



## International Labour Organization Final Independent Evaluation

### Terms of Reference (TOR) (draft as of 27 September 2018)

<b>Project Title</b>	Strengthening Labour Inspection System for Promoting Labour Standards and Ensuring Workplace Compliance in Pakistan
<b>Project Code</b>	PAK/15/01/NET
<b>Starting Date</b>	July 2015
<b>Ending Date</b>	December 2018
<b>Type - Timing of Evaluation</b>	Independent - Final
<b>Evaluation Period</b>	November 1 to December 30 2018 (23 working days)
<b>Area covered</b>	Pakistan (specifically Islamabad, Lahore, Karachi, Quetta and Peshawar)
<b>ILO Administrative Unit</b>	ILO CO-Islamabad
<b>ILO Technical units</b>	DWT/CO – New Delhi LABADMIN/OSH
<b>Financing Agency</b>	Ministry of Foreign Affairs of the Netherlands
<b>Donor contribution</b>	USD\$ 1,280,663
<b>Evaluation manager</b>	Prakash Sharma, ILO Kathmandu
<b>TOR draft version</b>	27 September 2018

### 1. Introduction and evaluation rationale

This terms of reference (TORs) is for the independent final evaluation of *Strengthening Labour Inspection System for Promoting Labour Standards and Ensuring Workplace Compliance in Pakistan* project.

The project is geographically focused in Pakistan. It started in July 2015 for an agreed duration of 3 years and the project will end on December 2018 (including the no-cost extension period of six months i.e. Jun-Dec 2018).

This final independent evaluation is due as per ILO policy guidelines for evaluation which states that the projects over US\$ 1 million must undergo a final independent evaluation. The evaluation aims to assess the extent to which the project objectives have been achieved and

identify lessons learned and best practices. As per ILO evaluation guidelines, the evaluation will assess the project against the evaluation criteria of relevance, validity of design, effectiveness, efficiency, impact and sustainability.

The independent final evaluation will be conducted by a lead evaluator and will be managed by the ILO Evaluation Manager based in ILO Office in Nepal with quality assurance provided by Regional Evaluation Officer, ILO Regional Office for Asia and the Pacific.

This evaluation will comply with United Nations Evaluation Guidelines (UNEG) Norms and Standards and the ethical safeguards will be followed.

## **2. Background & context**

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The 18th amendment of Pakistan's constitution in 2010 devolved authority and responsibility on labour related issues to the four provinces of Punjab, Sindh, Khyber Pakhtunkhwa, and Baluchistan. Provincial government labour departments were provided a more proactive role in legislation and the application of the labour laws through the mechanism of labour inspection. However, capacity of the provincial labour departments to apply the labour standards have been considerably limited due to a long ban on the labour inspection (between 2001 and 2012). Pakistan also lacks a well-developed and effective labour inspection system that ensures the maintenance of occupational safety and health standards. This was not for a lack of policy as a Labour Inspection Policy existed but was not implemented.

After a devastating factory fire in M/s Ali Enterprises in Karachi on September 2012, ILO supported the Government of Sindh, Employers Federation of Pakistan and the Pakistan Workers Federation (PWF) jointly developed an 'Action Plan for Promoting Workplace Safety & Health in Sindh' which contained actions to strengthen labour inspection system. The ILO's Committee of Experts on Application of Conventions and Recommendations (CEACR) in 2012, while reviewing Pakistan's case on Convention 081, further identified improvements required in quality, outreach and effectiveness of labour inspection. These fed into an eventual overarching program of International Labour Standard compliance in Pakistan developed by Ministry of Overseas Pakistanis & Human Resource Development (OP&HRD) together with employer and worker organizations. At a meeting of Donors on 4<sup>th</sup> March and 17<sup>th</sup> June 2014 called by OP&HRD, the ILO was asked to support implementation of the wider project.

