

Terms of Reference

(draft as of 5 October 2018)

Independent Final Evaluation

“Labour Standards in Global Supply Chains – Programme of Action for Asia and the Garment Sector”

Project Title	Labour Standards in Global Supply Chains – Programme of Action for Asia and the Garment Sector
ILO Project Codes	RAS/17/50/DEU RAS/15/09/DEU RAS/15/56/DEU
Geographic Scope	Cambodia Indonesia Pakistan Regional (Asia and the Pacific) Global
Administrative Unit in charge of the project	ROAP
Technical Backstopping Unit	INWORK
Type of Evaluation	Independent
Timing of Evaluation	Final
Project Period	8 December 2015 – 31 December 2018
Total Project Budget	EUR 5,100,000
Funding Agency	Government of the Federal Republic of Germany

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I. Background and Justification

Labour Standards in Global Supply Chains

1. There are a range of labour market challenges within the global garment sector supply chain. These challenges relate to minimum wage adjustment mechanisms; systems of industrial relations; collective bargaining; labour inspection regimes; compliance with national and international labour standards; precarious employment and long working hours; dispute resolution and other issues. The LSGSC project seeks to address a range of these problems, particularly those related to wage-setting, collective bargaining, and compliance with labour standards.
2. The Labour Standards in Global Supply Chains (LSGSC) project¹ was initiated as part of a Joint Declaration of Intent for a renewed partnership between the German Federal Ministry for Development Cooperation (BMZ) and the International Labour Organization (ILO), signed in In May 2014. The declaration identified labour standards in global supply chains as a priority for cooperation during the coming years.
3. Phase I of the LSGSC project [RAS/14/03/FRG] was carried out under a grant agreement between the ILO and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) on behalf of the Federal Republic of Germany. The budget for Phase I was EUR 1,899,960, which was ultimately made available for the period 1 December 2014 to 30 January 2016. An internal evaluation of this phase was conducted in late 2015, and reflected in the evaluation report of 20 February 2016.
4. Phase 2 of the LSGSC project commenced on 1 February 2015. Phase 2 was financed by the Government of the Federal Republic of Germany represented by Germany's Federal Ministry for Economic Cooperation and Development (BMZ) [RAS/15/56/DEU] and by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) [RAS/15/09/DEU]. A grant agreement between the ILO and the BMZ for EUR 1,800,000 covered the period 1 February 2016 to 30 June 2017, while a grant agreement between the ILO and the GIZ for EUR 1,200,000 covered the period 1 April to 31 December 2016.
5. In December 2016, the BMZ and the ILO signed a supplementary arrangement under which the BMZ agreed to make available to the ILO a supplementary amount of up to EUR 2,100,000 to be utilized during the period 1 July 2017 to 31 December 2018 [RAS/17/50/DEU]. This supplementary arrangement provided for an extension, in both cost and time, of the already existing grant agreement. The period covered by this supplementary arrangement is referred to as 'Phase 3' of the LSGSC project, although it was not a new and separate financial arrangement.
6. The below table summarizes those respective phases of the LSGSC project that are in-scope for the present evaluation:

Labour Standards in Global Supply Chains Project				
Project Code	Phase	Donor	Period	Budget (USD)
RAS/15/56/DEU	II	BMZ	8 December 2015 – 30 June 2017	1,800,000
RAS/15/09/DEU	II	GIZ	1 April 2016 – 31 December 2016	1,200,000
RAS/17/50/DEU	III	BMZ	1 July 2017 – 31 December 2018	2,100,000
Total				5,100,000

