



**Final -As of 22 Jan
2018**

**Terms of Reference
Independent Mid-Term Evaluation of
Better Factories Cambodia Programme Phase III**

ILO Project Code	CMB/12/51/CMB, CMB/12/52/CMB, CMB/12/53/USA, KHM/15/50/NLD, KHM/16/51/AUS
Administrative Unit in charge of the project	BETTER WORK
Technical Backstopping Unit	BETTERWORK
Type of Evaluation	Independent
Timing of Evaluation	Mid-term
Project Period	1 January 2016 – 31 December 2018 (36 months)
Total Project Budget	USD 7,566,687
Funding Agency	Royal Government of Cambodia Garment Manufacturers Association in Cambodia (GMAC) United States Department of Labor (USDOL) Australia Department of Foreign Affairs and Trade (DFAT) Netherlands Ministry of Foreign Affairs Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) Federal Ministry for Economic Cooperation and Development (BMZ)
Evaluation Manager	Pamornrat Pringsulaka

I. BACKGROUND AND JUSTIFICATION

Global Better Work Programme

1. The Better Work (BW) programme is a joint initiative of the International Labour Organization (ILO) and the International Finance Corporation (IFC), a member of the World Bank Group. The programme- initially launched as Better Factories Cambodia in 2003 and later scaled to a global programme called Better Work in 2007- works to improve working conditions and promote competitiveness in global garment supply chains. It is a comprehensive programme bringing together all levels of the garment industry to improve working conditions and respect of labour rights for workers, and boost the competitiveness of apparel businesses.
2. Global supply chains are complex, diverse and fragmented. They have contributed to economic growth, job creation, poverty reduction and entrepreneurship and can contribute to a transition from the informal to formal economy. They can be an engine of development by promoting technology transfer, adopting new production practices and moving into higher value-added activities, which would enhance skills development, productivity and competitiveness. At the same time, failures at all level within global supply chains have contributed to decent work deficits for working conditions such as in the areas of occupational safety and health, wages, working time, and which impact on the employment relationship and the protections it can offer. Such failures have also contributed to the undermining of labour rights, particularly freedom of association and collective bargaining. Informality, non-standard forms of employment and the use of intermediaries are common. The presence of child labour and forced labour in some global supply chains is acute in the lower segments of the chain. Migrant workers and homeworkers are found in many global supply chains and may face various forms of discrimination and limited or no legal protection¹.
3. With its mandate, experience and expertise in the world of work, its normative approach to development and its tripartite structure, the ILO is uniquely positioned to address governance gaps in global supply chains so that they can fulfil their potential as ladders for development².
4. Given the uniqueness of the garment sector, the Better Work programme focuses at this point *specifically* on the **garment supply chain**³, working with workers and managers from RMG (ready-made garment / cut-make-trim) factories; global brands; and tripartite constituents like trade unions, garment sector employers' associations, global brands, and the government. The BW programme is currently active in Cambodia, Indonesia, Vietnam, Haiti, Jordan, Nicaragua, and Bangladesh, targeting globally 1.9 million workers from 1,900 factories.
5. The Better Work Global (BWG) Programme just completed its third funding phase (2012-2017) at the end of June 2017 and a programme final evaluation is underway. The main emphasis of the third phase was to achieve direct impact through its own programmes in the garment sector, and wider, indirect impact through its influence, knowledge sharing, and partnerships. The ultimate goal was to reach the required scale that will trigger or contribute to behavioural change in the garment industry and beyond, where compliance becomes the norm. By June 2017, BWG expanded its services to 1,486 factories currently employing approximately 2 million workers. Better Work estimates to have impacted at least 3 million workers and millions more of their family members.

¹ 105TH SESSION International Labour Conference. Report of Committee on Decent Work in Global Supply Chains: Resolution and conclusions submitted for adoption by the Conference.

² ditto

³ Recently, BW has ventured into footwear supply chains given the strong similarities and overlap with the garment sector.

6. The Better Work Global (BWG) Programme is now entering its fourth funding phase (2017-2022). During this new phase, Better Work will leverage existing and new partnerships to expand its impact from 3 to 8 million workers and to 21 million family members. In addition, ILO and WBG will support garment producing countries to strengthen the policy and enabling environment for decent work and competitiveness to drive positive outcomes on a much larger scale. This will be achieved through two areas of intervention, i.e. influencing business practices in the global supply chain and strengthening the enabling environment for decent work by strengthening public institutions and advancing policies at the national level.