The *Strengthening Labour Inspection System for Promoting Labour Standards and Ensuring Workplace Compliance in Pakistan* project was initiated on July 2015 to support the Government of Pakistan's wider program called "Strengthening National Capacities for ILS compliance in Pakistan". The major project stakeholders include, Federal Ministry of Overseas Pakistanis and Human Resource Development (MOPHRD), provincial labour departments, Employers Federation of Pakistan (EFP), Pakistan Workers Federation (PWF) and industry associations to deliver its interventions. Project was funded by Ministry of Foreign Affairs of the Government of Netherlands and is expected to end in December 2018.

The project has been guided by various ILO instruments on labour inspection, including the Labour Inspection Convention, 1947 (No. 81); the Labour Inspection (Agriculture) Convention, 1969 (No. 129), the Labour Administration Convention, 1978 (No. 150) and the resolution and conclusions from the 2011 International Labour Conference discussions on labour administration and labour inspection.

**Project Strategy:**

The end project goal is to promote ‘**more respect for labour norms and safer workplaces in Pakistan**’.

This project takes a three-pronged approach with a focus on:

- Developing capacity of government labour inspection and enforcement institutions;
- Assisting in design, upgrade and roll out of labour inspection tools and a system that can effectively address disputes and propose resolutions.
- Creating awareness on labour inspections i.e. approaches, relevance and benefits.

Gender equality has been integrated into project approach by developing an outcome as more people have access to better manage and more gender equitable social security benefits. Project strategy implementation has been done while working with worker and employer organizations to design activities for workplace compliance.

The project period was extended beyond its June 2018 to December 2018 (at no cost) and is currently operating. A log frame was not part of the project concept note however, one was developed by the national programme coordinator. This was then used to develop a performance monitoring plan and a performance monitoring system. Evaluator should take note of all three.

Implementation takes advantage of ILO strong technical expertise and knowledge-base on Labour Administration, Labour Inspection and other dimensions of Decent Work. Further, project interventions relate to other prior interventions such as,

- a. **Joint Action Plan for Promoting Workplace Safety & Health:** After a devastating factory fire in M/s Ali Enterprises in Karachi (Sep 2012), ILO provided a platform for Workers, Employers and the Government of Sindh to develop a ‘Joint Action Plan for Promoting Workplace Safety & Health in Sindh’ which was signed in September 2013.
- b. **Decent Work Labour Inspection Toolkit and Training Manual:** With ILO’s technical support, the Departments of Labour have developed a comprehensive Gender responsive Decent Work Labour Inspection Toolkit and Training Manual (along with checklists). The Toolkit has been widely appreciated and won a ‘UN Public Service Award’ in 2013. It has recently been adopted in India and Korea as a good practice. All Labour Inspectors in four provinces as well as in Gilgit Baltistan are currently being trained on the usage of this toolkit (320 trained already). An electronic database is also being designed to compile labour inspection data in a real time.
- c. **Foundational Training Course for Labour Inspectors in Sindh:** ILO, with the financial support of Netherlands Embassy, has also supported the Department of Labour Sindh to arrange Foundational Training Course for all (120) officials of Labour Inspectorate on basic concepts of Labour Inspection and OSH in September 2014.
- d. **‘Buyers Meeting’ in Pakistan:** In December 2014, ILO organized the first ever ‘Buyers Meeting’ in Islamabad to effectively engage international buyers of ‘Garment and Textile Sectors’ in promoting Labour Standards. The meeting was organized in collaboration with relevant Ministries in Government of Pakistan as well as International Finance Corporation (IFC) and the Government of Kingdom of Netherlands and it remained successful in bringing about a framework of a ‘Buyers Forum’ – which will be further evolved. In their deliberations, both the Buyers and Pakistani industry representatives affirmed their commitment to enhance application of labour standards through joint interventions.

Partnership and integration with such interventions during the project period was expected to boost outcomes and enhance project sustainability.

