under the program) as well as European and Asian businesses operating in or having suppliers in the six targeted countries. Secondary target groups are business associations, chambers of commerce, media, academic institutions, CSR related organisations and other relevant stakeholders in different sectors and at different geographical levels in the six targeted countries.

The ultimate beneficiaries are: men and women working in enterprises operating in the six target countries, including vulnerable groups such as migrants, women and youth; European and Asian consumers benefiting from products made in a socially responsible manner, European and Asian citizens benefiting from environmental protection, community trade and human rights; European and Asian companies benefiting from sustainable growth, improved productivity, and competitive advantage.

² <http://www.unevaluation.org/document/detail/1914>

The program focuses on the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy³, incorporating the ILO Fundamental Principles and Rights at Work and related ILO codes of practice, guidelines, programmes and other sectoral guidance and the UN Guiding Principles on Business and Human Rights. Other frameworks, especially regional or national, may be used as entry points for specific activities under the implementation plan. The program has the following objectives:

The **overarching objective** is to promote smart, sustainable and inclusive growth by supporting CSR/RBC practices and approaches adopted in global supply chains in Asia in line with international instruments in this area. Ultimately, this program will contribute to enhance market access opportunities and strengthen an international level playing field for EU responsible businesses in the region.

The specific objectives of the intervention will contribute to:

- strengthening a common understanding of CSR/RBC in line with internationally agreed principles and guidelines and promoting the EU's approach to CSR/RBC including in relation to decent work;
- contributing to the establishment of a CSR/RBC enabling environment in line with internationally agreed principles and guidelines;
- facilitating contributions of businesses operating in Asia to CSR/RBC (e.g. environmental protection, decent working conditions, and human rights);
- maximising the positive contribution of business to sustainable development and inclusive growth through generation of decent work while minimising possible negative impact on environmental protection, decent working conditions, and respecting human rights in Asia and its international suppliers;
- facilitating the interplay between initiatives by private stakeholders (e.g. at sectorial level) and international regulatory frameworks on labour rights, social dialogue and environmental protection and their implementation.

Expected results and main activities

This action aims to achieve the following expected results:

- Increased awareness and strengthened capacity of all relevant actors and in particular businesses and public authorities in the region in relation to CSR/RBC;
- Enhanced development and dissemination of CSR/RBC approaches and initiatives (including best practices, case studies, tools, lessons learned and documentation) on CSR/RBC in line with internationally agreed principles and guidelines;
- Improved coherence among CSR/RBC between the EU and Asia, in line with relevant internationally agreed principles and guidelines;
- Facilitate the development and/or reinforce existing multi-stakeholder partnerships, including at sector level and sound industrial relations in line with internationally agreed principles and guidelines on CSR/RBC;
- Strengthened and continued information exchange involving all relevant stakeholders in relation to internationally agreed CSR/RBC principles and guidelines;
- Enhanced contributions of businesses operating in Asia to environmental protection, decent working conditions, and the respect of human rights and strengthened coherence with relevant regulatory frameworks

These results will be achieved through the following main indicative activities:

³the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (ILO MNE Declaration, 2017) http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/---multi/documents/publication/wcms_094386.pdf

- Research activities to support the effective implementation of principles and guidelines on CSR/RBC by defining what is already available and what potentially needs to be developed or adapted, including by building on existing studies/material:
 - mapping current approaches and initiatives,
 - collect (or via pilot program develop) adequate Case Studies/Best Practices that show the added value for businesses to adhere CSR/RBC,
 - collect available tools, lessons learned and success/fail factors for implementation and effectuation
- Outreach and in-country roundtables for key stakeholders of selected priority sectors and value chains (e.g. specific governments and/or specific industry sectors) on dedicated topics related to CSR/RBC principles, guidelines and practices, to foster peer learning, promote the adherence of trading partners and businesses to internationally agreed CSR/RBC principles, guidelines and compliance to (sector-specific) standards, to increase awareness of the existence of tools and instruments and foster multi-stakeholders partnerships, in consultation with relevant frameworks and stakeholders.
- Policy advocacy work for international CSR/RBC principles and guidelines, building upon all work done in the last decade in all involved countries, and especially focussing on strengthening inter-departmental coordination and stimulating implementation of national-level strategies of relevance for CSR/RBC.
- Capacity building and training activities to promote the development and dissemination of specific local high-priority issues related to internationally agreed CSR/RBC principles and guidelines. These activities will target prioritized sectors and their businesses, associations, employers, trade union and responsible governmental institutions

Geographic and sectoral scope of activities

The program focuses on relevant EU trading partners in this region, who are also major actors in global supply chains, including China, Myanmar, Japan, the Philippines, Thailand and Vietnam. In each of the targeted countries, the program focuses on the following key target sectors to ensure high impact and appropriate focus:

- **China:** textile and electronics
- **Japan:** Vehicle parts and electronics
- **Myanmar:** Agriculture and seafood
- **the Philippines:** Agriculture (Food)
- **Thailand:** Vehicle parts and agriculture (Food)
- **Vietnam:** Wood Processing Seafood/Aquaculture

Program theory of change, and strategy - to be annexed

Alignment with ILO's strategic framework

The program links to ILO Policy outcome, Decent Work Country Programme (DWCP) and Country Programme Outcome (CPO) of ILO. With regards to P&B, the program link to the following ILO's 2020-2021 Programme and Budget (P&B) Outcomes:

"Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work"; Output 4.4. Increased capacity of member States and enterprises to develop policies and measures that promote the alignment of business practices with decent work and a human centred approach to the future of work.

Cross cutting issues and Gender responsiveness in Program Design

CSR/RBC is about companies integrating social, human rights and environmental concerns in their business operations as a complement for the respect of existing legislation. It is therefore a concept that addresses many human rights and sustainable development issues such as the protection of the environment or decent working conditions which will be mainstreamed throughout the proposed action.

The action is expected to ensure gender mainstreaming in all its activities. The Action contribute improving decent working conditions and the respect of human rights in sectors where women are highly employed but also in sectors where women are underrepresented, CSR/RBC activities will contribute at establishing more inclusive business models. The needs of and impact on the ultimate beneficiaries will be analysed through sex- and age-disaggregated data during the implementation of the Action. Gender expertise will be sought to better address gender dimensions within specific activities and to mainstream gender throughout the Action lifecycle, including in its evaluations and monitoring.

Institution arrangement

A joint steering committee (JSC) has been established as per the program document, to advise on the implementation of the programme and provide strategic guidance on the Action implemented by the OECD and the ILO. The JSC is composed of representatives from the European Union (represented by services such as FPI, DG TRADE, EEAS, Delegations, etc.), the OECD and the ILO. Three JSC meetings had been organized: the first JSC meeting took place in Brussels in April 2018 after the kick-off meeting, the second meeting took place on November 2018 in Bangkok and the third was held in November 2019 in Bangkok.

Program management set-up

ILO

The program is under responsibility of the ILO Regional Office for Asia and the Pacific (ROAP) in Bangkok and is managed by a Program Manager based in the Regional Office for Asia and the Pacific (ROAP). Technical backstopping of the program falls under the ILO MULTI Branch in Geneva.

The ILO program management team based in Bangkok and is responsible for all the program operations. The team consists of one Program Manager, administrative/finance Assistant and Knowledge Management officer. In each ILO country office except for the Japan office, the program places a National Program Coordinators (NPCs) who manages central level coordination and reporting for the program and an administrative/finance Assistant. In the office of ILO in Japan, an administrative/finance assistant works under the direct supervision of the PM based in Bangkok.

The role and responsibility of the program partners

ILO

The ILO methodology for implementation adopts a participatory approach and involves the direct beneficiaries and partners (government, employers and workers organisations, and businesses). As in all its actions, the ILO works predominantly with its tripartite constituents to implement the actions of the programme. In addition to the tripartite constituents, the ILO involve partners such as academic institutions, universities, European Chambers of Commerce, Business Associations, government institutions, membership organisations and enterprises.

From the ILO perspective the main policy framework is provided by the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy, (ILO MNE Declaration). In the context of the programme the ILO approaches the implementation of CSR/RBC concepts and practices from the labour

perspective. In that sense the ILO refers to socially responsible labour practices at the enterprise level and along the supply chains in the sectors targeted.

All the actions of the ILO in the context of the programme are structured around the 4 components and the activities stated in the Annex I.b of the action, however the RSCA-ILO team goes beyond by implementing actions and activities which remain conducive to the strategic objectives of the action but that however are not included explicitly in the action plan of the Annex I.b. These strategic activities remain framed by the strategic objectives of the Action and the mandate and objectives of the ILO.

As the specialised agency of the UN on employment and labour issues, ILO's work involves adopting international labour standards and providing policy guidance, capacity building and technical assistance to governments, employers and workers in its 187 member States. The call for ratification and implementation of international labour standards, especially the core labour standards, are included in EU trade agreements.

The ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration) is the only ILO instrument that directly addresses enterprises in addition to governments and social partners, and forms the framework for ILO's work on CSR, containing principles derived mainly from international labour standards.