Background of Better Factories Cambodia Programme

7. The Better Factories Cambodia (BFC) programme started operating in Cambodia in 2001. It was linked to an innovative trade agreement between the Royal Government of Cambodia (RGC) and the United States (USA). The U.S.–Cambodia Bilateral Textile Agreement, initially covering 2000 and 2001 and later extended until 2004, provided an incentive to increase the quota for Cambodian garment export to the US linked to ongoing improvements in labour conditions in garment factories.
8. BFC was a result of a request for the ILO to verify and monitor compliance with international labour standards and national labour law in the garment exporting factories. In response, the ILO developed BFC and started assessing working conditions in garment factories. The programme was initially voluntary but the RGC soon made these assessments mandatory for all garment exporting factories and this, in combination with BFC's aggregated public reports on compliance levels, created a strong push for factories to improve their working conditions.
9. Although the quota incentive ended with the expiration of the Multi Fibre Agreement in 2004, the government asked the ILO to continue to assess compliance with labour law of all exporting factories to demonstrate and realise the country's commitment to uphold the reputation of its garment industry as an ethical sourcing destination. Since then, BFC has remained mandatory for all garment exporting factories under government regulation (PRAKAS).
10. Since its start, BFC has been very important to the country considering the relevance of the garment industry for export earnings and job creation, but also for addressing problems around working conditions as described earlier. To have more impact on improved working conditions, BFC has put a lot of emphasis in offering support to factories on their improvement processes, to complement its monitoring activities. The programme started to provide training at factories on specific workplace issues, such as Human Resources Management, Occupational Health and Safety, productivity and also training of workers and managers to jointly improve working conditions, such as training on workers' rights and responsibilities, negotiation skills for managers and workers, and workplace cooperation.
11. Later, the programme has also started delivering factory specific advisory services aimed at creating sustainable bipartite committees responsible for improving working conditions at the factory floor. In those factories that receive advisory services, BFC helps set up bipartite committees where they do not exist and then supports these committees to start tackling the root causes of non-compliance. Both training and advisory have been important complimentary services to BFC's assessments and have helped to drive more change at the factory level.
12. The strategic phase 2016 – 2018 is aimed to contribute to improving lives of at least 500,000 workers, their families, communities and competitiveness in the Cambodian garment and footwear factories. This phase puts particular interest in working jointly with the government to strengthen their capacity for upholding labour standards in the industry on the long term, support industry partners in creating a vision for the industry that combines both competitiveness and business strength as well as respect for labour standards and create stronger partnerships to build capacity for dialogue and grievance resolution at the factory level.

13. At the end of the project phase, BFC expects to achieve the following outcomes:

Outcome 1: Cambodian exporting factories in the garment and footwear sector will have strengthened their capacity to improve and uphold compliance with the labour law.

Outcome 2: BFC will have strengthened its engagement with the Cambodian government to improve their capacity to identify, non-compliance issues, strengthen enforcement, and uphold labour standards.

Outcome 3: BFC will have strengthened its engagement and partnerships with key stakeholders for increased influence and impact on working conditions in factories and the systemic issues in the sector as a whole.

Outcome 4: BFC will have used its experience and data to inform and influence practices and policies related to responsible business practices in the industry.

Outcome 5: BFC will have strengthened its governance and management for increased sustainability.

Project achieved results as per project reporting can be found at Annex 1.

Background to the mid-term evaluation

14. ILO considers evaluation as an integral part of the implementation of technical cooperation activities. Provisions are made in all projects in accordance with ILO evaluation policy and based on the nature of the project and the specific requirements agreed upon at the time of the project design and during the project as per established procedures. This midterm independent evaluation is managed by Regional Monitoring and Evaluation Officer based at ILO Regional Office for Asia and the Pacific.
15. This evaluation follows a cluster approach following BW programme approach of implementing one programme with several sources of funds. As such the various projects from three donors are considered as one in term of this evaluation.
16. Several research studies related to the impact of BFC have taken place over the years. This includes the impact of transparent reporting and the impact of improved working conditions and firm resilience during the 2010 economic crisis. The BFC supervisory skills training have also been part of a larger impact study done by Tufts University and the programme is currently doing a study to measure the impact of its services on working conditions, firm performance, worker wellbeing and the families and communities. The baseline survey was finalised in December 2016 and the end-line survey is expected to be done by July 2018. This study is part of the Better Work Global's larger impact strategy and carried out by Tufts University.
17. BFC has been part of previous mid-term and final evaluations, and impact assessments. The most recent relevant evaluations that BFC have been part of includes:

	Type of evaluation/project code	Note/ Link to the evaluation report
Better Factories Cambodia – Midterm cluster evaluation (2013)	Independent evaluation CMB/12/02/USA; CMB/11/50/USA; CMB/00/51/CMB; CMB/00/52/CMB; CMB/05/04/CMB; CMB/05/50/USA; CMB/06/02/IDA; CMB/08/01/NZE; CMB/09/03/UND; GLO/08/52/NET; CMB/06/03/MUL; CMB/10/50/MUL	http://www.ilo.org/ievaldiscovery
Lessons and ways forward:	Internal evaluation	http://www.ilo.org/ievaldiscovery

