

## CALL FOR EXPRESSIONS OF INTEREST

▶ The [ILO Evaluation Office](#) (EVAL) seeks expressions of interest (EoIs) from qualified independent evaluator teams with experience in strategy, corporate and institutional level evaluations for the following evaluations selected from its rolling work plan (2023), as endorsed by the Governing Body:

1. Independent High-Level Evaluation of ILO's Strategies and actions for promoting decent work in the rural economy (with a focus on employment) 2016-2023
2. Independent Evaluation of the ILO's post-conflict and recovery work in the Arab States region (with an emphasis on Iraq and Yemen) 2019-2023
3. Independent High-Level Evaluation of ILO's Strategies and Action on Fundamental Principles and rights at work, 2018-2023

### How to apply?

EVAL seeks expressions of interest from teams of consultants, companies and individual consultants who are willing to work in a team with other consultants. Expressions of interest should be sent to [EVAL@ilo.org](mailto:EVAL@ilo.org) by **25 November 2022** and indicate the assignment for which they are applying in the e-mail's subject line:

- "HLE of Rural Economy"
- "HLE of ILO in Arab States"
- "HLE of FPRW"

Each expression of interest should contain:

- A one-page cover letter indicating relevant expertise for the concerned assignments and availability of the proposed teams during the aforementioned evaluation/study time-frame, demonstrating complementarity of the team.
- Full CV(s) of the applicant team members clearly indicating the lead evaluator/researcher.

Given the large scope of work, teams of consultants who have proven experience working together would be welcome. Fluency in English and capacity of the team to process material in French and Spanish is required for most assignments. Hybrid data collection and interview approaches will be applied. Degree to which field visits will be used is to be determined. Fees will be based on competitive UN system relevant levels.

Short-listed expressions of interest might be asked to prepare a brief proposal based on Terms of Reference (TORs) to be provided by EVAL. The detailed Terms of Reference are being finalized and will be shared with shortlisted candidates if further proposals are needed.

Please address any questions you may have to [eval@ilo.org](mailto:eval@ilo.org).

Please follow us on twitter @ilo\_eval, LinkedIn: ILO EVAL for information on upcoming vacancies, events and further information.

**Please note that due to the volume of applicants, only short-listed candidates will be contacted.**

## 1. Evaluation Approach for Independent High-Level Evaluations in ILO

Strategic high-level evaluations take a retrospective and a forward-looking approach. The evaluations will take a specific focus to respond to the ILO's normative and tripartite mandate, gender equality responsiveness and contribution of the ILO to the relevant targets set in the 2030 Agenda for Sustainable Development.

The evaluations are expected to:

- provide an account to the Governing Body regarding performance of ILO's strategies;
- provide an opportunity to learn what works well and what less well in the implementation of ILO's strategies;
- support the Office and the constituents in making informed decisions about the future directions on ILO's work;
- provide evidence on how the Office has increased the coherence, and effectiveness (with respect to achieving results) of its support to Member States and constituents through various forms of direct services and support;
- review the Office's capacities and performance regarding the implementation of the approach in specific areas from headquarters, regional offices and field offices (in selected countries), including management arrangements and global and national partnerships involving constituents and other UN agencies, international allies, development agencies and civil society organizations;
- review the results-based framework, the choice and the use of indicators, and the reviewing and reporting of progress with the Programme and Budget (P&B) frameworks as well as the capacity building related initiatives will be discussed; and
- review coordination and collaboration across the ILO and between ILO headquarters and the field to maximize the support to constituents, fostering a favourable environment and decent work.

The evaluations normally entail an analysis of the ILO Results Framework (Policy outcomes, Country Programme Outcomes, global products, programmes and projects that contribute to the results in terms of their strategic fit (relevance and coherence), effectiveness, efficiency, results, sustainability and potential impact. Analysis of resource portfolio (Development cooperation and other funding modalities) would be an integral part of the evaluations.

