

Call for Expressions of Interest Final Independent Cluster Evaluation

1. Improving Working Conditions in the Ready-Made Garment Sector RMGP – Phase 2 (RMGP II)
2. Building Responsible Value Chains in Asia through the Promotion of Decent Work in Business Operations – Bangladesh country component

Project location	Bangladesh
Application deadline	Sunday 19 March 2023
Type of contract	External Collaboration Contract
Expected duration	27 March 2023 to 30 June 2023 (and Field mission take place between 30 April and 25 May 2023)
Languages required	Proficiency in written and spoken English

The ILO is seeking expressions of interest for or a team of four consultants comprising **an international evaluation expert and three national consultants (1 labour inspection and OSH expert, 1 remediation expert, 1 evaluation expert)**, to conduct the final independent cluster evaluation stated above.

Candidates/teams 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 (See Section 7.2 in the ToRs).
- 2) A list of previous evaluations/work that are relevant in relation to the context and subject matter of this assignment.
- 3) A statement confirming the availability of the candidates to conduct this assignment and the daily professional fees expressed in US dollars.
- 4) A copy of the candidates' CVs (which must include information about the qualifications held by the candidates).
- 5) A statement confirming that the candidates had no previous involvement in the delivery of the Improving Working Conditions in the Ready-Made Garment Sector RMGP – Phase 2 and the Building Responsible Value Chains in Asia through the Promotion of Decent Work in Business Operations project in Bangladesh or have a personal relationship with any of the ILO Officials who are engaged in the project.
- 6) The names of two referees (email address) who managed the evaluations mentioned in the #2.

Applications are accepted from both teams of consultants and individual applicants.

The **deadline to submit an expression of interest** for undertaking the evaluation is 5.00 pm Bangkok time, Sunday 19 March 2023. Please send an e-mail with the subject header "Evaluation of the RMGP II" to the Evaluation Manager, Rattanaporn Pongpattana, poungpattana@ilo.org and copy to Ms. Pamornrat Pringsulaka, pamornrat@ilo.org

**Terms of Reference
Independent Final Cluster Evaluation
of**

- 3. Improving Working Conditions in the Ready-Made Garment Sector RMGP – Phase 2 (RMGP II)**
- 4. Building Responsible Value Chains in Asia through the Promotion of Decent Work in Business Operations – Bangladesh country component**

ILO Programme Code	<ol style="list-style-type: none"> 1. BGD/16/03/MUL (or BGD/19/05/MUL) Improving Working Conditions in the Ready-Made Garment Sector RMGP – Phase 2 2. BGD/22/50/JPN Building Responsible Value Chains in Asia through the Promotion of Decent Work in Business Operations – Bangladesh country component – Bangladesh country component
Country	Bangladesh
P&B Outcome	Outcome 7: Promoting workplace compliance through labour inspection
DWCP Outcome	BGD227: Capacities of labour administration and institutions improved BGD 230, output 1.4 (increased capacity of Member States to improve social dialogue and labour relations laws, processes and institutions).
Technical field	Labour administration and inspection
Administrative unit	ILO Country Office for Bangladesh
ILO Technical backstopping units	GOVERNANCE
Collaborating ILO Units	DWT /CO New Delhi, RO Asia and the Pacific, LABADMIN/OSH, BETTER WORK, MULTI (Enterprise), ACTRAV, ACT/EMP, LABOURLAW, ITC-TURIN
Time frame	RMGP II - 72 months (01 July 2017 – 30 June 2023) BGD/22/50/JPN - 24 months (01 April 2022 – 31 March 2024)
Budget	BGD/19/05/MUL - USD 22.5 million BGD/22/50/JPN - USD 1,411,556
Funding Agencies	<ol style="list-style-type: none"> (i) Department for International Development (DFID) 6.6 million pounds (US\$8,505,154) (01 July 2017 – 22 Nov 2020) (ii) The Netherlands Ministry for Foreign Trade and Development Cooperation (US\$8,179,474) (01 July 2017 – 30 June 2023) (iii) Department of Foreign Affairs, Trade and Development (DFATD), Canada (Canadian dollars \$10,000,000) (01 July 2017 – 30 June 2023) (iv) Government of Japan/ Ministry of Economy, Trade and Industry (METI) (US\$ 1.4 million)
Type of Evaluation	Independent
Timing of Evaluation	Final
Evaluation Manager	Ms. Rattanaporn Pongpattana, M&E Officer, ROAP

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1. Introduction and rationale for evaluation

These Terms of Reference (ToR) encompass the final independent evaluation of the following ILO programmes in the ready-made garment (RMG) sector in Bangladesh:

- 1) Improving Working Conditions in Bangladesh's Ready Made Garments sector (2017-23) (BGD/19/05/MUL)
- 2) Building Responsible Value Chains in Asia through the Promotion of Decent Work in Business Operations – Bangladesh country component (2022-2024) (BGD/22/50/JPN)

This final evaluation complies with the 4th ILO Policy Guidelines for Evaluation published in 2020, which requires all programmes/projects with a budget of more than US\$5 million and a duration of more than 30 months to undergo two independent evaluations i.e. midterm and final. The final evaluation will be managed by the M&E Officer based in the ILO Regional Office in Bangkok, and will be conducted by a team of independent evaluators (international and national) to be recruited by the evaluation manager. Key stakeholders, including tripartite constituents, donors, key partners, ILO Country Office – Dhaka, technical backstopping unit as well as collaborating ILO Units, will be consulted throughout the evaluation process. The evaluation process and report will follow ILO guidelines and the ILO Evaluation Office will approve the final evaluation report. The evaluation will comply with the United Nations Evaluation Group (UNEG)'s Evaluation Norms and Standards¹.

Per the ILO Evaluation guidelines, the programme required one mid term and one final evaluations, both of which must be independent. The mid term cluster evaluation was conducted in 2022. This final independent evaluation also takes on a “clustered approach” and covers the ILO development cooperation programmes listed above. This cluster evaluation will allow for more strategic focus and to reduce evaluation fatigue among the key stakeholders² and will apply a holistic and integrated approach in assessing the performance of the programme against the OECD/DAC evaluation criteria including relevance, coherence efficiency, effectiveness, impact and sustainability of the programme. The evaluation aims to promote accountability and enhance learning within the ILO and among key stakeholders. The evaluation will apply mixed methods – both qualitative and quantitative. Given the numerous knowledge and M&E products that have been generated both by the RMGP, BW, and other ILO projects in the RMG sector of Bangladesh, desk review will constitute an integral part of this final evaluation, and the evaluation team will conduct a thorough review of relevant documents and propose possible methods to gather evidence during the field visit in Bangladesh to address the evaluation's objectives, that include assessment of programmes' performance based on the OECD/DAC evaluation criteria and other relevant cross-cutting issues, including Gender equality and non-discrimination, promotion of international labour standards, tripartite processes and environmental issues.