	Type of evaluation/project code	Note/ Link to the evaluation report
Labour Standard in the Global Supply Chains: A programme of Action for Asia and the garment sector (2016)	(RAS/14/03/FRG)	
Better Factories Cambodia Phase II - Final Evaluation- December (2015)	Independent evaluation CMB/13/02/MUL, CMB/12/51/CMB, CMB/12/52/CMB	http://www.ilo.org/ievaldiscovery
Longitudinal Impact Assessment ending 2016 which included yearly data collection over the past six years.	Impact assessment study	https://betterwork.org/dev/wp-content/uploads/2016/09/BW-Progress-and-Potential_Web-final.pdf
BFC also completed impact assessment data collection in respect of 29 factories in June 2017	Impact assessment	Report to be available.
Better Work Stage III – US Council Foundation Final evaluation (2016)	Independent evaluation	http://www.ilo.org/ievaldiscovery
ILO/IFC Better Work Global Programme – Interim evaluation (2012)	Independent evaluation (GLO/10/24/NET)	http://www.ilo.org/ievaldiscovery
Better Work Global – midterm (2014)	Internal report (GLO/08/07/MUL)	http://www.ilo.org/ievaldiscovery
Better Work Global Programme Phase III - mid-term evaluation (2015)	Independent evaluation	http://www.ilo.org/ievaldiscovery
Better Work Global Programme Phase III – Final evaluation (2017)	Independent evaluation	On-going and draft report is to be available

18. Given the breadth of recent evaluations and data collected on efficiency, effectiveness and relevance of the programme (with a focus on core services and gender equality), the evaluation should avoid duplication on data collection and analysis and use these evaluations as a reference ensuring that the focus and recommendations given are unique.
19. The evaluation will focus on BFC's work with stakeholders (outcomes 2, 3, and 4) but as a mandatory independent midterm evaluation, all outcomes also need to be covered but more emphasis will be on strengthening its stakeholder engagement in light of the future of the garment sector and the role that the BFC can play on this. Considering the importance of this component in the current strategy, the midterm evaluation is a unique opportunity to measure progress made, receive stakeholders' perspectives identify ways to further strengthen BFC's work on this.

The present Terms of Reference are based on inputs from key stakeholders received in the consultation process and on standard issues to be covered by a mid-term evaluation, taking into consideration the results of the impact assessment, any other reviews or relevant donor required evaluations and the ILO evaluations of each project up until this point.

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

II. SCOPE AND PURPOSE

21. This mid-term evaluation (MTE) purpose will be for programme improvement and accountability. It will focus on **BFC's engagement with stakeholders in Cambodia as a key aspect of BFC's sustainability strategy**. It will consist of: i) a literature review of available documents, especially recent evaluations, to reduce repeated stakeholder consultation on the same topics, particularly factory-facing services which has been the main focus of numerous preview evaluations and reviews; and ii) a series of meetings with each of BFC's stakeholder groups, namely the government, employers' and workers' organizations, buyers and potentially development partners; iii) final stakeholders workshop and iv) follow-up meeting with BW team, ILO and IFC.
22. The MTE reviews the available information and evidence, complement it with individual stakeholder's interviews and then brings it together in the presentation and discussions with main stakeholders for further examining and assessment. It seeks the views of the main stakeholders to examine and assess the areas identified in this ToR. The evaluation team will present initial findings and questions to be addressed further in the stakeholders workshop, then updates these based on the stakeholders' inputs and present these in the report, complemented with own observations, if any, from the team. If it is agreed that changes are required to the strategy or to the implementation process and timetable based on the review of experience to date, these revised strategies and schedules should be based on a common understanding among the stakeholders of the way forward.
23. The results will be used by national stakeholders and Better Work to adjust strategies of the project as per findings. Although BFC is entering its final year (2018) of the current phase, it is expected that the programme will continue and that the results of this MTE can also be taken into account going forward.

III. SUGGESTED ASPECTS TO BE ADDRESSED

24. Through the consultation process with key stakeholders and based on prior analysis, suggested aspects for the evaluation to consider have been identified and are presented in **Annex 2**. Other aspects can be added as identified by the independent evaluator in accordance with given purpose and in consultation with Evaluation Manager, and with consideration of the objective of limiting duplication of previous recent evaluations and stakeholder consults.
25. Key questions are as follows:-
 - Is the interaction and roles/responsibilities between BFCW and Decent Work Country Programme (DWCP) Cambodia and other relevant ILO projects and ILO specialists clear and effective in achieving the influencing agenda goals of the program?
 - What are the possible changes in BFC project strategy or implementation that are needed in order to achieve the BFC project objectives;
 - Are project partners (government, industry, etc.) interested and able to fulfil the roles expected in the project strategy? Are there any capacity challenges? (*see below for more specifics on this)
 - Is there a need to reallocate resources or adjust activities in order to achieve its immediate objectives? Are resources sufficient for the remaining project period?
 - What are the current challenges that the project is facing in the implementation of the project and what efforts are made to overcome these challenges?
 - How effectively has the project leveraged resources (e.g., by collaborating with non-BW initiatives and other projects)?