The evaluations will be based upon the ILO's evaluation policy that adheres to international standards and best practices, articulated in the OECD/DAC Principles, using standard OECD DAC criteria for evaluations, and the Norms and Standards for Evaluation in the United Nations System approved by the United Nations Evaluation Group (UNEG).

The evaluations will be undertaken in line with [EVAL Protocol No 2.1: Policy Outcomes and Institutional Evaluations \(High-level Evaluations\), Version 3, March 2021](#). Examples of similar types of evaluations can be found on EVAL's website under [Strategy and Policy Evaluations](#). The evaluators will work in accordance with the [Code of Conduct for evaluators](#). EVAL as the independent evaluation function will be a team member of the evaluations.

The timeframe of high-level evaluations is December 2022 to September 2023, normally scheduled as follows (please see under each evaluation for specific timeframes):

- December 2022 – February 2023: The team of evaluators is expected to carry out a thorough scoping and consultation process as a first phase. This will lead to an inception

report with an evaluation plan for the implementation of a global institutional level evaluation as the second phase. The work will include scoping and consultation visits to Geneva.

- March - April 2023: Main data collection process combining both interviews and surveys to a wide range of stakeholders from different thematic and geographic backgrounds. This includes visits to structures and locations at all levels from headquarters to regional offices, to sub-regional offices to specific country locations (the evolution of COVID-19 pandemic permitting). Up to 10 different locations will be visited, covering ILO worldwide structures and working in English, French and Spanish (can vary for evaluations with a regional or sub-regional focus). National consultants are most cases part of the evaluations.
- May – July 2023: Data analysis, preparation and finalization of the evaluation report and summary documents. The evaluation is expected to yield strong and triangulated evidence and examples from actual work on the topic of the evaluation. It should include suitable recommendations for enhancing the relevance and effectiveness of ILO's actions in the area covered by the specific evaluation. A draft summary of the report for the ILO Governing Body will be produced by the end of June 2023. A full and final evaluation report will be submitted by the end of July 2023.
- September 2023: workshop / presentation of the evaluation results.

## **2. Independent High-Level Evaluations 2023:**

### **2.1. Independent High-Level Evaluation of ILO's Strategies and actions for promoting decent work in the rural economy (with a focus on employment), 2016-2023**

The ILO's Evaluation Office (EVAL) is preparing for an independent evaluation of the ILO's strategies and actions to promote decent work in the rural economy (with a focus on productive employment in rural areas), which will be conducted in 2023. This evaluation was endorsed by the ILO Governing Body at its 346th session in November 2022.

The evaluation will cover all efforts of the ILO in supporting the achievement of its commitment towards promoting decent work in the rural economy, with a particular focus on the work carried out by the ILO to boost productive employment and decent work in rural areas.

The evaluation will cover ILO's actions between 2016 to 2023. The evaluation is expected to look into the dimension of programme and policy action at global, regional and country levels, including sectoral work, and the ILO's role in inter-agency networks/other relevant global networks and partnerships at national, regional and global levels.

The evaluation is expected to specifically:

- Provide an account to the Governing Body regarding performance of ILO's strategy for promoting decent work in the rural economy, with a focus on rural employment, and key results.
- Explore potential external and internal coherence, including synergies with strategic partners.
- Explore the implications of the changes in the results framework during the period under review.

The scoping and consultation process is particularly relevant given the broad scope of promoting decent work in rural areas in the work of the ILO, both at the global, regional, country level and within regular work, programme and project modalities. A separate synthesis review of a sample of relevant ILO implemented development cooperation projects will be carried out by separate contractor to provide complementary information.

The overall level of effort is expected to be between a total of 80-100 workdays spread over a team of minimum two persons, with a dedicated team leader. Deliverables include an inception report with detailed scoping; field visits and surveys as required; draft and final evaluation report; the separate evaluation executive summary document for the Governing Body; and inputs into EVAL's products and events to disseminate the evaluation results.