¹ See further: https://www.ilo.org/asia/projects/WCMS_410167/lang--en/index.htm

7. The development objective of the LSGSC project is to “improve the lives of workers and increase decent work opportunities in the global garment sector supply chain, starting with beneficiary countries”. The project’s three immediate objectives are as follows:
 - I. Systems for participatory and evidence-based minimum wage-fixing, wages policy, and collective bargaining will have been improved in the target countries.
 - II. Systems for assuring labour standards compliance at the factory level will have improved in the target countries.
 - III. The institutional capacity of tripartite partners to respond to labour standards challenges in the global garment sector supply chain will have improved.
8. In terms of contribution to the ILO’s global priorities, LSGSC project contributes to the broader efforts of the ILO and its constituents to achieve Decent Work. In the current (2018-19) ILO biennium, the LSGSC project is contributing to ILO Programme and Budget (P&B) Policy Outcome 1: “*More and better jobs for inclusive growth and improved youth employment prospects*”,² and in particular its Indicator 1.5: “*Number of member States that have formulated or adopted policies, programmes or other measures to improve labour relations, labour market institutions and working conditions*”. Activities of the project also contribute to other ILO P&B policy outcomes and corresponding indicators.
9. At the country level, the LSGSC project is embedded in, and contributes towards, the respective Decent Work Country Programmes (DWCPs) of the project’s three target countries. In particular, the LSGSC project is directly linked to the Country Programme Outcomes (CPOs) KHM 126 (“Improved laws, mechanisms and processes, particularly in the garment sector, for industrial relations, dispute prevention and resolution and wage setting”) and KHM 133 in respect of Cambodia’s current DWCP (2016 – 2018); IDN 155 in respect of Indonesia’s most recent DWCP (2012 – 2015); IDN 155 (*Established and implemented effective wage policies*) and PAK 176 (“Enabling policy, legal and regulatory environment created for sustainable employment at federal and provincial level”) in respect of Pakistan’s current DWCP (2016 – 2020). The design and results framework of the LSGSC project take gender equality and non-discrimination concerns into consideration.

In terms of the 2030 Agenda for Sustainable Development, the LSGSC project contributes to Sustainable Development Goal 8 on the promotion of sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. SDG Target 8.5 is of particular relevance to the LSGSC project: “By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value”. SDG Target 8.8 is also of direct relevance to the project: “Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment”. Although not mentioned specifically in the LSGSC Project Document, the project may also contribute to SDG 10: “Reduce inequality within and among countries”, in respect of which Target 10.4 is of relevance: “Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality”.³

² See further: https://www.ilo.org/global/about-the-ilo/how-the-ilo-works/programme-and-budget/WCMS_582294/lang--en/index.htm

³ Specific SDG indicators that may be of particular relevance to the LSGSC project include Indicator 8.5.1 Average hourly earnings of female and male employees, by occupation, age and persons with disabilities; Indicator 8.8.2 Level of national compliance of labour rights (freedom of association and collective bargaining) based on International Labour Organization (ILO) textual sources and national legislation, by sex and migrant status; and Indicator 10.4.1 Labour share of GDP, comprising wages and social protection transfers.