This evaluation is planned between March and June 2023, with the final evaluation report expected to be completed by mid of June 2023. The evaluation findings and recommendations will help inform the BWB/METI team in the planning and implementation of the remaining duration of the BGD/22/50/JPN project, and will also provide valuable inputs to guide the future direction of ILO's interventions, at National, Sector and enterprise level in Bangladesh including in the RMG sector and beyond. The M&E Officer, in consultation with the Chief Technical Adviser of RMGP II, the Programme Manager of BWB, and the Operations and Program Support Specialist for the programme, will provide all necessary documents and information required by the evaluation team and will facilitate and support the evaluation team on the logistics needed in the evaluation process.

2. Background and description of programmes to be evaluated

These Terms of Reference encompass the final independent evaluation of the following ILO programmes in the ready-made garment (RMG) sector in Bangladesh:

- 1) Improving Working Conditions in Bangladesh's Ready Made Garments sector (RMGP-II, 2017-23) (BGD/19/05/MUL);
- 2) Better Work Bangladesh (BWB), through the implementation of the following component/project
 - BWB (funded through the RMGP-II (SA 4/Outcome 5))

¹ <http://www.unevaluation.org/document/detail/1914>

² Guidance Note 3.3 Strategic clustered evaluations to gather evaluative information more effectively (June 2020) https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746718.pdf

- The project “Building Responsible Value Chains in Asia through the Promotion of Decent Work in Business Operations” – Bangladesh country component (2022-2024) (BGD/22/50/JPN) (hereinafter referred to as “METI” project)

RMGP II

The RMGP II is a USD 22.5 million programme funded by the Netherlands, Canada and the UK³, to improve working conditions and safety standards in the Ready-Made Garments (RMG) sector of Bangladesh over the period 2017-2023. It is built on the achievements of the first phase (October 2013 - June 2017) which responded to enhance industrial safety in one of Bangladesh’s leading manufacturing and export sector, following a major industrial accident in 2013 at the Rana Plaza.

The **development objective** of the RMGP II programme is *Safe and decent working conditions contribute to improved competitiveness in the garment and other sectors in Bangladesh.*

Using an integrated approach, the RMGP II was structured along four broad strategic areas (SAs) which are mutually supportive and re-enforcing.

Strategic Area	Outcome
Strategic Area 1: Ensuring factory safety through remediation;	Outcome 1: By the end of 2022, all active factories of the target 1,549 National Initiative (NI) factories ⁴ are remediated
Strategic Area 2: Governance building to effectively regulate industrial safety and support labour inspection reform;	Outcome 2: Government effectively regulates industrial safety Outcome 3: Effective and equitable labour inspection system in place based on robust performance management, accountability and a sound gender equality culture
Strategic Area 3: Improving OSH in both policy and practice, in a gender inclusive manner	Outcome 4: OSH improved in policy and practice in a gender inclusive manner
Strategic Area 4: Expansion of Better Work Bangladesh programme to ensure compliance in at least 400 RMG factories.	Outcome 5: Better Work factories serve as model for compliance

METI project

The Building Responsible Value Chains in Asia through the Promotion of Decent Work in Business Operations – Bangladesh country component (2022-2024) is part of a regional programme implemented in 4 countries including Bangladesh, Cambodia, Vietnam and Japan. In Bangladesh, the project is overseen by BWB Chief Technical Advisor, who reports to the Country Director, and is managed in conjunction with the on-going Better Work Bangladesh Programme, with the overall coordination of the METI project managed by Programme Coordinator based in ILO-Tokyo.

The project objective is similar to RMGP II in that it aims to (i) improve working conditions (ii) improve the well-being of workers and (iii) support firms in the specified sectors to make improvements in productivity and responsible business practices.

The METI project has three outcomes:

Outcome 1: Enterprises improve social compliance and adapt good labour practices in line with national laws and ILS with social dialogue structure in place.

Outcome 2: Stronger tripartite institutions and collaboration create conducive enabling environment for RBC.

Outcome 3: Providing evidence base and required awareness to help policy discussion.

³ The original RMGP II worth was \$24.5 million, but the budget was later reduced to 22.5 million since UK left in 2020.

⁴ The RMGP II has a special focus on relatively smaller RMG factories which are not covered by industrial safety initiatives, namely Alliance and Accord, supported by European and American apparel retailers. The bottom tier factories, called National Initiative (NI) factories, although not directly contracted by international retailers, exist in large numbers (at last count nearly 700) and employ about 250,000 men and women. The NI factories work on low profit margins and have few incentives for industrial safety, posing significant risk to the lives of their workers and reputational risk for the sector.

In Bangladesh, the project plans two outcomes as listed in the table below. While Outcome 1 is backstopped by Better Work, Outcome 2 is backstopped by Better Work and MULTI, with technical advice from ACTRAV and ACTEMP where relevant.

RMGP II's Strategic Area	Outcome
Strategic Area 1: Ensuring factory safety through remediation	
Strategic Area 2: Governance building to effectively regulate industrial safety and support labour inspection reform	
Strategic Area 3: Improving OSH in both policy and practice, in a gender inclusive manner	
Strategic Area 4: Expansion of Better Work Bangladesh programme to ensure compliance in at least 400 RMG factories.	Outcome 1: Based on the business case for good industrial relations, enterprises will have established production systems that meet ILS and have strong social dialogue structures and processes (backstopped by Better Work)
	Outcome 2: Enhanced public support and stronger tripartite collaboration will create enabling business environment and support companies in preventing and managing labour rights risks in the supply chains including in the context of HRDD (backstopped by Better Work and MULTI)

2.1. Stakeholders and Partners

2.1.1. Direct stakeholders

(i) Government of Bangladesh:

- a) The Ministry of Labour and Employment and its agency responsible for labour inspection, the Department of Inspection for Factories and Establishments (DIFE). Its Industry Safety Unit (ISU) – RMG Wing
- b) The Ministry of Home Affairs (MOHA) and its agency responsible for fire safety inspection and licensing, the Bangladesh Fire Service and Civil Defence (BFSCD).
- c) The Ministry of Housing and Public Works (MoHPW), responsible for the Bangladesh Building Code, its Public Works Department (PWD) as well as development authorities responsible for authorizing and inspecting building construction such as: Rajdhani Unnayan Kartripakkha (RAJUK), the Chattogram Development Authority, and other local development authorities.
- d) National Council for Industrial Health and Safety

(ii) Employers' organizations

- a) Bangladesh Employers' Federation (BEF), the national apex employers' organization, representing employers and business associations of all economic sectors of Bangladesh.
- b) Bangladesh Garment Manufacturers and Exporters Association (BGMEA) and the Bangladesh Knitwear Manufacturers and Exporters Association (BKMEA) are the industry associations that represent factory owners in the garment sector.
- c) The Federation of Bangladesh Chamber of Commerce (FBCCI)

(iii) Workers' organizations

- a) IndustriALL Bangladesh Council (IBC) [for sectoral level collaboration]
- b) National Coordination Committee for Worker's Education (NCCWE) [for National level collaboration]

(iv) Factories (RMG), their management and workers, factory safety committees, Participation Committees (PCs)⁵

(v) Garment and retail brands sourcing from Bangladesh

⁵ Participation Committee (PC) is a legal requirement for establishments which employ fifty or more workers. A PC is a platform for discussion and dialogue between workers and management at factory level, on issues pertaining to working conditions and workplace cooperation. Its membership comprises of management and elected workers' representatives. The functions of the PC include promoting mutual trust and cooperation between workers and employers; ensuring application of labour laws and supporting workers' education and welfare services which have a positive effect on productivity. (Source: "Taking social dialogue to the next level" 12 Dec 2018) https://www.ilo.org/dhaka/informationresources/Publicinformation/features/WCMS_654366/lang-en/index.htm

2.1.2. Other collaborating agencies and organizations

- (i) Better Work Bangladesh
- (ii) ILO Learning hub
- (iii) Partners (including BRAC, BSR, CARE Bangladesh, Ethical Trading Initiative, Fair Wear Foundation, Oxfam in Bangladesh, GIZ Bangladesh, Plan International Bangladesh and SNV Bangladesh, Amfori)
- (iv) Bangladesh Bank and private financing institutes (PFIs)
- (v) Bangladesh Investment Development Authority (BIDA) and Bangladesh Economic Zone Authority (BEZA)⁶
- (vi) Bangladesh University of Engineering and Technology (BUET)
- (vii) The Center for Policy Development (CPD)
- (viii) Private sector: brands and buyers sourcing from Bangladesh which are working closely with the ILO on issues related to remediation and OSH.
- (ix) The Buyers Forum-A consortium of Buyers and Brands sourcing from Bangladesh (led by H&M)
- (x) The IFC, co-implementing GEAR
- (xi) Bureau Veritas Bangladesh (BV) a private engineering agency, contracted to assist the Remediation Coordination Cell (RCC) with case handling, reporting and technical assistance

2.1.3. Ultimate beneficiaries

- (i) The ultimate beneficiaries are, initially workers in the RMG industry, which directly employs some 4.1 million people – of whom approximately 60% are women – and indirectly supports as many as 40 million Bangladeshis (about 25% of the population).
- (ii) Beyond the RMG sector, actions undertaken under RMG-II will further strengthen the capacity of various regulators (e.g. DIFE, BFSCD etc.). This will benefit all other sectors and ultimately large swathes of the Bangladesh work force and their dependents.

2.2. Management arrangements and ILO technical backstopping

The implementation of RMGP II is overseen by a Chief Technical Advisor (CTA) for the first three strategic areas (SAs), and a Programme Manager oversees the implementation of BWB (SA 4).

Main programme staffing under the RMGP-II (excluding BWB) consists of a total of 21 positions, of whom four are international (two finished their terms in 2020 and one retired in 2022) and ten national professional officers (two finished in 2019), two programme and one admin assistant, two secretaries and two drivers. The majority of positions were time-limited in the initial design, with only seven positions (two international, two national professional and four support) to be continued after 2020 till 2023. However, due to Covid-19 impacts on the delivery of programme activities, the programme has been continuing with 1 international (though he is funded by another programme of the cluster since June 2022) and 8 national staff without any change in admin and programme support staff.

The BWB/METI programme currently consists of 49 staff members, of whom one is an international professional, 41 are national professional officers, one HR & admin assistant, one finance assistant, one training assistant, two secretaries and two drivers. Initially, other than the Programme Manager, the BWB/METI programme was designed with two additional international professional roles- one of the professionals finished their term in 2017, while the other was transferred in 2021, and replaced by a newly developed National Operations Manager (national professional officer) role.

2.3 Link to National Development Framework and UN and ILO frameworks

The Government's Vision 2021 defines several economic and social outcomes for Bangladesh to achieve by 2021. The Vision and the 8th Five Year Plan (2020-2025) include a major focus on the RMG sector as leader in the export growth strategy. Garment related objectives in the Plan include:

- Fire safety, especially in the garment sector
- Decentralization of garment industries to promote more geographically distributed employment
- Improved environmental standards for the RMG industry
- Addressing gender bias and its impacts on female workers

⁶ both involved in establishing one-stop-shop for streamlining licensing services in the country

The programme aligns with the ILO P&B Outcome 7: Promoting workplace compliance through labour inspection and aligns with the UNSDCF 2022-2026 Outcome 4: By 2026, more people, especially the most vulnerable, benefit from more equitable, non-discriminatory, gender-responsive, participatory, accountable governance and justice, in a peaceful and tolerant society governed by the rule of law.