The evaluation will be carried out by an evaluation team with experience in evaluation of employment and other income generating activities in rural areas, including social protection, international labour standards and capacity development. The evaluation team should preferably have experience with institutional level policy, strategy and programme evaluations for UN agencies and/or in the multilateral context. The evaluation will require expertise related to the creation of decent jobs in rural areas as well as evaluation expertise. Thorough understanding of the unique mandate and role of productive employment opportunities and decent work for sustainable rural livelihoods is required. Familiarity with ILO's normative work and tripartite structure is preferable.

ILO welcomes expressions of interest from teams or individual consultants who are willing to work in a team with other consultants. Given the large scope of work, teams of consultants who have proven experience working together would be welcome. The applicant teams and/or companies should have the following profile:

- At least 10 years' experience in evaluation of policies, strategies and organizational effectiveness. Proven high level policy strategy evaluation experience with UN agencies, ILO experience would be welcome.
- Sound understanding of the concepts and issues related to employment promotion in rural areas, labour and industrial relations topics; understanding of capacity development is desirable.
- Adequate contextual knowledge of the UN, including SDGs, and proven past work on policy, strategy and programme evaluations for UN agencies.
- Familiarity with ILO internal processes, tripartite mandate and cross-cutting issues of gender and inclusion, and decent work.
- Expertise in qualitative and quantitative evaluation methods and an understanding of issues related to validity and reliability.
- Language ability in the official languages of the ILO (English, Spanish and French) including the ability of the team to conduct interviews in the three languages and draft surveys and analyse survey results. The report will be drafted in English.
- Familiarity with relevant UNEG guidance, particularly on integrating gender and human rights.

The evaluation will begin in January 2023 to be completed by September 2023 and the candidates should have sufficient availability during this period. Should international health regulations allow, country visits (to be determined see above) would take place in March-April 2023. A draft summary of the report for the ILO Governing Body will be produced in June 2023. A full and final report will be submitted in August 2023.

## **2.2. Independent Evaluation of the ILO'S post-conflict and recovery work in the Arab States region with emphasis on Iraq and Yemen (2019-2023)**

In November 2022, the ILO's Governing Body approved EVAL's rolling work plan for 2023 which included an independent evaluation of a cluster of ILO Decent Work Country Programmes (DWCP) in the Arab States region.

Following a review of resource allocation and priorities in the region and consultation with the Regional Office it was agreed that the focus of the evaluation would be the ILO's programme of work in crisis situations over the last two biennia (2019-2023). In particular, the evaluation will focus on Iraq and Yemen.

The present evaluation has a dual-purpose: assess achievements of programme outcomes and organizational learning. The evaluation will attempt to contribute to organizational learning by identifying lessons that have been learned and emerging good practices. This information will inform future ILO strategies and the design of new DWCPs.

DWCPs are the main vehicle for delivery of ILO support to countries. They have two basic objectives: promote decent work as a key component of national development strategies. At the same time, they organize ILO knowledge, instruments, advocacy and cooperation for tripartite constituents in a results-based framework to advance the Decent Work Agenda within the fields of comparative advantage of the Organization.

The number of workdays needed for the completion of the work is estimated to be 50-70 days input of expert level effort. A separate synthesis review of a sample of relevant ILO implemented development cooperation projects will be carried out by separate contractor to provide complementary information as per standard EVAL approach. Deliverables include an inception report with detailed scoping; field visits and surveys as required; a first, second and final draft evaluation report; and a PowerPoint presentation of key findings

ILO welcomes expressions of interest from teams or individual consultants who are willing to work in a team with other consultants. Given the large scope of work, teams of consultants who have proven experience working together would be welcome. The applicant teams and/or companies should have the following profile:

- Adequate contextual knowledge of the UN, the ILO, and Arab States;
- Adequate technical specialization: Demonstrated knowledge and expertise of labour and industrial relations topics;
- At least 10 years' experience in evaluation policies, strategies, country programmes and organizational effectiveness;
- Experience conducting country programme evaluations for UN organizations;
- Expertise in qualitative and quantitative evaluation methods and an understanding of issues related to validity and reliability;
- Fluency in spoken and written English; and ability to work in Arab including the dialects used in Iraq and Yemen; and
- An understanding of ILO cross-cutting issues.