**Project Objectives:**

The project goal is to promote ‘**more respect for labour norms and safer workplaces in Pakistan**’. This is in line with Decent Work Country Program (2016-2020) priority 3 – *Strengthening Compliance with International Labour Standards through Social Dialogue*. Project concept note does not outline how it links to wider Sustainable Development Goals. Main outputs will include technical support under the following expected outcomes:

**Outcome-1:** *Policies, Laws, Regulations on Labour Inspection reformed at macro level*

**Outcome-2:** *Institutional capacities of the labour inspectorate strengthened in terms of human and material resources, technical skills, information management systems and Compliance and reporting on C81 (Labour Inspections).*

**Outcome-3:** *Capacities of the workers’ and employers’ organization strengthened and their active engagement in labour inspection and occupational safety and health (OSH) activities promoted.*

**Outcome-4:** *Outreach and quality of Labour Inspection improved through involvement of Industrial Associations, promotion of corporate social responsibility (CSR) and awareness*

The primary beneficiaries are the Labour Inspectorates of four Provincial Labour Departments, Workers and Employers – which will be targeted through specific interventions to enhance quality of Labour Inspection. Secondary beneficiaries would be the federal ministries and civil society organizations who will get timely and accurate picture of compliance with labour standards.

Private sector/industries would be actively engaged through partnerships for expanding outreach of Labour Inspection. The Provincial Labour Departments, at large, would benefit from improved competence of Labour Inspectorate and its effective use for improving ‘working conditions’ in the province.

**Quantitative Targets:**

At the end of the project, the following quantitative targets will be achieved:

1. A minimum of two laws (Factories Act & Shops & Establishments Act) upgraded in all provinces.
2. A coordination mechanism established in each province to strengthen labour inspection
3. A minimum of two reports on labour inspection (as per the requirements of Convention 81) developed
4. An upgraded human resource system for labour inspection adopted in at least one province
5. One unified, computerized, labour inspection system developed and operationalized. • At least 70 per cent of labour inspectorates and labour court officials trained
6. At least 50 new labour inspectors recruited (20 per cent to be women)
7. One federal and at least two provincial tripartite supervisory systems for labour inspection put in place

8. A minimum of one new private sector initiative for initiative for expanding the outreach of labour inspection begun.

**Management Set-up:**

*Programme Management Unit (PMU)* comprises of technical staff who run day to day operations of the project and who will facilitate implementation and coordination of programme activities. The primary responsibilities of the PMU will include the following:

- Prepare project work plans and budgets
- Facilitate implementation of project activities and ensure operational efficiency
- Ensure resources are effectively used to achieve set project outputs and outcomes
- Define project baseline information to enable sound monitoring and evaluation,
- Establish and implement adequate project reporting mechanisms
- Ensure integration of work plans, budgets, reports, and other project related documents,
- Prepare project progress reports
- Provide recommendations on re-allocation of budget provisions
- Address management and implementation challenge and identify emerging lessons.

This team comprises of the following core technical positions:

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|--|---|
| a. <i>National Project Coordinator</i>       | 36 months - lead person for overall project management and for effective achievement of results                         |
| b. <i>Project Officer (Lab Inspection)</i>   | 36 months – to assist in implementation of all project interventions national wide                                      |
| c. <i>International Technical Consultant</i> | 3 months - providing advice and strategic direction on the implementation of the project for the realisation of results |
| d. <i>Admin/Finance Assistant</i>            | 36 months – Support in Admin/Finance activities   |
| e. <i>Driver</i>                             | 36 months – (One vehicle will be provided by ILO)   |

In addition, there are resources budgeted for international specialists including a Labour Inspection Specialist, ILS Specialist, and Communication Specialist.

**Previous Evaluation and Reviews:**

ILO has monitored project implementation and undertaken field missions to project sites and to meet with partners and stakeholders. The partner agencies, who provide direct support to people, develop a tracking/monitoring system for individual beneficiaries.

The project concept note states there will be six-monthly activity reports, quarterly progress, and financial reports. Work plans will be reviewed and revised on quarterly basis depending upon the nature of assignment. Overall project reporting has been done on an annual basis – last annual report (2017) showed project output classification as satisfactory which indicates

that majority (60-80%) of outputs is on schedule as envisaged in the implementation plan and the majority (60-80%) of indicator milestones have been met.