The programme contributes to: SDG 1 (No Poverty), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry Innovation and Infrastructure)

The SDG linkages above subsequently contribute to the ILO Centenary Declaration for the Future of Work, 2019” as follows:

- Strengthened, inclusive and sustainable economic growth, full and productive employment and decent work for all
- Strengthened capacities of all people to benefit from the opportunities of a changing world of work
- Strengthened institutions of work to ensure adequate protection of all workers

3. Purpose and scope of the evaluation

3.1. Purposes of the final independent evaluation

The main purpose of the independent final evaluation is for improving learning and accountability. The specific focus of the evaluation are as the following:

- 1) To assess relevance and effectiveness of the programme considering the changing context of the programmes e.g., Accord and Alliance leaving and RSC's existence, and other underlying factors beyond ILO's control that affected and might affect the achievement of the programme outputs and outcomes.
- 2) Informing the ILO whether the current programme strategy of both programmes is valid. To what extent, the recommendations of the midterm independent evaluation has been taking into consideration.
- 3) To assess the long term changes and impact of the programme and its sustainability and whether it can be linked with phase one (2013-2017) and to what extent.
- 4) Independently assessing the contribution of RMGP-II and BWB to gender equality, non discrimination, social justice, environmental sustainability.
- 5) To assess complementarity and the effectiveness of the collaboration between the different programmes in the sector and provide recommendations on what could be improved and how.
- 6) Identifying good practices and lessons learned that would contribute to learning and knowledge development of the two programmes and their stakeholders.
- 7) To assess any change (institutional/operational etc.) within the GOB agencies e.g. DIFE, ISU- Industrial Safety Unit/ ministries as well as other actors that this programme aims to influence.
- 8) To assess level of effectiveness of the management arrangements and the impact of RMGP interventions versus value for money.
- 9) To assess how the programmatic interventions and achieved outcomes have influenced the national priorities in the area of trade, socioeconomic development.
- 10) To assess how the programme contributed towards better preparation of the country for smooth transition in the upcoming development trajectory in post LDC graduation.
- 11) To assess systemic changes elicited by the programme(s), intended or otherwise

3.2. Scope of the evaluation

The final evaluation covers the period starting from July 2017 (start of RMGP II) to June 2023, and will cover the programmes listed in section 2 for its work in the RMG sector. This evaluation will also find out how this phase is built on the first phase (2013-2017) and to what extent the results are linked with each other (from two phases) to generate greater impacts in the RMG sector.

3.3. Client

The primary end users of the evaluation findings are the programme management team and the ILO Country Office in Dhaka, the donors, ILO's constituents, ILO technical and collaborating departments and in-country partners and stakeholders.

4. Evaluation criteria and questions

Below is the list of the evaluation criteria and suggested evaluation questions. It is expected that the final evaluation 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.

Where the evaluation questions (EQ) are not specifically addressing any particular strategic area (SA) component, it is expected that the evaluation team provides equal efforts to gather data necessary to address all of the SA components/projects as listed in Section 2.

4.1. Relevance

The extent to which the intervention objectives and design respond to beneficiaries, country, and partners/institution needs, policies, and priorities, and continue to do so if circumstances change.

- To what extent and how well has the programme responded to the needs and priorities of the national stakeholders, GoB and social partners, and beneficiaries in the RMG sector including COVID-19 response and recovery and to the post COVID-19 related challenges facing RMG industry?
- Does the programme align or is consistent with ILO's mainstreaming strategy on gender equality. To what extent has the programme strategies and approaches been pertinent to stakeholders' (MOLE/DIFE, BFSCD, employers' and workers' organizations) requirements and policies of partners and donors and the needs of RMG sector in Bangladesh, considering the changes in context (e.g. COVID-19's socio-economic impact, the closure of the Accord and Alliance and the creation of two local initiatives,⁷ and etc.)?
- Have the programme strategies been responsive to changes in the business, socio-economic, political, and institutional environment (e.g. the departure of the Accord and Alliance⁸ and whether it will affect RMG sector and BWB)?

4.2. Validity of intervention design

The extent to which the design is logical and coherent.

- To what extent are the programme designs (objectives, outcomes, outputs and activities) and their underlining theory of change, its strategies, modus-operandi, risk analysis, context analysis logical and coherent and address relevant priorities/need?
- Did the project design consider the gender dimension of the planned interventions through objectives, outcomes, outputs and activities that aim to promote gender equality and non-discrimination? Is the programme strategy adapted to the identified needs and capacities of female and male partners and beneficiaries and those of people with disabilities?
- Were there any major changes in the logical framework? If yes, why? How effective were these changes in improving the programme logic?

4.3. Coherence: How well does the intervention fit?

- To what extent has the programme leveraged synergies and partnerships (with BWB and other ILO programs/projects, constituents, other donors, Government, social partners, national institutions, and other UN/development agencies) to enhance the projects' effectiveness and impact and maximize its contribution to Bangladesh's priority of "improved working conditions in the RMG sector"? Are there any ways to make the intervention more efficient and effective?
- Have there been new intervening factors/actors (e.g. other donor assisted programmes, or new policies or other interventions) that have emerged, which may have impaired or enhanced programme performance or future ILO development assistance in these strategic areas?

⁷ Accord on Fire and Building Safety in Bangladesh and the Alliance for Bangladesh Worker Safety were also launched in 2013 to address workplace safety issues. Both initiatives Alliance and Accord, supported by European and American apparel retailers, are now closed, following a directive from the Bangladesh High Court in favour of the RMG sector's desire to replace them with a local initiative. Following the closure of the international brands' initiatives, Accord and Alliance, GoB, RMG factories, and international brands have agreed to replace them with two local initiatives; namely (i) the RMG Sustainability Council (RSC) owned by the sector's industry association, Bangladesh Garments Manufacturers and Exporters Association (BGMEA) and (ii) 'Nirapon' to be managed and run by a not-for-profit local body set up by Alliance.

⁸ Both initiatives Alliance and Accord, supported by European and American apparel retailers, are now closed, following a directive from the Bangladesh High Court in favour of the RMG sector's desire to replace them with a local initiative.

- What are the ways to maximize synergies and improve collaboration with these new actors? Also explore possible duplication of effort/resources?