IV. EXPECTED OUTPUTS OF MID-TERM EVALUATION

26. The evaluation team will produce an inception report which will include a background based on initial desk review of previous evaluations, impact assessment findings, and other reviews or findings on the projects.
27. The evaluation team will facilitate a series of meetings with key stakeholders to get their views and feedback on BW engagement with them (focusing on the policy work/influencing agenda). Given electoral year in Cambodia, key stakeholders may not be easily available and therefore enough time has to be dedicated to these stakeholder consultation phase.
28. At the end of the evaluation field work, a national stakeholder workshop will be carried out for the evaluation team to present the preliminary findings to all key stakeholders for verification and further clarification etc. the view of stakeholders will be taken into consideration by the evaluation team to prepare an evaluation report. The draft report will take into consideration the initial findings and the outcome of the stakeholder discussions.
29. The report should not exceed 25 pages in length (excluding annexes). The structure of the report should follow ILO EVAL's Checklist 5: Preparing the evaluation report could follow the following outline:
 - a. Executive Summary with key findings, methodology, conclusions and recommendations (following standard format (ILO evaluation summary template)
 - b. Background (including description of the project and review methodology)
 - c. Methodology (including limitations)
 - d. Main findings (including assessment of cross-cutting issues e.g. gender, ILS, social dialogue)
 - e. Conclusions
 - f. Good practices and lessons learned
 - g. Recommendations
 - h. Appropriate annexes including TOR, schedule of interviews and workshops and list of people interviewed
 - i. Upon finalization of the overall evaluation report, the evaluator will be responsible for writing a brief evaluation summary (ILO standard format) which will be posted on the ILO's website. This report should be prepared following the guidelines included in Annex and submitted to the evaluation manager
30. The report should also, as appropriate, include specific and detailed recommendations by the evaluator based on the analysis of information obtained. All recommendations should be addressed specifically to the organization/institution responsible for implementing it.
31. The report should also include a specific section on lessons learned and good practices from that aspect of the project that the evaluation is focusing on, either that could be replicated or those that should be avoided. All draft and final outputs, including supporting documents, analytical reports and raw data should be provided in electronic version compatible with WORD for Windows. Ownership of data from the evaluation rests jointly with ILO and the consultants. The copyright of the report will rest exclusively with the ILO. Use of the data for publication and other presentations can only be made with the written agreement of ILO. Key stakeholders can make appropriate use of the report in line with the original purpose and with appropriate acknowledgement.

V. PROPOSED METHODOLOGY

32. The following is the suggested methodology for the mid-term evaluation. The methodology can be adjusted by the evaluation team if considered necessary and is in accordance with the scope and purpose of the evaluation. This should be done in consultation with the Evaluation Manager.
33. The evaluation should be carried out in adherence with the relevant parts of the ILO Evaluation Framework and Strategy; ILO policy guidelines for evaluation: Principles, rationale, planning and managing for evaluations (3rd ed. August 2017)
http://www.ilo.ch/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm

The UN Evaluation Group Norms and Standards, Ethical Guidelines, Code of Conduct; and the OECD/DAC Evaluation Quality Standard will be followed by this evaluation.

34. The gender dimension should be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. In terms of this evaluation, this implies involving both men and women in the consultation, evaluation analysis and evaluation team. Moreover the evaluators should review data and information that is disaggregated by sex and gender and assess the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men. All this information should be accurately included in the inception report and evaluation report.
35. Gender concerns should be addressed in accordance with ILO Guidance note 4: “Considering gender in the monitoring and evaluation of projects”⁴. All data should be sex-disaggregated and different needs of women and men and of marginalized groups targeted by the programme should be considered throughout the review process.
36. The field work will be focussed on meetings and interviews with key stakeholders, optimizing the use of pre-existing data and information available in the recent evaluations and other research studies such as the Impact assessment
37. The evaluation team will present their initial findings at the final stakeholders’ workshop. This will allow the team to verify the key findings and to gather further inputs from key stakeholders and if any to clarify any other questions with the key stakeholders.

The following elements are the proposed methodology:

I. Document Review

38. The evaluation team will review the project document, work plans, project monitoring plans, progress reports, previous evaluations completed by ILO and donors, government documents, meeting minutes, policy frameworks, draft regulations or laws that relate to the influencing agenda aspects of the project, and other documents that were produced through the project or by relevant stakeholders. In addition, the evaluator will conduct electronic or telephone interviews with BFC and BWG (as per a list of key stakeholders) and respecting the attempt to reduce duplication of consultation on issues that were recently evaluated.
39. Based on the areas listed under the section scope and purpose the list of suggested aspects in Annex 2 the document review, the briefings and interviews, the evaluation team will identify key issues for discussion during the stakeholder consultation meetings.