10. The LSGSC project utilizes a multi-pronged approach, consisting of interventions at multiple levels that employ a mixture of factory, national, regional, and global-level interventions. The three-tiered project strategy involves engagement with stakeholders and target groups at national, regional and global levels. The ultimate beneficiaries of this project are workers in the global garment sector supply chain, the majority of whom are women. The LSGSC project does not have a specific Theory of Change (TOC).
11. The LSGSC project is administered by the ILO's Regional Office for Asia and the Pacific (ROAP) under the guidance of the Deputy Regional Director (DRD). The project's Chief Technical Advisor (CTA), located in Bangkok, is responsible for overall project management and coordination of all project activities, monitoring, and reporting on progress.
12. Three country-level teams each comprising of one or more national project officers and one administrative and finance assistant are based in ILO's Joint Projects Office Cambodia (JPO-Phnom Penh), the ILO Country Office for Indonesia and Timor-Leste (CO-Jakarta) and the ILO Country Office for Pakistan (CO-Islamabad). The project's Programme and Administrative Assistant, based in Bangkok, reports directly to the project's CTA.
13. The LSGSC project is implemented by seven ILO collaborating units: ROAP; Better Work; the Inclusive Labour Markets, Labour Relations and Working Conditions Branch (INWORK); the Bureau for Workers' Activities (ACTRAV), JPO-Phnom Penh, CO-Jakarta, and CO-Islamabad.
14. With the support and assistance of the project, significant results have been achieved. For example:
 - In Cambodia, the LSGSC project was instrumental in supporting establishment of the Labour Advisory Committee (LAC), the national tripartite body mandated to advise the Government on the minimum wage level, and played a key role to build the capacity of Government officials as well as representatives from workers' and employers' organizations to engage effectively with this new institution. The LAC has reviewed minimum wage for garment workers every year since 2015, based on agreed measurement criteria, an evidence-based approach, and with participation of the social partners. Over the last five years since the LSGSC project began, the minimum wage for garment workers in Cambodia has more than doubled from US\$80 to US\$170 per month. At the same time, important steps have been made in Cambodia towards the negotiation of a sectoral collective agreement between the employers' federation and union confederations in garment sector, which, if successful, would be the first such agreement for the sector in Asia. The project has supported this process by providing targeted capacity building to both negotiating parties, by assisting the unions to develop their negotiating proposals, and by convening and facilitating a series of meetings to negotiate the agreement.
 - In Indonesia, following a series of targeted capacity building interventions engaging key national stakeholders, the Government has committed to reviewing its wages policy, including the process by which the minimum wage is set, using a mix of indicators and a measurement approach provided by the ILO. In particular, the LSGSC project has assisted the National Wage Council to monitor and evaluate the effectiveness of its wage policies, with the potential to provide a significant contribution to future wage policy in Indonesia. Indonesian garment factories have been encouraged and assisted to negotiate enterprise-level collective bargaining agreements (CBAs), with 17 factories participating in extensive bipartite training. Approximately 17,000 workers will benefit directly from the new and improved CBAs formulated to date by four of the target factories supported by the project.
 - In Pakistan, new forums for communication and collaboration across the country's garment sector have been created, including the Garment Sector Stakeholder Forum (GSSF) and the Pakistan Buyers' Forum (PBF). The GSSF provides a much needed vehicle for dialogue between

key actors in Pakistan's garment and footwear sector. Meanwhile, to improve minimum wage-setting practices in Pakistan, extensive training has been provided to ILO constituents on collective bargaining techniques and negotiating skills, and research and capacity building, and key knowledge products have been developed.

- At factory-level, the project's policy work at the national level has been effectively complemented by monitoring and advisory services provided by the Better Work programme.
- The regional and global components of the project have instrumentally contributed to knowledge-generation and knowledge-sharing on wages and working conditions in the garment sector, including their relationship with purchasing practices. On the one hand, good practices arising from country-level implementation have been collected at the regional level, and new tools – such as the Minimum Wage Policy Guide and associated training materials – have been developed, tailored to the specific country contexts, and widely disseminated in Cambodia, Indonesia and Pakistan, in many other countries of the region and beyond. On the other, primary research on purchasing practices in global supply chains and their impacts on working conditions has been developed. This included a global survey among suppliers that allowed the project to collect key information and data on 1,500 enterprises producing for international markets, which have been analyzed and translated into published insights on the impact of purchasing practices on wages, working time and other working conditions. To complement the suppliers' survey, another inquiry to take into account the buyers' views is also being prepared.
- A significant Global Labour University (GLU) online education programme and local partnership programmes have been successfully developed and implemented through an Online Academy accessed by more than 10,000 users and in-country workshops in which a total of almost 1,000 persons participated.
- Additional research has also been undertaken on the extent of piece rate payment systems in the garment sector, and on the relationship between piece rate pay systems and working conditions, particularly wages, working time, and subjective measures of wellbeing. Once completed, the research will serve to develop detailed policy guidance on the appropriate design of piece rate systems, which will also be translated into capacity building materials for the target countries and beyond.

II. Purpose and Objectives of the Evaluation

15. The overall purpose of the independent final evaluation is to promote accountability and strengthen learning among the ILO, the BMZ, the GIZ and key stakeholders.
16. The specific objectives of the evaluation are to:
 - I. Determine project relevance and effectiveness at factory, national, regional and global levels including in terms of project design, achievement of project objectives at outcome and impact levels and challenges and factors affecting these outcomes and impacts;
 - II. Assess the efficiency of project implementation and the sustainability of results achieved;
 - III. Identify good practices and lessons learned, and provide recommendations that should be reflected and considered in the design and implementation of similar projects in the future.
 - IV. Assess the contribution of the project to regional outcomes and provide recommendations for potential areas of future collaboration.