4.4. Effectiveness

The extent to which the interventions achieved, or are expected to achieve, its objectives, and its results, including any differential results across groups

- Assess the extent to which the programme achieved its intended outcomes and objectives?
 - To what extent and how has the programme met the remediation targets and support the remediation work of NI factories? To what extent has these ensured building safety in the targeted NI factories? (SA1, outcome 1)
 - How has the programme strengthened enforcement capacity and effective and equitable labour inspection system? To what extent have the regulation of industrial safety by the GOB become more effective, as a result of the programme intervention? (SA 2, outcome 2)
 - How has the programme contributed to improve the DIFE's business process and regulatory capability to regulate industrial safety through enforcement of labour law and advisory services to employers and workers? How effective has DIFE become in regulating industrial safety of the RMG, through the support of the programme? (SA 2, outcome 3)
 - How has the programme contributed to improve OSH in policy and practice? To what extent has the occupational safety and health practices been improved as a result of the programme intervention? To what extent has a culture of occupational safety and health been established in the sector? (SA 3, outcome 4)
 - To what extent and how has the programme contributed to increasing compliance and productivity at enterprise level in the targeted factories? To what degree have the compliance and productivity at enterprise level in the targeted factories been increased? (SA 4, outcome 5)
- How effective was the programme at stimulating interest and participation of programme partners at the micro, meso and macro levels? To what extent were the constituents able to fulfil the roles expected in the programme strategies?
- To what extent and how well did the programme meet the capacity needs of the constituents and how well did it address capacity challenges (if any, e.g. for employers, workers, and buyers to support and sustain remediation efforts) as well as those challenges related to enforcement capacity? What effects (expected/unexpected) are the interventions likely to have on power relations between women and men, and on women's empowerment?

4.5 Efficiency of resource usage

The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way given the impacts of COVID-19 during the major intervention period.

- How efficiently has the RMGP II been managed in terms of its human / financial resources and organizational / governance structure?
- To what extent have the programme leveraged partnerships (with constituents, national institutions, and other UN/development agencies) that maximize the projects' effectiveness and impact on Bangladesh's priority of "improved working conditions in the RMG sector"?
- Were resources allocated strategically to achieve the objectives under the four SAs? Were resources (funds, human resources, time, expertise etc.) allocated strategically to achieve gender-related objectives?
- Assess the impact of RMGP interventions versus value for money.

4.6 Effectiveness of management arrangements

The extent to which the management capacities and arrangements were put in place to support the achievement of results.

- To what extent were the technical resources and partnerships adequate and adapted to fulfil the programme plans? Does the management team have adequate gender expertise?
- Were the management and governance arrangements of the programme adequate? Does the project have an M&E system in place that collects sex-disaggregated data and monitors gender-related results?
- Were institutional arrangements with partners and the role of tripartite constituents appropriate and effective?

- Identify factors that facilitated, or challenges that obstructed the programme from achieving its results, outcomes and objectives. Have these factors been sufficiently analysed and adequately addressed in programme intervention?
- To what extent and how had the programme management been adaptive? To what extent has these adaptive management contributed to maximize the opportunities to achieve the intended outcomes and objective?

4.7 Impact

The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effect.

- To what extent has the RMG sector become a more compliant, competitive and forward looking industry through the changes that have been enhanced with the support by the programme (e.g. strengthened regulatory environment and governance systems and mechanisms at national and enterprise levels, compliance to international labour standards)?
- To what extent has the overall industrial safety *and safe and decent working conditions been generated in the RMG sector?* How this can be linked with the programme?
- How have the programmatic interventions and achieved outcomes influenced the national priorities in the area of trade (RMG share), socioeconomic development? What are the possible long-term effects on gender equality?
- To what extent has the RMGP II contributed to accelerating the SDGs at the national level? Have the programme initiatives made a difference to specific higher goals to which they are linked (i.e. social, environmental, and economic effects of the intervention)? If so, how?
- To what extent and how had the programme contributed towards better preparation of the country for smooth transition in the upcoming development trajectory in post LDC graduation?
- Has the programme generated any unintended (both positive and negative) effects?
-

4.8 Sustainability

The extent to which the net benefits of the intervention continue, or are likely to continue.

- To what extent has the programme had impact on institutional and systemic changes (including improved inter-agency coordination) necessary for sustainable improvements in industrial safety and safe and decent work in Bangladesh?
- To what extent has the RMG II interventions, i.e. remediation efforts, BWB legacy of compliance, and labour governance interventions (i.e. OSS for industrial safety), been institutionalized? What are the results that are likely to be sustained/maintained beyond the RMGP II through the action of Government and other stakeholders, factory partners and social partners and ILO constituents?
- Are there any results that are likely to get scaled up and replicated by the government, partners and stakeholders?
- To what extent has the strategies adopted by the RMGP II contributed to sustainability of results? To what extent has the RMGP II supported the long-term buy-in, leadership, commitment, and national ownership by the Government and other relevant stakeholder to fully take over the process of ensuring industrial safety? What were the challenges? How should these challenges be best tackled?
- Analyse stakeholders ownership to continue contributing to the momentum the program has initiated. How has the program contributed to labour law reforms beyond RMG?
- What are needed to be done in developing a long-term institutional architecture of the industrial safety regulation and enforcement mechanism which is independent, efficient, and credible to protect factories and their workers?

4.9 Cross-cutting issues (Gender equality, social dialogue, normative mandate, tripartism, environmental sustainability and women worker empowerment)

Gender and inclusiveness

- To what extent had the programme mainstreamed OSH and gender in the systems across the RMG sector? To what extent has the RMGP II contributed to improve gender equality, and inclusion and empowerment of women workers in the RMG sector?
- What are other observed gender impacts of the programme (both positive and negative, if any)?

- To what extent has the programme contributed to achieving UNSDCF 2021-2025's relevant outcome, i.e. a more equitable, non-discriminatory, gender-responsive, participatory, accountable governance and social justice? and are there any differential results across groups?

ILO's Normative and tripartite mandate

- To what extent social dialogue (including worker/employer dialogue) have been promoted in the design and implementation and achievement of programme results?
- To what extent has the programme been able to increase the capacity, commitment and motivation of tripartite constituents and committees (e.g. Participation Committees) at the factory and national level to resolve compliance issues? To what extent are the PCs capable to contribute to safe working conditions and respect of labour rights in their respective factories?
- To what extent has normative and tripartite mandates been promoted to create a regulatory environment in line with International Standards and best practice, and to contribute to driving lasting improvements and encourage inclusive growth?

Environmental sustainability

- How have the programme address environmental issues and contributed to improve environmental standards and environmental sustainability of the RMG sector?