The MNE Declaration incorporates the ILO Fundamental Principles and Rights at Work, which are included in the "Responsibility of business to respect human rights" pillar of the Guiding Principles on Business and human rights implementing the UN Protect, Respect and Remedy Framework on Business and Human Rights and which also constitute the four labour principles of the UN Global Compact. Raising awareness on principles of the MNE Declaration among government ministries and agencies, multinational enterprises and employers' and workers' organizations; including by organizing capacity-building events; and developing online information and dialogue platforms in local languages remains at the centre of the strategic priorities of the programme for the ILO.

Through the proposed RSCA programme, the ILO will promote evidence-based dialogues based on research findings and recommendations to advance the common understanding and knowledge on the issues at hand and to facilitate the alignment of company policies at different levels of the supply chain with national development and decent work objectives to enhance their economic and social development impacts and to address the decent work challenges. Moreover, ILO will engage with enterprises through national, sub-national/provincial, and sectoral campaigns to raise awareness on the MNE Declaration, to disseminate good practices translating its principles into action, and to roll out a series of technical seminars, training and experience sharing activities highlighting the importance of the labour dimension of CSR. Tripartite "plus" dialogues and cooperation (involving the ILO tripartite constituents - government, employers' and workers' organizations - and enterprises - both MNEs and SMEs) will be fostered through training and awareness-raising for government and social partners, sectoral actors and enterprises, highlighting the importance of evidence-based dialogue approaches. Country and sectoral-level mechanisms such as dialogue platforms, working groups and task forces will be enhanced or developed in addressing decent work priorities. This is a critical element in ensuring the longer-term sustainability of the Action through enhanced ownership of the issues by the national and local actors and an adequate supporting mechanism.

This program will foster synergies with ongoing ILO-supported assistance in the countries as part of the Decent Work Country Programmes in areas such as labour administration/labour inspection, occupational safety and health, labour law, fundamental principles and rights at work, working conditions and industrial relations.

The OECD manages the program from his headquarters in Paris, and has policy analyst responsible for the different countries. Though there is not a programme manager as such, a Senior Policy Analyst coordinates the interaction among the policy analysts of the OECD. The activities are managed within the OECD's Responsible Business Conduct Centre, which is a part of the Directorate for Financial and Enterprise Affairs. The OECD's contribution will focus on key areas of corporate responsibility covered by the OECD Guidelines for Multinational Enterprises, including human rights, environment, and labour. The program will also draw on the OECD Policy Framework for Investment and the OECD guidance on due diligence in various sectors, including minerals, extractives, agriculture, garment and footwear, and financial sectors.

The OECD also works closely with national governments and local stakeholders in each country to promote alignment with internationally recognised RBC principles and standards and ensure long-term ownership. The implementation of the activities by the OECD build on the following methodology:

1. Implementation of responsible business conduct standards
2. Training on responsible supply chains
3. Enabling policy frameworks for responsible business conduct
4. Data collection and evidence on RBC policies and impacts

Collaboration between OECD and ILO

The collaboration between OECD and ILO, as co-implementers of the program, in the implementation of the Action is guided by the respective mandate, relevant instruments and tools, structure, field presence and expertise on CSR/RBC of each organisation. While the Joint Steering Committee (JSC) guides the overall implementation of this Action, both organisations seeks to coordinate and collaborate in the implementation of the activities, and seeks synergies at the country level.

At the implementation level, the ILO and the OECD are expected to seek synergies and coordination among themselves and with CSR/RBC initiatives of EU affiliated entities in the targeted countries to the maximum extent in order to create greater impact with joint strength and efforts. The following categorisation explains the envisaged cooperation in the implementation of the various types of activities:

- A. "Joint activities" (i.e. the National Conferences), with equal sharing of logistical costs (rental of conference rooms, interpretation services, catering, etc.) between the two organisations.
- B. Activities that are "semi-joint", which have a common header but separately detail implementation and outputs. The objective is for both organisations to work together as much as possible, but retain flexibility. The details of collaboration in implementing semi-joint activities will be further refined in the inception phase.
- C. Activities that are in principle separate/stand-alone, as they relate to the specific mandate and expertise of each organisation. Wherever possible, both organisations will seek coordination and collaboration in their implementation.

In general terms, it is expected that both organisations coordinate efforts in terms of visibility, communications, as well as in overall strategic planning. During the first months of implementation it has been noted the need to jointly approach counterparts at the country level.

EU

While the program is implemented by ILO and OECD as the main actors for the implementation of the activities, the EU provides indirect management of the program to forge bilateral and multilateral partnerships and to promote EU and the international principles and approach to responsible business conduct. The EU has emphasised on the fact that this is a partnership and as such the EU in addition of being the donor is also a partner in the implementation of the Action. The EU delegations, through DG Trade or FPI staff, are in direct contact with the ILO staff at the country level and at the regional level. In some cases, such

as in Japan, Thailand and Philippines, the Delegations have been very instrumental to reach out to partners and as entry point to build relations with partners and government institutions beyond the tripartite partners of the ILO.