⁴ http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm

II. Background Report

40. An Inception/ background report will be prepared by the evaluation team. The content of the Background Report will include:
- Drafting of a summary report compiling previous evaluation, impact assessment and other findings on the projects as relevant to the focus of the MTE (work with stakeholders)
 - Summary of the key findings based on the purpose of the review, the suggested aspects to address and the initial scoping by the evaluator
 - Questions and issues identified for discussion at the focus group meeting

III. Stakeholder Focus Groups/Meetings and a Tripartite/ key stakeholders workshop

41. The evaluation team will first complete relevant consultations with internal BW stakeholders such as the CTA, project staff, and BWG staff and those in the list of key stakeholders. If the evaluator wishes to speak with other stakeholders beyond the list such as donors, buyer representatives, this can be discussed with Evaluation Manager.
42. The evaluation team will organize various meetings with key local tripartite stakeholders to get their views and feedback on Better Work's engagement with them. This will include one or more meetings divided per stakeholder group with government representatives, workers or employers' associations, and implementing partners. The evaluator will work together with project management to ensure that the participants who can provide information to answer the questions are invited to the focus group meeting or, if availability does not allow, that separate meetings are organized. Ideally, these meetings are spread over several weeks in order to ensure that all key stakeholders can take part in the process, which is particularly important in the context of the upcoming election year. Based on these meetings and the document review, the consultant will build an initial set of conclusions and possible recommendations for next steps.
43. One final stakeholder's workshop with all stakeholders will take place at the end of the fieldwork period.

IV. Follow-up Meeting with Better Work, ILO and IFC staff

44. Half day follow-up meeting with internal key stakeholders with decision-making authority regarding strategy, work plans, budgets, and similar. This will focus on the findings from the meetings and general conclusions, and open the table to discussions on possible recommendations. Any proposed adjustments in strategy establish the possible changes in project components, work plans, project monitoring plans, and other documents as appropriate. The participants of this meeting will be:
- BFC CTA and decision makers
 - Project staff as appropriate
 - Representatives from BWG as required
45. A more detailed list of participants for the focus group meeting as well as for the follow-up meeting will be finalized with consultation between the Evaluation Manager and the CTA.

V. Evaluation Report

46. Based on the background report and the inputs from the key stakeholders' discussions during the focus groups and follow-up meetings, the evaluator will draft the mid-term evaluation report. The draft report will be sent to Evaluation Manager. Evaluation Manager will share the report with key stakeholders for their inputs/comments to the report. Evaluation Manager will consolidate the comments including methodological comments from all concerned and will forward them to the consultant for consideration in finalizing the report.

The consultant will finalize the report, taking into consideration the stakeholder comments.

47. The report should be sent as one complete document and the file size should not exceed 3 megabytes. Photos, if appropriate to be included, should be inserted using lower resolution to keep overall file size low.

Profile of the Mid-Term Evaluation team

48. The evaluation will be carried out by an evaluator or a team of evaluation consultants who should have the followings qualification and experience:
1. Not having work with the programme directly from the period under evaluation
 2. Knowledge and at least 7-year experience in conducting programme/project evaluation
 3. Understanding Cambodian tripartite constituents and solid understanding of the tripartite relations in Cambodia;
 4. Understanding Cambodian employment market realities and institutions will be an asset;
 5. Extensive experience in multi partite consultation process;
 6. Understanding the challenges and uniqueness of the garment sector will be an asset;
 7. Understanding the structure, actors and labour issues in the Cambodian garment sector will be an advantage;
 8. Experience with (labour and employment) policy design and policy making;
 9. Ability to speak Khmer language is an asset.
 10. Familiarity with Better Work Programme is an advantage.

49. The following is the proposed timetable for the Mid-Term Evaluation exercise:

The duration of the midterm evaluation is expected to be from early February to the mid-April 2018.