4.10 Lessons Learned and good practices

- What are the exemplary achievements and/or particular challenges for achieving policy, legislative and strategic change and buy-in to create an enabling environment for an efficient and effective culture of industrial safety in the country?
- Document lessons learnt and good practice in regard to capacity development of the social partners

5 Methodology

- The evaluation will comply with evaluation norms, standards and follow ethical safeguards, as specified in the ILO's evaluation procedures. The ILO adheres to the United Nations system of evaluation norms and standards as well as to the **OECD/DAC Evaluation Quality Standards**.
- The evaluation will be conducted by a team of independent evaluators (international and national), who will primarily focus on all the criteria described in section 4 as well as will provide inputs that will feed into the remaining programme period.
- In particular, the gender dimension will be considered as a cross-cutting concern throughout the methodology, deliverables and final report. The evaluation should involve both men and women in the consultation, evaluation analysis and evaluation team as well as an assessment of the implementation of the program's Gender Strategy and its accompanying Gender Action Plan. 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 the lives of women and men. All this information should be accurately included in the inception report and evaluation report.
- To get a complete understanding and opinion of the relevant stakeholders on RMGP II and BWB/METI's achievements, the evaluation will primarily use a qualitative method of research. This qualitative method will use a mix of desk review of relevant reports and data related to the RMG programme⁹ and interactions with stakeholders in the field (series of meetings and interviews).
- Quantitative surveys with stakeholders may be conducted (with small sample sizes) to address relevant evaluation questions.

⁹ Here is a list of M&E products of the RMGP programme and other relevant ILO projects which will be shared with evaluation team when they are on board:

- Logframes (Original version May 2019; 1st revised version May 2021 (after the 2020 RMGP II MTE and 2020 DFID annual review))
- DFID Annual review 2020
- RMGP II Basline study report
- RMGP II Mid Term Independent Evaluation report 2020
- RMGP II Outcome measurement study report 2022
- BGD/15/03/MUL Promoting Social Dialogue and harmonious Industrial Relations in Bangladesh Final Independent Evaluation report 2022
- BGD/21/01/DIS Better work National Constituents Capacity Building and Joint Learning Plan Final progress report 2022
- Other technical products produced by the RMGP II (e.g. technical notes, briefing notes, strategies) for each SA

- Cost benefit analysis may be carried out to assess the impact of RMGP interventions versus value for money.
- The evaluation team will examine the intervention's Theory of Change, specifically in light of the logical connect between levels of results and their alignment with the two programs and with the ILO's strategic objectives and outcomes at the global and national levels, as well as with the relevant SDGs and related targets.
- The evaluators will conduct face-to-face semi-structured interviews (or via Skype when necessary) with ILO officials, donors and constituents in Bangladesh during a three weeks long field mission from **30 April 2023 to 25 May 2023**. The stakeholders to be interviewed will include all of the implementing partners and other stakeholders as has been detailed out in Section 2.1 above and all the clients of the evaluation.
- A Stakeholders' workshop will be held in Dhaka towards the end of the evaluation mission. The objective of this workshop will be to: 1) present initial evaluation findings; 2) receive feedback and comments. The workshop will be designed to achieve the dual objectives of validating and adjusting the initial findings whilst also serving as a final data collection step. In addition to various stakeholders, the workshop will also be attended by the programme donors.
- Prior to the stakeholders' workshop, a debriefing session should be organized with the two programs and ILO CO Dhaka.
- To enhance the rigor of the evaluation, data collection methods should be triangulated. Considering the variety of views and interests of stakeholders and clients and users of the evaluation, the stakeholders' perspectives will be triangulated for many of the evaluation questions in order to strengthen the credibility and validity of the results. While the review of documents will provide necessary data, interacting with and interviewing a variety of stakeholders should allow for cross-checking the information acquired, and thereby verifying and triangulating the accuracy and validity of data and information. This should be further supplemented with direct observations in the field during interviews as well as during the participation in the stakeholder workshop.
- Key stakeholders will have the opportunity to provide inputs to the evaluation's TORs, participate in the evaluation process, and provide inputs to a draft evaluation report.
- The evaluator may adapt the methodology, but any fundamental changes should be agreed to between the evaluation manager and the evaluator, and reflected in the inception report

6 Main Deliverables

The main deliverables of this evaluation are as follows:

6.1 Inception report

The inception report will include among other elements the evaluation questions, data collection methodologies and techniques, the evaluation tools and instruments (interview, guides, questionnaires, etc.). The data collection instruments need to make provisions for the triangulation of data where possible. The evaluator will prepare an inception report as per the [Checklist 4.8 Writing the inception report](#)

6.2 Quantitative and qualitative data collected in the field.

The evaluators will share all qualitative and quantitative data with the ILO using appropriate software (word, excel etc.). The channel of sharing should be discussed and agreed to the Evaluation Manager.

6.3 Stakeholders' workshop and Microsoft PowerPoint presentation on preliminary evaluation findings

A final national stakeholder validation workshop will be conducted in Dhaka to share the preliminary findings with the ILO and local stakeholders at the end of evaluation mission. The workshop will be organized by the RMGP-II team with assistance from the ILO Country Office in Dhaka. Evaluation findings should be based on facts, evidence and data. This precludes relying exclusively upon anecdotes, hearsay and unverified opinions. Findings should be specific, concise and supported by triangulation of quantitative and qualitative information derived from various sources to ensure reliability, validity and generalization. A presentation will be prepared and delivered by the evaluators for this workshop.

6.4 First draft evaluation report

The evaluation report will include and reflect on findings from the fieldwork and the stakeholders' workshop. The draft evaluation report will be prepared as per the [Checklist 4.2 Preparing the evaluation report](#). The first draft report will be improved by incorporating all comments and inputs provided by key stakeholders.

6.5 Final evaluation report with evaluation summary

The evaluators will incorporate comments received from ILO and other key stakeholders into the final evaluation report. The report will be finalized as per the [Checklist 4.2 Preparing the evaluation report](#). There may be more than one rounds of comments from ILO stakeholders. Evaluation report is considered final only when it has received an approval from ILO evaluation Office. The draft final report should be edited using ILO house style manual before final submission by the consultants.

The reports and all other outputs of the evaluation will be produced in English. All draft and final reports including other supporting documents, analytical reports, and raw data will be provided in electronic version compatible with MS WORD for windows.