Progress made to date

The program started officially in December 2017. It was not until September 2018, that the programme manager was recruited. By December 2018 all National Program Coordinators in the six countries under the program were on board. The delays in hiring the ILO programme manager and the national program coordinators had an impact on the implementation of the program's activities. Despite that, the program was able to make several progresses as follows⁴:

Expected result 1: Increased awareness and strengthened capacity of all relevant actors and in particular businesses and public authorities in the region in relation to CSR/RBC: This has been achieved through the seminars, workshops and panels aimed at raising awareness on CSR/RBC, as well as through the trainings and dissemination of advocacy and policy material translated in the respective languages.

Expected result 2: Enhanced development and dissemination of CSR/RBC approaches and initiatives (including best practices, case studies, tools, lessons learned and documentation) on CSR/RBC in line with internationally agreed principles and guidelines; Achieved through the research, and elaboration of joint policy documents such as the "[Responsible Businesses, Key Messages from International Instruments](#)", joint brochures at the regional and country level.

Expected result 3: Improved coherence among CSR/RBC between the EU and Asia, in line with relevant internationally agreed principles and guidelines: to achieve this result a number of dialogues between buyers and suppliers have been organised across the countries covered by the program, in addition the ILO has developed a working relation with the European Chambers of Commerce in Philippines, Vietnam, China and Myanmar. Additionally, the ILO has established a working relationship with CSR Europe (Drive Sustainability)

Expected result 4: Facilitate the development and/or reinforce existing multi-stakeholder partnerships, including at sector level and sound industrial relations in line with internationally agreed principles and guidelines on CSR/RBC; In addition to strengthening the working relation on CSR/RBC with its tripartite constituents, the ILO has started to develop a number of multi-stakeholder partnerships with business associations, UN organisations, academic institutions, universities, and government institutions. The partnerships have been materialised in joint research, joint events, joint trainings and policy advocacy. On June 2019 the ILO organised a Training of Trainers which involved CSR champions from the 6 countries covered by the RSCA programme, this activity was instrumental to strengthen linkages with existing partners, gave visibility to the programme and established a network of trainers on CSR/RBC across the countries covered by the programme.

Expected result 5: Strengthened and continued information exchange involving all relevant stakeholders in relation to internationally agreed CSR/RBC principles and guidelines; The exchange of information and knowledge has taken place through the activities organised by the programme, including webinars and joint seminars. In addition, the ILO has developed [a platform](#) (webpage) where all the material developed by the programme are uploaded.

Expected result 6: Enhanced contributions of businesses operating in Asia to environmental protection, decent working conditions, and the respect of human rights and strengthened coherence with relevant regulatory frameworks. Through the implementation of this Action the ILO has aimed at disseminating the recommendations of the MNE Declaration among traditional and non-traditional partners. In this sense the ILO has approached membership organisations active in the field of CSR/RBC such as [amfori](#) and [SEDEX](#), as

⁴ Refer to the first interim report

well as sectoral organisations in the different countries, in doing so the ILO-RSCA team aims at raising awareness on the MNE Declaration, and making sure that companies and membership organisations include the recommendations of the MNE declaration in their codes of conduct, reaching out to more companies, increasing impact, scale and sustainability.

3. Purpose, Scope and Client of the evaluation

Purpose:

The mid-term evaluation is intended to draw lessons and emerging good practices from the intervention implementation and to adjust the contents of the ongoing intervention in relation to realities in the field and/or contextual developments. It includes a report on outputs and an analysis of the results and impacts achieved. It aims at improving the intervention under way. The evaluation will contribute towards organizational learning and promoting accountability to tripartite constituents, national key stakeholders and to the EU - the donor. The results of the midterm evaluation will also guide the program management in planning implementation of the second half of the program and beyond.

Scope:

The evaluation will **cover the ILO component of the program**, and all geographical coverage of the program in the six Asian countries, namely **China, Japan, Myanmar, the Philippines, Thailand and Vietnam, as well as at the regional level with actions implemented by the RSCA team**. The evaluation covers the program's period from the inception until the time that the evaluation is carried out in April/May 2020.

The evaluation will integrate gender dimension, disability inclusion and other non-discrimination issues as cross-cutting concerns throughout the methodology, deliverables, and final report of the evaluation. In terms of this evaluation, 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 gender and assess the relevance and effectiveness of gender related strategies and outcomes to improve lives of women and men. All this information should be accurately included in the inception report and final evaluation report.

The evaluation will give specific attention to how the intervention is relevant to the programme and policy frameworks at the national and global levels, United Nation Development Assistance Framework and national sustainable development strategy (or its equivalent) or other relevant national development frameworks, including any relevant sectoral policies and programme.