III. Evaluation Scope

17. This independent evaluation will be conducted in line with the ILO evaluation policy guidelines.
18. The evaluation is scheduled for implementation during October 2018 to February 2019.
19. The evaluation will cover the full global operations of Phase II and Phase III of the LSGSC project during the period from 8 December 2015 to 31 December 2018. The relevant ILO project codes of the operations covered by the evaluation are RAS/17/50/DEU, RAS/15/09/DEU, and RAS/15/56/DEU.
20. The evaluation will assess strategic use and leveraging of project resources to contribute to ILO P&B Outcomes and DWCP CPOs.

IV. Evaluation Criteria and Questions

21. The evaluation should address the following ILO evaluation criteria: Relevance; intervention progress and effectiveness; efficiency of resource use; effectiveness of management arrangements; sustainability; and impact as defined in the ILO's "*Policy Guidelines for evaluation: Principles, rationale, planning and managing for evaluations*", 3rd ed. (Aug. 2017) (Annex I).
22. The ILO 2018 – 2019 P&B cross-cutting policy drivers, including gender equality and non-discrimination; social dialogue; and international labour standards, as well as constituent capacity development must be considered in the evaluation. In particular, a gender dimension must be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. To the extent possible, data collection and analysis should be disaggregated by sex as described in the ILO Evaluation Policy Guidelines and relevant Guidance Notes (Annex I).
23. It is expected that the evaluation will address all of the questions detailed below to the extent possible. The evaluator may adapt the evaluation criteria and questions, but any fundamental changes must be agreed upon in advance between the ILO and the evaluator. The evaluation instruments (to be summarized by the evaluator in the inception report) must identify the general areas of focus listed here as well as other priority aspects to be addressed in the evaluation.
24. Suggested evaluation criteria and evaluation questions are summarized below:

Relevance and validity of Design

- To what extent has the LSGSC project addressed the needs of the tripartite constituents in Cambodia, Indonesia and Pakistan?
- To what extent is the LSGSC project aligned with national, regional and global strategies to promote labour standards in garment sector global supply chains?
- To what extent has the experience of LSGSC project Phase I and the evaluation of Phase I evaluation has been utilized during design and implementation of the subsequent Phase II and Phase III of the project?
- To what extent have the tripartite constituents, as well as other relevant stakeholders and relevant partners been involved in the design and implementation of Phase II and Phase III of the LSGSC project?
- To what extent has the design of Phase II and Phase III of the LSGSC taken into account the institutional arrangements, roles, capacity and commitment of relevant stakeholders?

- Within the context of ILO's goal relating to gender equality, disability inclusion and other non-discrimination issues as well as national-level policies in Cambodia, Indonesia and Pakistan in this regard, to what extent has the design of Phase II and Phase III of the LSGSC project taken into account specific gender equality and non-discrimination concerns relating to inclusion of people with disabilities, as relevant to the project context?
- To what extent did the design of Phase II and Phase III of the LSGSC project identify and integrate specific targets and indicators to capture gender equality and non-discrimination concerns, and concerns regarding people with disabilities?

Effectiveness

- To what extent has the LSGSC project improved wages and working conditions for garment workers?
- To what extent has the LSGSC project achieved its intended outcomes?
- To what extent has the LSGSC project contributed towards gender equality and non-discrimination? And to inclusion of people with disabilities?
- To what extent are tripartite constituents and other key stakeholders satisfied with and/or using the outputs produced by the LSGSC project?
- How effectively have LSGSC project strategies contributed to the achievement of LSGSC project outcomes? Are these strategies likely to be sustainable?
- To what extent has the LSGSC project identified and then engaged with the right stakeholders at the country-level?
- To what extent has the LSGSC project identified and then engaged with the right stakeholders at regional-level in terms of advancing consensus on how to achieve relevant project objectives at a regional-level?
- To what extent has the LSGSC project delivered quality and quantity outputs?
- To what extent are tripartite constituents, as well as other relevant stakeholders and target groups satisfied with the services delivered by LSGSC project?
- What key challenges have detracted from the effectiveness of LSGSC project activities?