Draft and Final evaluation reports should include the following sections:

1. Cover page (ILO template to be provided)
2. Acronyms
3. Executive Summary
4. Description of the project and its intervention logic
5. Purpose, scope and clients of the evaluation
6. Methodology and evaluation questions
7. Limitations
8. Presentation of findings for each criteria and evaluation questions
9. A table presenting the key achievements against the outcome statements and the logframe's outcome and output indicators (annexed)
10. Conclusions and recommendations (including to whom they are addressed)
11. Lessons learned, potential good practices (as per ILO format) and models of intervention/possible future direction
12. Appropriate Annexes (list of meetings and interviews, TOR, and other relevant documents, lesson learn and good practice using standard ILO format).

The quality of the report and evaluation summary will be assessed against the ILO [Checklist 4.9 Rating the quality of evaluation report](#).

7 Management Arrangements and Work plan

A designated evaluation manager, Ms. Rattanaporn Pongpattana, Monitoring and Evaluation Officer, who has no prior involvement in the program will manage this evaluation with oversight provided by the ILO Evaluation Office. The evaluation team reports to the evaluation manager.

The evaluation manager is responsible for completing the following specific tasks:

- Draft and finalize the evaluation TORs upon receiving inputs from key stakeholders;
- Advertise/tender the evaluation
- Review Eols and CVs of the proposed evaluators and make a selection;
- Provide all background documents to the evaluators;
- Coordinate with RMGP II and BWB on the field visit agenda of the evaluators;
- Briefing the evaluators on ILO evaluation procedures;
- Circulate, gather and consolidate input/feedback to the initial evaluation report from all concerned
- Review and provide inputs/feedback/comments to the draft evaluation report; and
- Share inputs/feedback/comments with the evaluators, to be integrated in the final report.

ILO Country Office for Dhaka, RMG -II and BWB teams will handle administrative contractual arrangements with the evaluators and provide any logistical and other assistance as required. RMGP-II and BWB II team will be responsible for the following tasks:

- Gather all program background materials for the final evaluation;
- Prepare a list of recommended interviewees/stakeholders;
- Schedule meetings for field visit and coordinating in-country logistical arrangements, including travel arrangements (e.g. plane and hotel reservations, purchasing plane tickets, providing per diems) and all materials required.
- Organize and participate in the stakeholder workshops;
- Be interviewed and provide inputs as requested by the evaluators during the evaluation process;

- Review and provide comments on the draft evaluation reports.

7.1 Indicative time frame and responsibilities

No.	Task	Responsible person	Time frame (by end)
1	Preparation, sharing and finalization of the TOR	Evaluation Manager	31 January 2023
2	Approval of the TOR	Regional Evaluation Officer	23 February 2023
3	Issuance of Call for Interests, advertisement of consultant, and selection of consultant	Evaluation Manager/ Regional M&E Officer	23 Feb- 19 March 2023
4	Issuance of contracts	CTA/CO-Dhaka	27 March 2023
5	Draft mission itinerary for the evaluator and the list of key stakeholders to be interviewed	CTA RMGP II (in consultation with BWB II)	27 March 2023
6	Brief evaluators on ILO evaluation policy and the two programs	Evaluation Manager and CTA and evaluators	27 March 2023
7	Document review and interviews with stakeholders outside Bangladesh (donor, ILO HQ, etc.) and development of the inception report submitted to Evaluation Manager	Evaluators	27 March- 20 April 2023
8	Inception report approved	Evaluation Manager	25 April 2023
9	Evaluation Mission (including stakeholders workshop)	Evaluators	30 April -25 May 2023
11	Draft report submitted to Evaluation Manager	Evaluators	26 May-5 June 2023
12	Sharing the draft report with all concerned stakeholders for comments for two weeks	Evaluation Manager	8 June 2023
13	Stakeholder workshop		W 2/3 of June
14	Consolidated comments on the draft report and send to the evaluator	Evaluation Manager	20 June 2023
15	Finalization of the report and submission to Evaluation Manager	Evaluators	23 June 2023
16	Review and approval of the final report	Evaluation Manager and Evaluation Office	By end of June 2023

7.2 Required Qualifications and responsibilities

The evaluation team will compose of four persons, an international consultant and three national consultants (1 labour inspection and OSH expert, 1 remediation expert, 1 evaluation expert), selected through a competitive process from qualified consultants or firms.

International Evaluation Specialist/Team Leader

Desired skills and competencies:	Responsibilities
<ul style="list-style-type: none"> • No previous involvement in the delivery of the ILO's RMG program; • Master's Degree with minimum 10 years of strong and substantial experience in program evaluations; • An evaluation expert in development field with demonstrated technical expertise in evaluation methodologies and previous proven skills and experience in undertaking evaluations of similar programs; • Strong background in organizational and institutional capacity building, Human Rights-Based Approach programming, and Results-Based Management and Monitoring; 	<p>The international consultant will lead the evaluation and will be responsible for delivering all of the deliverables listed in Section 6 using a combination of methods.</p> <p>Specifically, the IE will be responsible for:</p> <ul style="list-style-type: none"> ✓ Lead the evaluation team, ✓ Desk review of programme documents and other related documents ✓ Develop evaluation instruments and draft inception report ✓ Virtual interviews with project team and ILO specialists ✓ Undertake a field visit in Bangladesh

Desired skills and competencies:	Responsibilities
<ul style="list-style-type: none"> • Extensive knowledge of, and experience in applying, qualitative and quantitative research methodologies and data analysis; • Ability to conduct gender analysis and apply gender lens; • Technological experience in RMG and/or non-RMG area would be desirable; • Excellent analytical skills and communication skills; • Demonstrated excellent report writing skills in English; • Knowledge of ILO's roles and mandate, its tripartite structure, and understanding ILO cross-cutting issues as well as UN evaluation norms and its programming is desirable; • Experience in participatory evaluation techniques is desirable; • Experience in ready-made garment sector, social dialogue and industrial relations in emerging economies • Working experience in Bangladesh will also be an advantage. 	<ul style="list-style-type: none"> ✓ Facilitate stakeholders' workshop and debriefing with the programme and key stakeholders ✓ Draft evaluation report ✓ Finalize evaluation report ✓ Draft stand-alone evaluation summary and lessons learned and good practice as per standard ILO format