Monitoring and evaluation of the program objectives, activities and outcome is based on logical framework which is established in the first quarter of the project implementation. The logical framework is developed by the programme coordinator.

The project provisions for a mid-term evaluation and a final report. A mid-term evaluation was carried out between September to October 2017 to ascertain the validity of project design, relevance, effectiveness and efficiency in the context of national labour inspection regime and the project management arrangements. At the end of the project a final report which depicts entire learning and experience of the project shall be prepared and disseminated to different stakeholders. A financial report will also be enclosed for transparency.

***Sustainability:***

Project contributes towards capacity development and modernization of existing Labour Inspection institutions by adding value to their existing programs. No new institutions are established – rather existing sustainable institutions are further supported to make their programs more relevant and effective for the people in need. Project results will provide a strong and sustainable foundation for an effective labour inspection and reporting in the long run.

Progress towards sustaining the project intervention through local stakeholders will be tracked along three parameters, namely (1) institutional, (2) financial and (3) technical sustainability, where (1) refers to the endurance of institutional networks and implementation arrangements facilitated by the project, (2) refers to the capacity of stakeholders to generate returns on their investment in the project (either in material or non-material benefits) that at least equal the costs incurred, and (3) relates to the level of capacity of local stakeholders with minimum process standards.

### **3. Purpose and scope**

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***Purpose:***

This independent final evaluation of the Project is being carried out in line with the requirements of the ILO Policy Guidelines for Evaluation<sup>1</sup>. ILO project evaluations are conducted for the purposes of promoting accountability and enhancing learning with the ILO, the donor and other key stakeholders. Evaluations provide an opportunity for the Office and funding partners to assess the appropriateness of design as it relates to the ILO's strategic and national policy framework, and consider the effectiveness, efficiency and sustainability of project outcomes. Project evaluations also test underlying assumptions about contribution to a broader development goal.

The specific purposes of this evaluation are to assess the relevance of the intervention objectives and approach; assess how far the intervention has achieved its planned outcomes and objectives; the extent to which its strategy has proven efficient and effective; and whether it is likely to have a sustainable impact. It is an opportunity to take stock of achievements,

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<sup>1</sup>ILO Policy Guidelines for Evaluation. Accessible at; [http://www.ilo.ch/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_571339.pdf](http://www.ilo.ch/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_571339.pdf)

performance, impacts, good practices and lessons learned from the project towards strengthening labour inspectors in Pakistan and the creation of respect for labour norms and safer workplaces.

Knowledge and information obtained from the evaluation will be used to inform the design of future similar ILO activities within countries in similar situations.

**Clients and users of the evaluation are**

- ILO CO-Islamabad Director
- ILO Decent Work Team, management, programme and finance units
- Government representatives
- Worker and employer organization representatives
- Representatives of employers' organization
- Relevant country stakeholders - see annex 1 for guidance
- ILO HQ and other programme backstopping officers
- Ministry of Foreign Affairs of the Netherlands as the funding agency

The evaluation will ensure that issues and inputs from stakeholders and tripartite constituents are being adequately covered in the objectives of this evaluation.

**Scope:**

The evaluation period, including formulation of TOR to delivery of evaluation report, is from Mid-September to Late December. The evaluation will be completed by a consultant who will cover all activities undertaken by the project since the beginning of the project until the time of final evaluation – including project geography.

The evaluation shall include all stages of the project - initial project design, work plan, implementation, monitoring and reporting. It shall also refer to the progress reports submitted to the donor, particularly the achieved outcomes and how lessons learned and recommendations were progressively followed up to attain desired results. The evaluation should also look at actual implementation mechanisms in line with initially planned implementation mechanisms, from the institutional set-up to the implementation plan and budget expenditures. How the strategies and approaches have progressed, changed or evolved over the three-year implementation period shall be examined to draw lessons from project experience.