Management Effectiveness

- How effectively has the LSGSC project leveraged resources through its comparative advantages (including tripartism, international labour standards, ILO Decent Work Teams in Bangkok and Delhi, HQ etc.) and/or cost-sharing or in-kind contributions to complement its resources? (e.g. from project partners, other ILO development cooperation projects, inter-agency collaborations and/or private sector contributions).
- To what extent is the LSGSC project working effectively with other ILO development cooperation projects in order to maximize impact and minimize duplication of efforts?

Efficiency

- Has the allocation of financial, human, institutional and technical resources been optimal for achieving the outcomes of the LSGSC project?
- Are the staffing structures and resourcing of activities (noting national/regional and policy/service delivery at minimum) contributing to the quality of performance and impact of the LSGSC project?

- Have LSGSC project activities been completed on-time/according to logical phasing and sequencing anticipated by the project document? If not, what are the factors that have hindered timely delivery and what are the counter-measures that have been taken to date to try to address these issues?
- To what extent did the LSGSC project factor-in the cost of specific activities, outputs and outcomes to address gender equality and non-discrimination, and inclusion of people with disabilities?

Impact and Sustainability

- What influence has the LSGSC project had on the development of policies and practices at national, regional and global levels?
- To what extent has the LSGSC project advocated models of intervention at the regional level for possible replication in other countries, beyond the project's immediate three target countries?
- To what extent are the outcomes and interventions of the LSGSC project sustainable beyond the life of the project?
- Was a phase out strategy designed and planned in order to ensure sustainability of project interventions and outcomes? What steps were taken to implement this strategy?
- To what extent are the results of LSGSC project interventions likely to have a long-term, sustainable, and positive contribution towards achievement of relevant SDG Goals, targets, and indicators?
- The extent of project's interventions that have contributed/ brought lasting changes in norms and policies that favour/promote gender equality and non-discrimination.
- Any unintended impact e.g. whether the project has contributed to higher productivity without lower the standards among factories?
- What project approaches could potentially be replicated in other countries, either in a potential next phase of the LSGSC project itself, or in the context of future actions and interventions by ILO or other actors?

Cross Cutting Issues

- To what extent has gender equality been addressed in the design and in the implementation of the LSGSC project? And what interventions have been applied to address these issues?
- To what extent has the LSGSC project has promoted International Labour Standards and promoted social dialogue in respect of garment sector global supply chains (at the country, regional, and global level)?

V. Methodology

25. The evaluation will comply with evaluation norms and standards and will follow ethical safeguards, as specified in the ILO's evaluation procedures. For reference, the ILO adheres to the United Nations system of evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards.
26. The evaluation will apply multiple approaches including qualitative and participatory approach, engaging with key stakeholders of the project during the evaluation design, fieldwork, validation and reporting stages. To collect the data for analysis, the evaluation will make use of the

techniques listed below (but not be limited to these techniques). The data from these sources will be triangulated to increase the validity and rigor of the evaluation findings.

- Desk review of relevant project document
- Key informant interviews with project staff, relevant ILO specialists (ROAP, DWT-Delhi, DWT-Bangkok, and INWORK), tripartite constituents, relevant civil society organizations and other key project stakeholders and partners).
- Focus Group Discussions (FGDs) with project beneficiaries where possible (e.g. trade unions, workers' organizations representing garment factory workers, and/or garment sector employers)
- Field visits - observation of project activities at regional, and country levels (e.g. field visit(s) to one or more enterprises which has participated in project interventions).
- Stakeholder workshops

27. The methodology should examine the LSGSC project's Theory of Change (TOR), or reconstruct one if the TOC is not in place, specifically in the light of logical connection between levels of results and their alignment with ILO's strategic objectives and outcomes at global and national levels, as well as with the relevant SDGs and related targets.