The evaluation shall also focus on exit strategy and sustainability.

The evaluation shall follow a human-rights-based approach by promoting and protecting human rights. Including the HR perspective in evaluation means (i) addressing the process to people, (ii) setting tools and approaches appropriate for collecting data from them; (iii) set-up processes of broader involvement of stakeholders, and (iv) enhance access of the evaluation results to all stakeholders.

Furthermore, the evaluation must be conducted with gender equality as a mainstreamed approach and concern. This implies (i) applying gender analysis by involving both men and women in consultation and evaluation's analysis, (ii) inclusion of data disaggregated by sex and gender in the analysis and justification of program documents; (iii) the formulation of gender-sensitive strategies and objectives and gender-specific indicators; (iv) inclusion of qualitative methods and use of mix of methodologies, (v) forming a gender-balanced team, and (vi) assessing outcomes to improve lives of women and men. Thus, analysis of gender-related concerns will be based on the ILO Guidelines on Considering Gender in Monitoring and Evaluation of Programs (September, 2007). The evaluation will be conducted following UN evaluation standards and

norms⁵ and the Glossary of key terms in evaluation and results-based management developed by the OECD's Development Assistance Committee (DAC).

Clients:

The clients and users of the independent evaluation include the ILO management at country, regional and Headquarters levels, the donor, ILO tripartite constituents, the partners of the program and Joint Steering Committee members, in particular the EU as financing partner of this Action.

The evaluation will ensure that the issues and inputs from stakeholders/tripartite constituents are being adequately covered in the objectives of the evaluations and they will have the opportunities to provide inputs and feedback throughout the evaluation process.

4. Evaluation criteria and evaluation questions

It is expected that the MTE will address all of the questions detailed below to the extent possible. The evaluators may adapt the evaluation criteria and questions, but any fundamental changes should be agreed upon with the ILO evaluation manager. Suggested evaluation criteria and evaluation questions are summarised below:

Key evaluation questions

1. Does the design of the program and its theory of change remain valid? Or adjustment is required? Why and what are they?
2. How effective has been the program monitoring and performance framework in capturing the program achievements, outcomes and impact? Determine the evaluability assessment of the program.
3. The extent to which progress has been made vis-à-vis program objectives/outcomes? Any challenges in each country? Will all the objectives/outcome likely be achieved by the end of the program? Should the program strategy be adjusted vis-à-vis any new developments or changing situations?
4. Has the management structure been sufficient to deliver the planned outcome?- whether there is a need to restructure or make any adjustment? Including the role of national coordinators
5. What is the value-added of the cooperation among the three partners (EU, ILO and OECD) and the cooperation between the ILO and OECD? Could the programme have been designed otherwise with regard to such cooperation?
6. What are the good practices from this program which can be adopted/replicated in other similar programs?
7. What are the lessons learnt that should do or should be avoided in similar future programs?
8. What are the policy and strategic messages for the ILO regional and country management?

The evaluation criteria and evaluation questions include:

RELEVANCE AND VALIDITY OF DESIGN	<ul style="list-style-type: none"> • How important is the program intervention for the target beneficiaries and to what extent does it address their needs and interests? • To what extent does the intervention comply with the EU trade policy, in particular with regard to trade and sustainable development, and with the objectives of the Partnership Instrument, as instrument financing the intervention? • Is the current management structure valid and instrumental to achieve the strategic objectives of the Action? • Does the design need to be modified in the third and last year of the program implementation?
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	<ul style="list-style-type: none"> • How appropriate and useful are the indicators described in the program document/ performance framework in assessing the program's achievements, outcomes and impact? If necessary, how should they be modified to be more useful? Are indicators gender sensitive? • Were risks properly assessed?
Coherence – how well does the intervention fit (<i>The compatibility of the intervention with other interventions in a country, sector or institution</i>)	<ul style="list-style-type: none"> • The extent to which other interventions and policies support or undermine the program's interventions, and vice versa. • The extent of synergies and interlinkages between the program's interventions and other interventions carried out by ILO, Governments and social partners, and UN organisations in participating countries. • How is coordination with the other implemented partner, OECD, ensured? How coordination can be improved, if need be? • Are activities operated in coordination with the EU Delegations concerned? How is the involvement of EU Delegations ensured? Are activities prepared and communicated well in advance so as to ensure proper preparation and follow-up by the EU Delegations concerned?
EFFECTIVENESS (including effectiveness of management arrangement)	<ul style="list-style-type: none"> • Which outputs have been delivered since the inception and to what extent have they had/are having impact? On whom? • To what extent have the program objectives been achieved so far? The extent that outputs have been produced? What factors were crucial for the progress made, achievement or failure to achieve the program objectives? • To what extent have the program management capacities and arrangements been appropriate to achieve the desired results and outcomes within a timely, effective and efficient manner? How crucial is the role of national coordinator in each country in contributing to the progress made to date in each country? • To what extent are the target beneficiaries reached? Has the program ensure gender balance in the beneficiary outreach? • How effective has been the program monitoring and evaluation framework in capturing the program achievements, outcomes and impact? • What partners were involved in the coordination and how? Why were they included? Were any organizations not involved? • What is the value-added of the cooperation among the three partners (EU, ILO and OECD) and the cooperation between the ILO and OECD?"
EFFICIENCY (<i>HOW WELL ARE RESOURCES BEING USED?</i>)	<ul style="list-style-type: none"> • Are the program objectives being achieved economically? Are there any alternatives for achieving the same results with less funds? • Are the financial resources and other inputs (technical expertise, staff, and time) efficiently used to achieve results? • Have they been delivered in a timely manner? If not, what were the factors that have hindered timely delivery of outputs? Any measures that have been put in place? • How did RSCA program harmonize and coordinate their interventions with other partners? To what extent has the program resources been leveraged with other related interventions to maximize impact, if any?
SUSTAINABILITY (<i>WILL THE BENEFIT LAST</i>)	<ul style="list-style-type: none"> • Does the program have an exit strategy including measures for sustainability of the program outcome beyond the life of the program? • Has it been introduced in the program? To what extent does the exit strategy seem to address the sustainability of the program outcomes? • To what extent the results and benefit of the RSCA program will continue after the program has ended? How will this be ensured?