The evaluation will begin as early as late 2022 or very early 2023 to be completed by September 2023 and the candidates should have sufficient availability during this period. Should

international health regulations allow, country visits (to be determined see above) would take place in April-May 2023. A draft summary of the report for the ILO Governing Body will be produced by the end of June 2023. A full and final report will be submitted by the end of August 2023.

### **2.3. Independent High-Level Evaluation of ILO's Strategies and Action on Fundamental Principles and rights at work, 2016-2023**

The evaluation focusses on ILO's work on the Fundamental Principles and Rights at Work (FPRW) 2018-2023. The Fundamental Principles and Rights at Work are: Forced Labour, Child Labour, Freedom of Association, Elimination of Discrimination in respect for employment and occupation and since 2022: Occupational Safety and Health. This evaluation will cover the 5<sup>th</sup> FPRW on OSH only from 2022 and will be looked at in the formative part of the evaluation. The scope of the evaluation will cover all of ILOs work on FPRW. Further scoping of the work will take place during the inception phase in early 2023 in consultation with the evaluation team, technical department and EVAL.

The evaluation will cover the time-period 2018-23 (two full biennia 2018-19-; 2020-21; and implementation in 2022-23). It will consider all efforts of the Office in supporting the achievement of its commitment towards promoting FPRW during this period. The evaluation will also be forward-looking providing the ILO with recommendations on its work on FPRW in the post-pandemic world.

The evaluation is expected to specifically include a review of:

- The role and relevance of the ILO's work in creating an enabling environment for FPRW as a key element of global and national development strategies and as a means to create more and better jobs.
- The ILOs supervisory mechanism and annual reporting on the 1998 Declaration and the Committee of Freedom of Association.

Efforts made to promote the normative framework that apply to this theme should be covered and emerging lessons in this regard should be documented. At the same time, the evaluation should include in its spectrum, the SDG dimension. ILO's role in inter-agency networks/other relevant global networks and partnerships at national, regional and global levels should be assessed. The Global Commission on the Future of Work<sup>[1]</sup> and the [ILO Centenary Declaration for the Future of Work](#) should also be considered especially about the focus and future direction of this policy outcome.

The evaluation will also cover contributions made by other departments and units (both at the HQ level and at the level of field offices).

The work is expected to take place over January to September 2023 and the level of effort has been calculated at 80-100 days to be divided between evaluation team members. A separate synthesis review of a sample of relevant ILO implemented development cooperation projects will be carried out by separate contractor to provide complementary information as per standard EVAL approach. Deliverables include an inception report with detailed scoping; field visits and

surveys as required; a first, second and final draft evaluation report; and a PowerPoint presentation of key findings and participation in a report dissemination event.

ILO welcomes expressions of interest from teams or individual consultants who are willing to work in a team with other consultants. Given the large scope of work, teams of consultants who have proven experience working together would be welcome. The applicant teams and/or companies should have the following profile:

- At least 10 years' experience in evaluation of policies, strategies and organizational effectiveness
- Sound understanding of concepts and issues related to FPRW evidenced by past evaluation work on the topic
- Knowledge of and experience in the ILO's normative framework and the supervisory mechanisms would be an asset
- Proven high level strategy evaluation experience with UN agencies, ILO experience would be welcome
- Familiarity with ILO internal processes, tripartite mandate and cross-cutting issues of gender and inclusion, and decent work
- Language ability in the official languages of the ILO (English, Spanish and French) including the ability of the team to conduct interviews in the three languages and draft surveys and analyse survey results. The report will be drafted in English
- Available for work between January and September 2023 including possible travel to field visit countries should international health regulations allow.

The evaluation will begin as early as possible in 2023 to be completed by September 2023 and the candidates should have sufficient availability during this period. Should international health regulations allow, country visits (to be determined see above) would take place in April-May 2023. A draft summary of the report for the ILO Governing Body will be produced by the end of June 2023. A full and final report will be submitted by the end of August 2023. Please address any questions you may have to [eval@ilo.org](mailto:eval@ilo.org).