28. The evaluation will be carried out by an independent evaluator through three phases including:

I. Inception phase

The evaluator will review relevant materials including project documents, technical progress reports, reports of prior evaluation(s) undertaken of the project, project publications and research reports, meeting minutes, training manuals, training evaluation reports, tools, technical guidelines, and other publications used or developed by the project, the results of any internal planning process and relevant materials from secondary sources. At the end of the inception phase, inception report will be submitted to the evaluation manager.

II. Fieldwork and data collection

The evaluator will undertake one (1) field mission to Bangkok to interview the project management team at ROAP, the lead field specialist supporting the project, other relevant specialists, the Better Work team, and other relevant ILO officials. The evaluator will also undertake one (1) mission each to each of the LSGSC project's three (3) project countries, i.e. Cambodia, Indonesia and Pakistan. During each of these country fieldwork missions, the evaluator will conduct interviews with the following key stakeholders but not limited to: ILO Country Director, program officer(s), government counterparts, employers' organizations, workers' organizations, project counterparts and target groups. In addition, the evaluator will conduct interviews (via Skype calls) with relevant ILO officials based in Geneva in the following units: INWORK (in relation to INWORK's dual role as technical backstopping unit for the project, and lead unit for implementation of the project's Output 3.1), ACTRAV (particularly as regarding project Output 3.2) and Better Work (particularly regarding project Outcome 2). At the conclusion of each field mission to the project's three target countries, the evaluator will conduct a stakeholder workshop to validate information and data collected and to present the preliminary findings to the ILO and key stakeholders. The evaluator will debrief the management team at ROAP on preliminary findings from the field missions before departing the region.

III. Reporting

Based on information and data collected during the inception phase and fieldwork, the evaluator will draft and finalize the evaluation report and send it directly to the evaluation manager. The evaluation manager will forward the report to stakeholders, including the project management team, the lead specialists and tripartite constituents, for their inputs and comments. The evaluation manager will consolidate the comments and forward them to the evaluator for consideration in finalizing the evaluation report. The independent evaluator will finalize the report taking into consideration the stakeholder comments.

29. A detailed methodology will be elaborated by the evaluator on the basis of these Terms of Reference (TOR) for agreement and approval of the ILO. The detailed methodology should include key questions and sub-question(s), detailed methods, data collection instruments and data analysis plans. The methodology should clearly specify the limitations of each of the chosen evaluation methods, including those related to representation of specific group of stakeholders.
30. It is expected that the evaluator will work to the highest evaluation standards and codes of conduct and follow United Nations (UN) evaluation standards and norms.

VI. Main Deliverables

31. The evaluators will provide the following deliverables and tasks:

Deliverable 1: Inception report.

The evaluator will prepare an inception report as per the ILO Checklist 3: Writing the inception report (Annex 1). The inception report must describe the evaluation instruments, reflecting the combination of tools and detailed instruments needed to address the range of aspects in focus for the evaluation. A detailed approach and methodology, including workplan must be part of inception report. The evaluation instruments need to make provision for the triangulation of data wherever possible.

Deliverable 2: Stakeholder workshops.

The evaluator will conduct a total of three (3) stakeholder workshops, one each in Cambodia, Indonesia and Pakistan to gather further data, validate information and data already collected, and present preliminary evaluation findings, preliminary conclusions and preliminary recommendations as well as to obtain feedback from the ILO and the LSGSC project's key stakeholders at the end of each field mission.

Deliverable 3: Draft evaluation report.

The draft evaluation report to be developed by the evaluator must be prepared as per the ILO Checklist 5: Preparing the Evaluation Report which will be provided to the evaluators. In particular, the draft evaluation report to be delivered by the consultant must include action-oriented, future-looking, practical and specific recommendations assigning or designating audiences / implementers / users, including – amongst others – the concrete identification of project approaches, materials, tools, products and intervention models that could potentially be replicated or scaled. The first draft evaluation report will then be improved by incorporating the evaluation manager's comments and inputs.

Deliverable 4: Final evaluation report with evaluation summary.