Activity	Responsibility	Dates	Duration
Prepare Draft ToR and share with key stakeholders	Evaluation Manager in consultation with key stakeholders	27 November - December 2017	
Finalise the TOR/Approved Final ToR	Evaluation Manager/ EVAL	By mid Jan 2018	
Call for Expression of Interest on the evaluation team	Evaluation Manager	Jan 2018	
Selection of the evaluation team	Evaluation Manager	Jan 30, 2018	
Issuing contract to evaluation team	BFC	By 9 February 2018	
Desk review, initial briefing with evaluation manager, internal briefings with the CTA, development of a draft inception report with background paper and agenda for the meeting	Evaluation team	A draft inception/ background report to be submitted to Evaluation Manager by 19 Feb. 2018	10 working days
Meetings with key stakeholders, facilitate stakeholder focus group meeting, debriefing.	Evaluation team (in consultation with the project)		8 working days (spread over 4 weeks)
Prepare draft report	Evaluation team	To be submitted	8 working

Activity	Responsibility	Dates	Duration
		to Evaluation Manager by 23 March 2018	days
Sharing draft report to key stakeholders for comments	Evaluation Manager	26 Mar – 4 April 2018	
Consolidate comments from key stakeholders and send to the evaluation team		9 April 2018	
Finalize report taking into views the consolidated comments	Evaluation team	To submit the revised draft to Evaluation Manager by 12 April 2018	2 working days
Submission of evaluation report to EVAL for approval	Evaluation Manager	April 16, 2018	
Approval of the report	EVAL	End of April , 2018	

The consultant will submit a draft report to Evaluation Manager who will forward a copy to key stakeholders for comments on factual issues and for clarifications

Evaluation Manager will consolidate the comments and send them to the evaluation team by date agreed.

The final report is submitted to Evaluation Manager who will then submit it to Evaluation Office for the final approval. Once the report is finally approved by EVAL, it will be shared with the stakeholders, including the donor.

Sources of Information and Consultations/Meetings:

50. Sources of Information

Available in project office and to be supplied by project management	Previous evaluations Impact Assessment results Impact Assessment Working Papers and Topic discussions Meeting minutes from relevant meetings with stakeholders Draft policy, laws, or similar BFC gender strategy Technical progress reports/status reports Baseline reports and studies Project monitoring plan Technical and financial reports of partner agencies Other studies and research undertaken Project files National Action Plans
--	--

51. Focus group or one-on-one meetings will be held with:

- Project management and staff
- ILO/HQ and regional backstopping officials

Focus Group Consultation Meetings will be held with:

- Ministry of Labour and Vocational Training on the collaboration for increased institutional sustainability
- Ministry of Commerce on the BFC role in the sector
- Ministry of Economy and Finance on BFC's work around the sector strategy
- Unions: on the working of the union contact group, how does that impact their understanding of the programme, how has that helped them to contribute better to the PAC meetings and other important topics on which BFC is working (sector strategy, gender;
- Buyers on their involvement in sector wide issues
- GMAC (employers) on increasing our relevance to them and their members
- Possibly the international development partners that are working in the garment sector

VI. RESOURCES AND MANAGEMENT

The evaluator will report to the Evaluation Manager, Ms. Pamornrat Pringsulaka (pamornrat@ilo.org), Regional Monitoring and Evaluation Office in ILO Regional Office for Asia and the Pacific. The evaluation manager takes the responsibility in finalising TOR in consultation with all concerned and will manage the whole evaluation process and will review evaluation report to make sure it has complied with the quality checklist of ILO evaluation report.

Evaluation Office in Geneva (EVAL) will do quality assurance of the report and give approval of the final evaluation report.

BWG and BFC team will provide administrative and logistical support during the evaluation mission. The project management 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.

Resources

52. The following resources are required:

- Consultant fees for 28 work days
- In case of international consultants, travel to Cambodia and DSA as per ILO rules and regulations if applicable
- Costs associated with the focus group meetings

Annex 1: Progress thus far in current phase

As of August 2017, BFC has reported the following results for this phase.

In 2016, BFC celebrated its 15th anniversary, which was marked by a renewal of the Memorandum of Understanding (MoU) between BFC, the Royal Government of Cambodia, and the Garment Manufacturers Association of Cambodia (GMAC) for continued partnership until end of 2019. Cambodian constituents have agreed to contribute approximately 25% to the BFC budget over the next three years.

Recognizing the relevance of BFC, the Ministry of Economy and Finance has also requested the programme to provide inputs and support to the industry partners in developing a strategic vision for the future of the garment sector in Cambodia.

Summary outcome 1: Factory facing work (for context only- out of scope of evaluation)

- A gender analysis of the Cambodian garment industry and BFC programme was finalized and a gender strategy was developed and finalized at the end of 2016. The strategy sets out the rationale for the promotion of gender equality in the Cambodian garment industry, including a theory of change, action plan.
- BFC continues to assess Garment factories (517 factories), and has begun expansion into footwear (15 factories) and travel goods (2 large factories). In the last year, there were 447 assessment reports completed. Cambodia is in the process of phasing in bundled advisory and training services alongside assessment. From July 2016 to June 2017 93 factories are receiving advisory and 60 training sessions were completed.
- Up to 30 June 2017, 510 report subscriptions were provided to 57 buyers, 26 of which are BFC-BW buyer partners.