IMPACT(WHAT DIFFERENCE DOES THE INTERVENTION MAKE)	<ul style="list-style-type: none"> • Are there any risks regarding the sustainable effectiveness of interventions? • To what extent has the RSCA program contributed in promoting responsible business practices, in particular with regard to labour in participating countries and globally? • Has advocacy on the MNE Declaration been implemented? How? Will it have impact? Measure how? • Assess added value that the RSCA program has brought about to relevant key stakeholders in selected sector of supply chain (including enhance awareness of CSR, human right, improved collaboration, enhance perception/trust? Has RSCA contributed to the improved image/visibility of the EU in the concerned countries? What is the specific PI/FPI added value in the execution of the RSCA programme?
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The evaluator may adapt the evaluation criteria and questions, but any fundamental changes should be agreed between the evaluation manager and the evaluator, and reflected in the inception report.

5 Methodology

ILO's policy guidelines for evaluation (3rd edition, 2017) provides the basic framework. The evaluation will be carried out according to ILO standard policies and procedures, and comply with the United Nations Evaluation Group (UNEG) norms and standards and the OECD/DAC evaluation quality standards.

The proposed methodology includes:

- Desk review of relevant documents including the program document, work plans, program monitoring plans, progress reports, a desk-based program evaluability assessment⁵, JSC meeting minutes, and other documents/materials/publications that were produced throughout the program or by relevant stakeholders. To the extent possible, the evaluation team will make use of results of and information from the ongoing qualitative study (Jan-Feb 2019) on program progress, subject to the availability of its report. The evaluation team will review the documents before conducting interviews.
- Interviews (telephone/electronic tools as appropriate) with the Program team members, relevant officials of ILO ROAP, ILO HQ MULTI unit. An indicative list of persons to interview will be prepared by the Program in consultation with the evaluation manager. Evaluator will also conduct interviews/meetings (using online application tools) with representatives of key stakeholders including tripartite constituents, implementing partner, direct beneficiaries, the donor and the Joint Steering Committee.
- Upon completion of data collection, the evaluator will present his/her preliminary findings to key stakeholders via on-line application. A program team will facilitate the setting up of the interviews with key stakeholders in all countries.

The methodology should include multiple methods, with analysis of both quantitative and qualitative data, and should be able to capture intervention's contributions to the achievement of expected and unexpected outcomes. Examination of the intervention's Theory of Change is required specifically in the light of logical

⁵ determine the extent a programme or project is ready for an evaluation and identifies any changes required to improve M&E components for enhanced effective performance https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_239796.pdf

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.

To the extent possible, the data collection, analysis and presentation should be responsive to and include issues relating to diversity and non-discrimination, including disability issues.

The data and information should be collected, presented and analyzed with appropriate gender disaggregation. Gender concerns should be addressed in accordance with ILO Guidance note 4: "Considering gender in the monitoring and evaluation of programs".

The evaluator may adapt the methodology, but any fundamental changes of the methodology should be agreed between the evaluation manager and the evaluation team, and reflected in the inception report.