Gender equality disability inclusion and other non-discrimination issues are important cross cutting concern of the ILO. The evaluation will ensure that these concerns will be integrated throughout its methodology, strategies/approaches, data and all deliverables, including in the final report.

The evaluation will also give specific attention to how the intervention is relevant to the ILO's programme and policy frameworks at the national and global levels, UNDAF and national sustainable development strategy (or its equivalent) or other relevant national development frameworks, including any relevant sectoral policies and programme.

The evaluation shall verify good practices, if any, impacts and lessons learned from the implementation of the project. At the end of the evaluation, a set of practical recommendations

for possible immediate adoption/ application should be made available. This can be further integrated in ILO practices in future ILO projects. Evaluation shall identify approaches and / or activities that have proven to be particularly innovative, unique or otherwise valuable that can be referred to with regards to labour inspection system, labour standards compliance and promotion of standards.

#### 4. Evaluation criteria and questions

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The evaluation should focus and assess on the following:

- 1) **Relevance and strategic fit:** To evaluate the outcomes of the project and assess whether the project has achieved its immediate objectives as well as contributed to the broader framework, specifically the project's *development objectives* and the *Pakistan DWCP*.
  - Extent of project relevance and responsiveness to address its objective over the project period?
  - How flexible have been project strategies, tools (including training tools) in addressing project goals?
  - Has a gender and disability inclusion approach been taken into consideration in the project?
  - Extent to which the project approach is strategic and based on the ILO comparative advantages?
  - How appropriate were project strategies and interventions to promote respect for labour norms and create safer workplaces?
  - How does the project outcomes contribute to Sustainable Development Goals and ILO Pakistan DWCP?
  
- 2) **Validity of intervention design:** Assess appropriateness of results framework and appropriateness of its indicators, targets and the overall M&E strategy and practices
  - Were the design and the log frame developed by the programme coordinator valid and consistent? Have there been adjustments in the log frame throughout the project implementation?
  - Did the design appropriately identify risks and key assumptions? Did the project have a mitigation strategy that accounted for changing context in Pakistan?
  - How was the process of consultation and identification of problem and strategies done during the project design stage? How did the consultation results affect the project design?
  - Did the project design adequately consider the gender dimensions of the problem, challenges, interests of the women target groups and of the planned interventions?
  - Have there been adjustments made on the project design following the recommendations of the mid-term internal evaluation?
  
- 3) **Project progress and effectiveness:** Assess project progress against immediate objectives, expected outputs and outcome targets, as well as the delivery of quality outputs and outcomes.
  - To what extent has the project attained its objectives?
  - To what extent were the intervention results defined, monitored and achieved (or not), and what was their contribution (or not) toward gender equality and non-discrimination and inclusion of people with disabilities?

- What specific measures were taken by the project to address issues related to gender equality and non-discrimination and inclusion of people with disabilities? And how effective were these measures in advancing these issues?
  - What were the major factors influencing the achievement or non-achievement of the project objectives? And to what extent had these factors contributed or potentially contributed to gender equality and non-discrimination and inclusion of people with disabilities?
  - What were the challenges faced by the project in achieving the results and how were they addressed?
  - To what extent has the project addressed the recommendations made during the mid-term internal evaluation?
  - To what extent have stakeholders, particularly worker's and employers' organizations been involved in project implementation?
- 4) **Resource efficiency:** Measure how economically resources/inputs (funds, expertise, time, etc). are converted to results
- Have resources (funds, human resources, time, expertise etc.) been allocated and delivered strategically to achieve the project objectives? And to what extent the project resources factor-in the cost of specific activities, outputs and outcomes to address gender equality and non-discrimination and inclusion of people with disabilities?
  - Was the existing management structure and technical capacity sufficient and adequate?
  - How well did the project manage finances (including work and financial planning, budget forecasts, spending and reporting)?
  - What monitoring system was put in place to assess and improve resource utilization and its efficiency?
  - To what extent did the project leverage resources (financial, partnership, expertise) to promote gender equality and non-discrimination and inclusion of people with disabilities?
- 5) **Impact orientation and sustainability:** Provide an overview of sustained impact of the project against the following outcomes;
- How conducive was the policy/regulatory environment in the target local areas for achieving project goals?
  - Are there any good practices and tools of promoting developing a transparent, effective, modern, comprehensive labour inspection system that came about from this project? Have these been well-documented?
  - Are there any follow-up actions required to continue the momentum of the project?
  - What were the intervention's long-term effects in terms of reducing or exacerbating gender equality and non-discrimination and inclusion of people with disabilities?
  - To what extent did the intervention advance strategic gender-related needs that can have a long-term positive bearing on gender equality and non-discrimination and inclusion of people with disabilities?