The final evaluation report must be finalized as per the ILO Checklist 5: Preparing the Evaluation Report which will be provided to the evaluator. The evaluator will incorporate comments

received from ILO and other key stakeholders into the final evaluation report. The quality of the report and evaluation summary will be assessed against the ILO Checklists 5, 6, 7, and 8 (Annex I). ILO will disseminate the final evaluation report to the project's donor and other relevant internal and external stakeholders.

VII. Management Arrangements and Workplan

32. Ms. Aatcharaporn Chaowahem, Programme Officer of ILO/Korea Partnership Programme, ROAP has been designated as evaluation manager for this evaluation. As per ILO policy, ILO staff who have no prior involvement in the project will manage this independent evaluation with oversight provided by the ILO Evaluation Office. A highly qualified individual consultant will be commissioned to conduct this evaluation. The evaluation will be funded principally from the LSGSC project budget, supplemented if necessary by additional internal ILO resources. The key responsibilities of the evaluation manager include the following:

- Draft and finalize the evaluation TOR upon receiving inputs from key stakeholders;
- Reviewing CVs and proposals of consultants applying for the role of evaluator
- Providing project background documents to the selected evaluator;
- Coordinating with the LSGSC project team on the field-visit agenda of the evaluator;
- Briefing the evaluation consultant on ILO evaluation procedures;
- Circulating the draft evaluation report to all concerned for their comments;
- Reviewing and providing comments on the draft evaluation report; and
- Consolidating comments on the draft evaluation and sending them back to the evaluator.

33. The LSGSC project team and relevant ILO officials will handle administrative contractual arrangements with the evaluator and provide any logistical and other assistance as required. In particular, the LSGSC project team and relevant ILO officials will be responsible for the following tasks:

- Provide project background materials to the evaluator;
- Prepare a list of recommended interviewees;
- Schedule meetings for field visits and coordinate in-country logistical arrangements;
- Be interviewed and provide inputs as requested by the evaluator during the evaluation process;
- Review and provide comments on the draft evaluation report;
- Organize and participate in stakeholder workshops; and
- Provide logistical and administrative support to the evaluator, including travel arrangements (e.g. plane and hotel reservations, purchasing plane tickets, providing per diem) and all materials needed to provide all deliverables.

34. The evaluator reports to the evaluation manager.. The evaluator will be selected through a competitive process from qualified international consultants. The consultant will lead the evaluation and will be responsible for delivering the above evaluation deliverables using the combination of methods mentioned above.

35. Indicative timeframe, tasks and responsibilities:

No.	Task	Responsible person	Indicative Time frame (by end)
1	Preparation, sharing for feedback, and finalization of the evaluation TOR	Evaluation Manager	10 October 2018
2	Approval of the evaluation TOR	Regional Monitoring and Evaluation (M&E) Officer	12 October 2018
3	Issuance of Expression of Interest (EOI), advertisement for evaluation consultant.	Evaluation Manager/ Regional M&E Officer	5-15 October
4	Selection of evaluation consultant.	Evaluation Manager/ Regional M&E Officer	19 October 2018
5	Issuance of contract to evaluation consultant	LSGSC Project Team	26 October 2018
6	Brief evaluator on ILO evaluation policy and the project	Evaluation Manager	29 October 2018
7	Draft mission itinerary for the evaluator and the list of key stakeholders to be interviewed	Evaluation Manager and LSGSC Project Team	30 October 2018
8	Review project documentation and submit inception report to Evaluation Manager	Evaluator	27 October – 4 November 2018
9	Approve inception report, including ensuring any necessary adjustments by evaluator	Evaluation Manager	9 November 2018
10	Evaluation Missions (Bangkok, Cambodia, Indonesia and Pakistan), including conducting one (1) stakeholder workshop each in Cambodia, Indonesia and Pakistan, and conducting a debriefing with management team in Bangkok. Conduct Skype interviews with relevant ILO officials based in Geneva in the following units: INWORK, ACTRAV, Better Work.	Evaluator	12 November 2018 (Bangkok); 13-15 November 2018 (Cambodia); 16-22 November 2018 (Indonesia); 23-29 November 2018 (Pakistan); 30 November 2018 (Bangkok); 3-4 December 2018 (Skype interviews).
11	Draft report submitted to Evaluation Manager	Evaluator	17 December 2018
12	Draft report shared with all concerned stakeholders for comments	Evaluation Manager	20 December 2018 – 20 January 2019
13	Consolidated comments on the draft report and send to the evaluator	Evaluation Manager	24 January 2019
14	Finalization report submitted to Evaluation Manager	Evaluator	31 January 2019
15	Review and approval of the final report	Evaluation Manager and Evaluation Office	February 2019
16	Circulation of final report to relevant stakeholders	Evaluation Manager	February 2019