In January 2017, BFC published its 8th Transparency report on factory compliance. This transparent reporting and portal has become a model for the rest of the BW programme and will be rolled out globally. In this period assessment information on 177 factories was added to the Transparency database. Data from the 8th reporting cycle indicates that there is a 57% increase in the number of factories in compliance with Critical Issues when pre and post - transparency data are compared.

Outcome 2: At the end of the project phase, BFC will have strengthened its engagement with the Cambodian government to improve their capacity to identify, non-compliance issues, strengthen enforcement, and uphold labour standards.

Partnership with the MoLVT

An important accomplishment during the reporting period was the collaboration with the MoLVT to develop their new checklist for labour inspectors. Several times throughout the process, BFC provided the MoLVT with inputs and comments by the enterprise assessors and advisors. This checklist is based on the BFC compliance assessment tool (CAT), and BFC shared the analysis for strengthening their tool. The checklist is envisioned to be finalized in Q2 2017.

As highlighted in the current strategy, collaboration between BFC and the MoLVT will be strengthened through a joint roadmap with a strategy, action plan and indicators of commitment and progress ensuring that measurable improvement is made. The enforcement protocol around critical and zero tolerance issues has been developed. The MoLVT has responded to BFC's draft in March 2017 on the protocol and the action plan is with MoLVT – these are still pending for final agreement.

Jointly with officials from MoLVT and MoC, BFC conducted a visit to four low compliance factories to discuss their improvement plans. By November, BFC and officials of both ministries were able to conduct unannounced visits to verify the improvements at two of the factories. One of the factories denied the unannounced joint visit and the other was flooded. In response to the denial of the visit by one of the factories, BFC sent an official letter to MOC and MOLVT on this matter.

Outcome 3: At the end of the project phase, BFC will have strengthened its engagement and partnerships with key stakeholders for increased influence and impact on working conditions in factories and the systemic issues in the sector as a whole.

Child Labour

BFC continued the collaboration with GMAC on the settlement of child labour cases as set out in the MoU.

Partnership with Buyers

The annual Buyer's Forum was organised on 19th October 2016. The focus of the forum was to create an opportunity for buyer partners to touch base and engage in a conversation about new learnings and BFC specific areas of work. Over 60 representatives from 35 separate brands and buyer partners attended, with various round table discussions from 17 speaker sessions throughout the day. The discussed topics ranged from an update on BFC's reach and work in Cambodia; an overview of the Cambodian garment sector as a whole; better understanding of the subcontracting sector; sharing information on BFC's services through stories of improvement told by BFC employees and hearing from other players in the sector on new developments and possibilities; to BW's global strategy overview.

The local buyers meeting was held on 1st March 2017. The main focus of the meeting was to give an update on the progress of the current BFC strategy, including the gender strategy; Government's initiative to develop a strategic vision for the garment sector; to give an overview of the global impact assessment results, and the baseline results in Cambodia; and other topics relevant for the buyers such as zero tolerance protocols, and BFC's training agenda for 2017.

GMAC also gave a presentation on their new training centre called Taft.C (<https://www.cgti.org.kh/courses>).

Working Group on Garment Workers' Transportation Safety

2015 and 2016 have been characterized by many road accidents involving workers commuting to and from factories. This brought renewed attention to the unsafe conditions associated with the transportation of workers to and from factories. BFC coordinates the working group to better understand the scope and root causes of the problem and to find short and long term interventions to improve workers' transportation safety. BFC has also brought other committed stakeholders into the discussion and are working closely with GIZ and the Solidarity Centre, both of whom are undertaking research in road safety among garment workers.

Strategic vision for the future of the Cambodian garment sector

Following concerns expressed by the market on the attractiveness of the Cambodian garment sector, BFC commissioned a research into the competitive state of the industry in 2016. The programme worked with a local research partner on interviewing 27 factory managers, 11 sourcing representatives from US and EU based brands and 7 vendors (Hong Kong, China, Korea and Taiwan). The research confirmed the weakening of the attractiveness of the sector and also identified opportunities to strengthen its competitive base.

The research was shared with industry partners, the Cambodian government, unions and those who participated in the research. Since then, the government has taken action to develop a strategic vision for the industry focussed on addressing its challenges as well as taking advantage of the opportunities. With a high level mandate, the Ministry of Economy and Finance and the Supreme National Economic Council (SNEC), the body that is responsible for developing economic policies have since formed a technical team that is responsible for driving the formulation of this strategy. The technical team has received its mandate from the senior minister of economy who is also the chair of the SNEC.

Outcome 4: At the end of the project phase, BFC will have used its experience and data to inform and influence practices and policies related to responsible business practices in the industry

Radio Competition on Labour Law

BFC successfully completed the implementation of the 6th edition of radio competition on labour law among garment workers. The competition is designed to allow all current and former garment and footwear workers to demonstrate their knowledge of and experience with Cambodia's labour law. The competition is also a great way to spark interest of workers to better understand the Cambodian labour law. This year, 279 workers have applied to join the contest in live broadcasts on Radio Vayo FM 105.5MHz.