6) **Effectiveness of management arrangements:** To what extent the management system is appropriate to achieve desired results and outcome within a timely, effective and efficient manner including;

- What is the quality and frequency of operational work planning and risk management? Describe the process in each country and how coordination was done
- To what extent do project management capacities and arrangements put in place to support the achievement of the planned results?
- What are the internal and external factors that have contributed to the pace of project implementation? What are the lessons learnt to ensure effective project management?

7) **Capacity building and institutionalisation:** The implementation arrangements put in place by the project to ensure appropriate capacity building of its institutional counterparts.

- How did the project engage with the tripartite constituents (Government, labour organizations (employers and workers) during project implementation and to institutionalize project interventions?
- Which types of capacity building activities have been more and less effective and what lessons can be derived from these experiences?
- How likely are the project outcomes going to be sustainable? What are needed to increase the likelihood of sustainability?
- What are potential good practices, especially regarding models of interventions that can be applied further, shared and replicated?

These questions should be answered while addressing wider factors that concern project such as,

- Exploring transitory challenges/issues/adjustments in implementation of 18<sup>th</sup> Constitutional Amendment as well as national government reform of labour inspection system.
- Considering political history/background of province/country

It is expected that the evaluation will address all criteria and questions detailed above to the extent possible. The evaluator may adapt the evaluation criteria and questions, but any fundamental changes should be agreed upon between the ILO team and the evaluator. The evaluation instruments (to be summarized in the inception report) should identify the general areas of focus listed here as well as other priority aspects to be addressed in the evaluation.

## **5. Methodology to be followed**

Evaluation methodology will be determined by the evaluator and will consider suggestions from the stakeholders, in consultation with the evaluation manager. The proposed methodology should clearly state the limitations of the chosen evaluation method, including those related to representation of specific group of stakeholders. The evaluator will elaborate detailed methodology, approach and workplan on basis of the TOR in the inception report, subject to approval by evaluation manager.

It is expected that the evaluation will apply mixed methods that draw on both quantitative and qualitative evidence and involve multiple means of analysis. These include but not limited to;

- Desk review of relevant documents and related to the background of the project, context of the countries covered (statistics, national plans, etc.) performance and progress related to the project, including the initial project concept note, mid-term evaluation report, progress reports, monitoring and evaluation plan, mission reports, contracts and implementation agreements with partners, in-built project knowledge etc.
- Interviews with the concerned staff in the ILO offices in relevant DWT, Country office in Pakistan, management, programme and finance units, project team including key staff of other ILO projects that are linked to this project, and ILO staff responsible for technical backstopping of the project in ILO HQ or others either through conference calls or face-to-face interviews early in the evaluation process. An indicative list of persons to interview will be prepared by the project in consultation with the evaluation manager.
- Interviews with the donor, project implementing partners, tripartite constituents, project target groups (participants in project activities) and other stakeholders such as - business management organizations, CSOs, community organizations as deemed relevant. Focus group discussions can also be arranged with selected implementing partners and beneficiaries.
- Field trip(s) to selected locations for more in depth reviews at outcomes level of the respective project interventions. These will be based on suggestions from the project team and stakeholders in consultation with the evaluation manager.
- Identify project good practices that contribute towards strengthening labour inspection
- Stakeholders' validation workshop will be held – upon completion of the field trips, to present the preliminary findings to key stakeholders.