6. Main deliverables

The evaluators will deliver the following main outputs:

- Deliverable 1: Inception report. The evaluator will draft an inception report upon the review of the available documents and Skype briefings/initial discussions with the Program team, relevant ILO officials/specialists and donor. The inception report will include among other elements the evaluations questions, data collection methodologies and techniques and evaluation tools. The methodology should clearly state the limitations of the chosen evaluation methods, including those related to representation of specific group of stakeholders. Evaluability Assessment should be part of the inception report.

The inception report will be prepared as per the EVAL Checklist 3: Writing the inception report, and approval by the evaluation manager.

- Deliverable 2: Stakeholder workshop/presentation on preliminary findings of the evaluation (on-line)

At the end of the evaluation data collection, the evaluation team will present preliminary findings (on-line) for validation by key stakeholders. The program team will provide necessary administrative and logistic support to organize this on-line stakeholder workshop.

- Deliverable 3: Draft evaluation report. The draft evaluation report should be prepared in accordance with the EVAL Checklist 5: Preparing the Evaluation report which will be provided to the evaluators. The draft report will be improved by incorporating evaluation manager's comments. Then the evaluation manager will circulate the draft report to key stakeholders including the program team, ILO officials concerned with this evaluation, the donor and national partners for comments.
- Deliverable 4: Final evaluation report with stand-alone evaluation summary (in a standard ILO format). The evaluator will incorporate comments received from ILO and other key stakeholders into the final report. The report should be finalized in accordance with the EVAL Checklist 5: Preparing the Evaluation report.

The reports and all other outputs of the evaluation must be produced in English. All draft and final reports, including other supporting documents, analytical reports and raw data should be provided in electronic version compatible with WORD for windows. The report should not be more than 35 pages (excluding annex). Findings and results should follow logically from the analysis, be credible and clearly presented together with analyses of achievements and gaps.

The draft reports will be circulated to key stakeholders and partners of the program, relevant tripartite constituents, and ILO staff i.e. program management, ILO Regional office in Bangkok, ILO HQ, for their review.

Comments from stakeholders will be consolidated by the Evaluation Manager and will be sent to the evaluation consultant to incorporate them into the revised evaluation report. The evaluation report will be considered final only when it gets final approval by ILO Evaluation Office. The quality of the report will be assessed against the relevant EVAL Checklists (See Checklist 6 Rating the quality of evaluation report, in Section 12).

Ownership of the data from the evaluation rests jointly between ILO and ILO consultants. The copyrights of the evaluation report rests exclusively with the ILO. Use of the data for publication and other presentation can only be made with the agreement of ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

Draft and Final evaluation reports include the following sections:

1. Cover page with key program data (program title, program number, donor, program start and completion dates, budget, technical area, managing ILO unit, geographical coverage); and evaluation data (type of evaluation, managing ILO unit, start and completion dates of data collection, name(s) of evaluator(s), date of submission of evaluation report).
2. Acronyms
3. Executive Summary (*standard ILO format*) with key findings, conclusions, recommendations, lessons and good practices (*each lesson learn and good practice need to be annexed using standard ILO format*)
4. Description of the program and its intervention logic
5. Purpose, scope and clients of the evaluation
6. Evaluation questions
7. Methodology and limitations
8. Presentation of findings for each criteria
9. A table presenting the key results (i.e. figures and qualitative results) achieved per objective (expected and unexpected)
10. Conclusions and recommendations, (including to whom they are addressed)
11. Lessons learned, potential good practices and models of intervention/possible future direction (including verifying the validity of the theory of change).
12. Appropriate Annexes (list of meetings and interviews, TOR, and other relevant documents, lesson learn and good practice using standard ILO format).
13. Standard evaluation instrument matrix (adjusted version of the one included in the Inception report)

7 Management arrangements and workplan

The evaluation manager is responsible for the overall coordination and management of this evaluation. The manager of this evaluation is Ms. Pamornrat Pringsulaka, Regional Evaluation Officer at ILO Regional Office for Asia and the Pacific (ROAP) Bangkok. The final evaluation report will be approved by the ILO Evaluation Office.

Evaluation manager will consult all key stakeholders before finalising the TOR and key stakeholders will have the chance to provide inputs and comments to the evaluators during the data collection and reflection process.

The evaluation will be conducted by an independent evaluator. *Desired competencies of the evaluation consultant*

International consultant:
<ul style="list-style-type: none"> • No previous involvement/engagement in the design and delivery of <i>the RSCA program</i> • Minimum seven years of experience in conducting program evaluations;

- Knowledge of, and experience in applying, qualitative and quantitative research methodologies;
- have proven knowledge of the international labour standards, the international trade and the relevant EU trade policies, and its implications on the RSCA target countries as well as the political and economic context in the RSCA target countries
- Substantial working experience in implementing and /or conducting evaluation for program pertaining sustainable enterprise, supply chain, CSR/RBC in Asia Region, or at least two of the target countries;
- Knowledge of, and experience in gender issues will be an advantage;
- Knowledge of ILO's roles and mandate and its tripartite structure as well as UN evaluation norms and its programming;
- Excellent analytical skills and communication skills;
- Demonstrated excellent report writing skills in English;
- Demonstrated ability to use on-line application tools for data collection (interview, stakeholders workshop)s

The international consultant will report to the evaluation manager.