Annex 2: Suggested aspects for the evaluation to consider

Relevance

- To what extent do the project's objectives and strategies meet the needs of key stakeholders including apparel sector workers, producers, the Royal Government of Cambodia (e.g. The Cambodia Industrial Development Policy 2015-2025?), social partners, and international buyers? Have the needs of these stakeholders changed since the beginning of the project/phase in ways that affect the relevance of the program?
- Is the strategy and approach of work with stakeholders and policy still relevant? How is the strategy being implemented and coordinated? Have there been any changes in strategies?
- Does the "theory of change" still hold? What is the level of understanding of different stakeholders?

Project Effectiveness and effectiveness of management arrangement

- What are the results achieved to date in respect of the programme's work with stakeholders? Is the BFC likely to achieve its planned objectives at the end of the programme?
- Is the project on track to complete the project targets according to schedule? If not, what have been the obstacles to achievement both in terms of factors that the project is able to influence and external factors beyond its control?
- To what degree have workers participated in the PICC (or equivalent workers-management structure at the factory level) formation and implementation process? Has the nature of social

dialogue in the participating factories in the project changed because of the implementation of the project's advisory activities? What are the challenges to worker participation, and how might they be overcome as the project transitions into its sustainability and exit strategy phase?

- There are number of recommendations from the recent evaluation(s) of BFC. To what extent and in what ways did the project follow-up on these recommendations?
- Are project partners (government, industry, etc.) interested and able to fulfil the roles expected in the project strategy? What are the capacity challenges?
- What are the current challenges that the project is facing in relationships with stakeholders what efforts are made to overcome these challenges? What do stakeholders feel would be next steps in the relationship? What are the possible changes in project strategy or implementation that are needed in order to achieve a stronger relationship with stakeholders?
- How can BFC further motivate and support its tripartite partners in taking up the policy issues that are being raised? What are the limitations of BFC action in this area? How can they be overcome?
- Are there ways in which the functionality of the PAC can be strengthened?

Efficiency

- Are the outputs delivered in a timely manner and resources strategically spent? If not, what are the factors that hinder the timely delivery of outputs?
- Is there a need to reallocate resources or adjust activities in order to achieve its immediate objectives in terms of stakeholders' engagement? Are resources sufficient for the remaining project period?
- How effectively has the project leveraged resources (e.g., by collaborating with other projects)?

Impact orientation and Sustainability

- What is the current structure of BFC's funding (donors & revenue)? What is the plan/strategy for increasing the revenue level?
- Are the linkages to broader sectoral and national action been made? How is local ownership and management being promoted? What is the nature of the commitment from national stakeholders, including the Royal Government of Cambodia, the labour movement (locally, regionally and internationally), employers (both employers' associations and participating factories themselves)? How has it changed during the current phase?
- What impact has BFC had on factory-level compliance with international labour standards and national labour law? Has overall factory compliance improved? Are there compliance areas where factories have not demonstrated improvements? Please explain. (Even if this has been covered by other studies/evaluations, it merits at least a brief analysis or summary to justify if / why certain outcomes or project interventions should be sustained. It shouldn't be assumed that everything the program has done/is doing is worth sustaining).
- What is the nature of buyers' engagement in BFC and how has it changed since the prior phase? Has Cambodia gained new buyers or increased orders because of improved compliance in the factories?
- What are the key elements that the project developed during this time that could be sustained beyond the life and the context of the project?
- How has BFC leveraged impact evidence?
- Has a sustainability strategy been developed? If so, what were the results? If not, what is the status? Is a sustainability plan being pursued to facilitate the transition to the exit of the BW program in an effective and responsible manner?

Special aspects to be addressed

- The extent that the work has promoted ILO's mandate on social dialogue and international labour standard (taking into consideration the context of the BFC). Any improvement in the tripartite or bipartite social dialogue in Cambodia?
- The extent to which gender has been addressed in the design, and implementation or in the results of the interventions?

Annex 3: All relevant ILO evaluation guidelines and standard templates

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

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

2. Checklist No. 3 Writing the inception report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm

3. Checklist 5 Preparing the evaluation report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm

4. Checklist 6 Rating the quality of evaluation report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm

5. Template for lessons learnt and Emerging Good Practices

http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm

http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm

6. Guidance note 7 Stakeholders participation in the ILO evaluation

http://www.ilo.org/eval/Evaluationguidance/WCMS_165982/lang--en/index.htm

7. Guidance note 4 Integrating gender equality in M&E of projects

http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm

8. Template for evaluation title page

http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm

9. Template for evaluation summary: <http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>