Interview questionnaires will be prepared by the consultant in consultation with the evaluation manager to ensure context-specific questions and will be translated into the local language for ease of reference, if needed. It is expected that, 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 and gender disaggregated data.

While the evaluator can propose changes in the methodology, any such changes should be discussed with and approved by the evaluation manager, and provided that the research and analysis suggest changes and the indicated range of questions are addressed and reflected in the inception report.

It is expected that the evaluator will work to the highest evaluation standards and codes of conduct and follow the UN evaluation standards and norms. Transparency and objectivity will be observed at all times. ILO's policy guidelines for results-based evaluation (3<sup>rd</sup> edition) 2017 provides the basic framework, the evaluation will be carried out according to ILO standard policies and procedures. ILO adheres to the United Nations Evaluation Group (UNEG) norms and standards on evaluation as well as to the OECD/DAC evaluation quality standards.

## 6. Main deliverables

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### Key deliverables are as follows:

- 1) **Inception report:** upon the review of available documents and an initial discussion with the project management. The inception report should set out any changes proposed to the methodology or any other issues of importance in the further conduct of the evaluation. The inception report shall be submitted with 5 working days after issuing the contract. The inception report will;
  - Describe the conceptual framework that will be used to undertake the evaluation;
  - Set out in some detail the approach for data collection, the evaluation methodology, i.e. how evaluation questions will be answered by way of data collection methods, data sources, sampling and selection criteria, and indicators;
  - Set out the detailed work plan for the evaluation, which indicates the phases in the evaluation, their key deliverables;
  - Set out a plan for data collection, interviews or discussions;
  - Set out a list of key stakeholders to be interviewed
- 2) **In-country evaluation Mission:** Conduct interviews and consultations with tripartite constituents and relevant stakeholders and hold informal feedback meetings with stakeholders during the mission
- 3) **Evaluation stakeholders workshop:** Conduct a stakeholder workshop upon completion of field trip to validate findings. It will include;
  - Presentation of preliminary findings at a stakeholders meeting to be organized by the project team.
  - Workshop facilitation and delivering a PowerPoint presentation.
- 4) **Draft final evaluation report:** To be submitted within after evaluation mission. The draft evaluation report should include action-oriented, practical and specific recommendations assigning or designating audiences/implementers/users. The draft evaluation report should be prepared as per the ILO Checklist 5: Preparing the Evaluation Report which can be downloaded from the link in the annex 1). The first draft evaluation report will be improved by incorporating evaluation manager's comments and inputs.
- 5) **Final evaluation report (with Title Page, the Executive Summary and Annexes including lessons learned and emerging good practices in the ILO Template):** The evaluators will incorporate comments received from ILO and other key stakeholders into the final report. The report should be submitted within 7 days after receiving consolidated comments from the evaluation manager. The evaluation report should be finalized as per the ILO Checklist 5: Preparing the Evaluation Report which will be provided to the evaluators. The quality of the report and evaluation summary will be assessed against the ILO Checklists 5, 6, 7, and 8

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. Ownership of the data from the evaluation rests jointly between ILO and ILO consultants. The copy rights of the evaluation

report rests exclusively with the ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

## **7. Management arrangements, work plan, formatting requirements and time frame**

*Management arrangements:* This evaluation will be fully financed by the ILO-Ministry of Foreign Affairs of the Netherlands project (PAK/15/01/NET: M.270.06.342.811). The funds will cover consultant(s), evaluation missions and stakeholder workshop costs.

*Evaluation manager:* Mr. Prakash Sharma, Programme Officer of ILO Office Nepal (prakash@ilo.org) will take the responsibility as Evaluation Manager for final evaluation of the project and manage the whole evaluation process in consultation with all concerns.

*Quality assurance:* Regional M&E officer ILO Regional Office for Asia and the Pacific, Bangkok will provide quality control throughout the evaluation process. The final evaluation report will only be considered final when it gets approved by the ILO Evaluation Office.