National Evaluator/Team Member

Desired skills and competencies:	Responsibilities
<ul style="list-style-type: none"> • No previous involvement in the delivery of the RMG program; • Master's Degree with minimum 5 years of strong and substantial professional experience working on programme evaluation of which 2 years in ready-made garment sector, social dialogue and industrial relations issues in Bangladesh; • S/He should be knowledgeable in programming and organizational and institutional capacity building; • Excellent qualitative data analysis skills, • Excellent analytical skills, writing and interview skills; • Excellent command of oral and written English; • Bengali language skills; • Knowledge of ILO's roles and mandate and its tripartite structure as well as UN evaluation norms and its programming will be an advantage; and • Experience in participatory evaluation techniques will be an advantage. 	<p>The national consultant--Evaluation (a national of Bangladesh) will support the team leader in conducting a participatory and inclusive evaluation. Specifically, the national consultant will be responsible for:</p> <ul style="list-style-type: none"> ✓ Desk review of programme documents and other related documents ✓ Assist the team leader in developing evaluation instrument and drafting inception report ✓ Pro-actively provide relevant local knowledge and insights to the international consultant ✓ Take part in the interviews with key stakeholders and assist in note taking during interview ✓ Undertake a field visit in Bangladesh ✓ Assist the team leader in facilitating stakeholders' workshop/ debriefing with the programme and key stakeholders ✓ Assist the team leader in data analysis, ✓ Contribute to the drafting of the evaluation report, and other outputs prepared by the team leader. The national consultant may be requested to write certain sections in the report as requested by the IE ✓ Provide translation/interpretation for the IE during the evaluation data collection as required

National labour inspection and OSH expert

Desired skills and competencies:	Responsibilities
<ul style="list-style-type: none"> • No previous involvement in the delivery of the RMG program; 	<p>The national consultant--labour inspection and OSH (a national of Bangladesh) will support the team leader in conducting a participatory and inclusive evaluation. Specifically, the national consultant will be responsible for:</p>

<ul style="list-style-type: none"> • Master’s Degree with minimum 5 years of strong and substantial professional experience working on labour inspection and occupation safety and health; • Excellent analytical skills, writing and interview skills; • Excellent command of oral and written English; • Bengali language skills; • Knowledge of ILO’s roles and mandate and its tripartite structure as well as UN evaluation norms and its programming will be an advantage; and 	<ul style="list-style-type: none"> ✓ Desk review of programme documents and other related documents, specially labour inspection and OSH, ✓ Assist the team leader in developing evaluation instrument and drafting inception report ✓ Take part in the interviews with key stakeholders and assist in note taking during interview ✓ Undertake a field visit in Bangladesh ✓ Assist the team leader in facilitating stakeholders’ workshop/ debriefing with the programme and key stakeholders ✓ Contribute to the drafting of the evaluation report, and other outputs prepared by the team leader. The national consultant may be requested to write certain sections in the report as requested by the IE ✓ Provide translation/interpretation for the IE during the evaluation data collection as required
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National remediation expert

Desired skills and competencies:	Responsibilities
<ul style="list-style-type: none"> • No previous involvement in the delivery of the RMG program; • Relevant Master’s Degree with minimum 5 years of strong and substantial professional experience working on factory remediation in RMG sector; • Excellent analytical skills, writing and interview skills; • Excellent command of oral and written English; • Bengali language skills; • Knowledge of ILO’s roles and mandate and its tripartite structure as well as UN evaluation norms and its programming will be an advantage; and 	<p>The national consultant--remediation (a national of Bangladesh) will support the team leader in conducting a participatory and inclusive evaluation. Specifically, the national consultant will be responsible for:</p> <ul style="list-style-type: none"> ✓ Desk review of programme documents and other related documents, specially remediation related, ✓ Assist the team leader in developing evaluation instrument and drafting inception report ✓ Take part in the interviews with key stakeholders and assist in note taking during interview ✓ Undertake a field visit in Bangladesh ✓ Assist the team leader in facilitating stakeholders’ workshop/ debriefing with the programme and key stakeholders ✓ Contribute to the drafting of the evaluation report, and other outputs prepared by the team leader. The national consultant may be requested to write certain sections in the report as requested by the IE ✓ Provide translation/interpretation for the IE during the evaluation data collection as required

Below are indicative level of efforts for the expected tasks and deliverables. 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	Evaluation Specialist/Team Leader	National consultant/Team Member	National labour inspection and OSH expert	National remediation expert
Desk review of programs’ related documents; Skype briefing with evaluation manager, CTA, donor, and ILO HQ; Prepare inception report	10	7	5	5
Conduct Field visits and interviews relevant programs’ staff, stakeholders,	15	15	9	9

Tasks	Evaluation Specialist/Team Leader	National consultant/Team Member	National labour inspection and OSH expert	National remediation expert
and beneficiaries; conduct one national stakeholder workshop				
Analysis of data based on desk review, field visit, interviews/questionnaires with stakeholders; draft report	12	6	3	3
Finalize the report including explanations on why comments were not included.	5	2	1	1
Total	42	30	18	18

8 Legal and Ethical Matters

- The evaluation will comply with UN Norms and Standards.
- The TORs are accompanied by the Code of Conduct document for carrying out evaluations.
- UNEG ethical guidelines will be followed.
- It is important that the evaluator has no links to program management or any other conflict of interest that would interfere with the independence of evaluation.

9 All relevant ILO evaluation guidelines and standard templates

1. [Guidance Note 1.3: Procedure and Tools for Evaluability](#)
2. [Checklist 4.8 Writing the inception report](#)
3. [Checklist 4.2 Preparing the evaluation report](#)
4. [Checklist 4.9 Rating the quality of evaluation report](#)
5. [Protocol on collecting evaluative evidence on the ILO's Covid-19 response measures through project and programme evaluations](#)
6. [Guidance note 4.5 Stakeholders participation in the ILO evaluation](#)
7. [Guidance note 3.1. Integrating gender equality in M&E](#)
8. [Guidance Note 3.2: Adapting evaluation methods to the ILO's normative and tripartite mandate](#)
9. [Code of conduct form \(To be signed by the evaluator\)](#)
10. [UNEG integrating Human Rights and Gender Equality in evaluations](#)
11. [United Nations Evaluation Group. 2008. *Ethical Guidelines for Evaluation in the UN System*](#)
12. [United Nations Evaluation Group. 2014. *Integrating Human Rights and Gender Equality in Evaluations*](#)
13. [United Nations Evaluation Group. 2016. *Norms and Standards for Evaluation*](#)
14. [United Nations Evaluation Group. 2018. *UN-SWAP Evaluation Performance Indicator - Technical Note and Scorecard*](#)
15. [ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations, 4th ed., \(Nov 2020\)](#)