VIII. Required Qualifications and Duration

36. A consultant with the relevant experience and qualifications is being sought.

Desired skills and competencies:

- Has not been previously involved with ILO's LSGSC project;

- University Degree
- Minimum 10 years of substantial experience in the evaluation of projects and programmes.
- Demonstrated expertise in the area of evaluation in the context of development cooperation projects
- Demonstrated technical expertise in evaluation methodologies and demonstrated skills and experience in undertaking evaluations of similar projects;
- Strong background in the areas of organizational and institutional capacity building, Human Rights-Based Approach (HRBA) programming, and Results-Based Management and Monitoring;
- Extensive knowledge of, and experience in applying, qualitative and quantitative research methodologies;
- Excellent analytical skills and communication skills;
- Demonstrated excellent report writing skills in English;
- Knowledge of ILO's role and mandate and its tripartite structure as well as UN evaluation norms and UN programming is desirable;
- Prior professional experience in the areas of labour standards, working conditions, wages, collective bargaining, industrial relations, global supply chains, and/or the garment sector will be an advantage; and
- Prior professional experience in the Asia region and/or in Cambodia, Indonesia and/or Pakistan will be an advantage.

37. It is foreseen that the duration of this evaluation will fall within October 2018 – February 2019. The field missions to Bangkok, Cambodia, Indonesia and Pakistan are scheduled to take place during 12 – 30 November 2018

38. Below are indicative inputs and tasks to be completed. Numbers of days foreseen for experts in one task can be reallocated to another task where justified and in consultation with the evaluation manager.

Tasks	Inputs (person days)
Desk review of project documentation; Skype briefing with evaluation manager and the CTA of LSGSC project; Prepare inception report.	5 days
Conduct field missions to Bangkok, Cambodia, Indonesia and Pakistan, and interview meetings with the LSGSC project team, lead specialists and other relevant ILO officials, tripartite constituents, project partners and target groups; conduct one stakeholder workshop per country in Cambodia, Indonesia and Pakistan. Skype interviews with relevant ILO officials based in Geneva from the following units: INWORK, Better Work, and ACTRAV.	17 days
Analysis of data based on desk review, fieldworks, interviews/questionnaires with stakeholders; draft evaluation report.	8 day
Final evaluation report.	3 day
Total	33

IX. Legal and Ethical Matters

39. The evaluation will comply with UN Norms and Standards. The ToR is accompanied by the code of conduct for carrying out the evaluations. UNEG ethical guidelines will be followed. It is important that the evaluator has no links to project management or any other conflict of interest that would interfere with the independence of evaluation⁴.

X. Annexes

Annex I: Relevant ILO policies and guidelines

- ILO Policy Guidelines for evaluation: Principles, rationale, planning and managing for evaluations, 3rd ed. (Aug. 2017) http://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm
- Code of conduct form (To be signed by the evaluators) http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm
- Checklist No. 3 Writing the inception report http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm
- Checklist 5 preparing the evaluation report http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm
- Checklist 6 rating the quality of evaluation report http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm
- 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
- Guidance note 7 Stakeholders participation in the ILO evaluation http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm
- Guidance note 4 Integrating gender equality in M&E of projects http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm
- Template for evaluation title page http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm
- Template for evaluation summary <http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>

⁴ <http://www.unevaluation.org/document/detail/1914>