*Administrative and logistic support:* The ILO Project team lead by the National Project Coordinator will provide relevant documentations, administrative and logistic support to the evaluation team. The project team will also assist in organizing a detailed evaluation mission agenda, and to ensure that all relevant documentations are up to date and easily accessible by the evaluator.

*Roles of other key stakeholders:* All stakeholders particularly those relevant ILO staff, the donor, tripartite constituents, relevant government agencies, and key other project partners – will be consulted throughout the process and will be engaged at different stages during the process. They will have the opportunities to provide inputs to the TOR and to the draft final evaluation report.

*Reporting lines:* 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 a combination of methods as mentioned above.

### **Work plan:**

<b>Key Steps</b>	<b>Indicative Deadlines</b>
1. ILO Evaluation Manager (EM) to collect inputs to the evaluation design from the project stakeholders	By mid-September
2. ILO EM drafts a Terms of Reference (TOR) for the independent final evaluation by incorporating inputs from the stakeholders.	By mid-September
3. ILO EM shares the TOR with the project stakeholders and seek final inputs for finalization.	By mid-September

4. ILO EM to seek approval from EVAL on the final TOR	By September End
5. ILO EM calls for application for evaluator.	By September End
6. ILO EM selects evaluator.	By October End
7. Evaluator drafts and submits an inception report (5 days)	November 1-7
8. ILO EM and project team will review and provide comments on draft inception report	November 14
9. Field Mission in Pakistan (total 11 days); subject to be discussed during the inception phase <ul style="list-style-type: none"> <li>- Islamabad</li> <li>- Lahore</li> <li>- Karachi</li> <li>- Quetta</li> <li>- Peshawar</li> <li>- Stakeholder workshop (1 day)</li> </ul>	November 19– December 3
10. Evaluation consultant writes a draft report of final evaluation to be submitted to ILO EM. (5 days)	December 4-10
11. EM to share the draft report with the project stakeholders EM consolidates comments to the draft report and share with the evaluation consultant for revisions	December 17
12. Evaluation consultant to finalize the report and submit to the EM. The EM will share the final report with the project stakeholders for feedback (2 days)	December 18-19
13. EVAL to review and approve the final report	Not later than 30 <sup>th</sup> December

An international evaluator will be responsible for designing and carrying out the evaluation. The ILO will provide logistical support in arranging meetings, accommodation and travel and other administrative assistance such as details of implementing partners and access to project documents and ILO guidelines.

The evaluator will be paid a daily fee for 23 work days broken down into;

- Inception report preparation (5 days)
- Field mission (11 days)
- Draft evaluation report (5 days)
- Incorporate comments and finalize report (2 days)

In addition, the ILO will cover all costs related to local and international travel for the assignment on an actual basis, according to ILO standard rules and regulations. Note that ILO will pay a daily subsistence allowance in line with ILO standard regulations. A debriefing session will also be arranged and payment made after review and approval of final report by EVAL.

The evaluator should have the following qualifications and experience;

- University degree in social sciences
- Demonstrable experience and understanding of labour laws, labour administration and concerned issues
- Experience of leading evaluations for the UN or other international development agency
- Experience of designing and conducting project evaluations
- Experience of data collection, analysis and reporting as part of evaluations
- Familiarity with the ILO's mandate and its cross-cutting issues is an advantage
- Work experience in Pakistan and ability to communicate in local languages is an asset
- Ability to write concisely in English

*Legal and ethical matters:* 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 and EVAL's code of conduct will be strictly 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 evaluation<sup>2</sup>.

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<sup>2</sup>*Norms and Standards for Evaluation.* Accessible at; <http://www.unevaluation.org/document/detail/1914>

## **Annexe 1: Relevant ILO evaluation guidelines and standard templates**

Code of conduct form (To be signed by the evaluators)

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_206205/lang--en/index.htm](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](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](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](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_206158/lang--en/index.htm)

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_206159/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](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](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](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>