The program team will handle all contractual arrangement and provide logistic and administrative support to the evaluation throughout the process. The program team will provide all the program and non-program documents to be reviewed and ensure they are up-to-date. The program team will also prepare an indicative list of stakeholders/partners/ beneficiaries to be interviewed and facilitate the on-line data collection to the extent possible but not to interfere with the independent process of evaluation.

It is foreseen that the duration of this evaluation will fall between April – mid July 2020. The data collection needs to be conducted on-line due to the global outbreak of the COVID19.

Timeframe, tasks and responsibilities:

Task	Responsible person	Time frame	Level of efforts (31 working days)
Preparation, sharing for feedback, and finalization of the evaluation TOR	Evaluation manager with inputs from the Program team and key stakeholders	By March 24	
Approval of the TOR	Evaluation manager	24 March 2020	
Identification and selection of the evaluation consultant	Evaluation manager	By 17 April 2020	
Ex-col contracts based on the TOR prepared/signed	Program team	By 30 April 2020	
A list of key stakeholders and their skype/whatsapp/phone no. addresses prepared	Program team	By 10 April 2020	
Briefing for evaluators on ILO evaluation policy	Evaluation manager	31 April 2020	
Review program documentation; and prepare and submit an inception report including evaluability assessment of the project to the Evaluation manager	Evaluation team	Inception report submitted by 11 May 2020	7 working days
Approve inception report, including ensuring any necessary adjustments by evaluator	Evaluation manager	15 May 2020	
Consultations and interviews via Skype with relevant ILO officials/specialists and donor	International evaluation consultant	May 18-20, 2020	3 working days

Data collection via on-line interviews with key stakeholders	Evaluator	2 weeks starting 21May to 5 June	10 working days
On-line Stakeholders workshop/Debriefing?	Evaluator/Program team+ key stakeholders	Week of June 8 (TBC)	1 day
Draft evaluation report prepared and submitted to the Evaluation manager	Evaluator	By 22 June 2020	8 days
Sharing the draft report with all the concerned stakeholders including the donor for comments	Evaluation manager	until end June 2020	
Comments on the draft report collected and consolidated, and sent to the evaluators	Evaluation manager	30 June 2020	
Finalization and submission of the report to the Evaluation manager	Evaluator	3 July 2020	2 days
Review of the final report	Evaluation manager	4 July 2020	
Submission of the final report to EVAL	Evaluation manager	6 July 2020	
Approval of the final evaluation report	EVAL	Mid July 2020	
Follow up on recommendations	EVAL/ILO ROAP Regional Director	July onwards	

8 legal and ethical matters

The evaluation will comply with UN Norms and Standards. UN Evaluation Group (UNEG) ethical guidelines will be followed.

All draft and final outputs, including supporting documents, analytical reports and raw data should be provided in electronic version compatible with WORD for Windows. Ownership of the data from the evaluation rests jointly with the ILO and the ILO consultants. The copyright of the evaluation report will rest exclusively with the ILO. Use of the data for publication and other presentation can only be made with the agreement of ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

9 Application

Interested applicants are requested to provide a technical and budget proposal, their CV, EOI, and their daily rate and fee **by 8 April 2020**

10. Annex (to be provided)

- a. program documents
- b. program logical framework
- c. program monitoring plan
- d. program progress reports
- e. minutes of the JSC meetings

11. All relevant ILO evaluation guidelines and standard templates

1. Code of conduct form (To be signed by the evaluator)

http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm

2. Checklist No. 3 Writing the inception report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm
3. Checklist 5 Preparing the evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm
4. Checklist 6 Rating the quality of evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm
5. Template for lessons learnt and Emerging Good Practices
http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm
http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm
6. Guidance note 7 Stakeholders participation in the ILO evaluation
http://www.ilo.org/eval/Evaluationguidance/WCMS_165982/lang--en/index.htm
7. Guidance note 4 Integrating gender equality in M&E of programs
http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm
8. Template for evaluation title page
http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm
9. Template for evaluation summary:
<http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>
10. ILO Handbook on “How to design, monitor and evaluate peacebuilding results in employment for peace and resilience programmes” https://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/instructionalmaterial/wcms_712211.pdf