

Call for Expression of Interest

The Evaluation Office of the International Labour Organisation (ILO/ ILO-EVAL) is seeking expressions of interest from qualified consultants (team leader and/or team member) to conduct **an Independent Midterm Evaluation of the ILO project: Local Empowerment through Economic Development and Reconciliation Project (LEED+), Sri Lanka.**

Application deadline: 13th July 2020

Type of contract: External Collaboration Contract

For further details about the evaluation, please see the below ToR.

Candidates 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
2. A list of previous evaluations that are relevant to the context and subject matter of this assignment, indicating the role played by then consultant(s) applying (they can be highlighted in the CV).
3. A statement confirming their availability to conduct this assignment and the daily professional fee expressed in US dollars (indicating fees received for similar assignments in the last 2 years as a reference).
4. A copy of the candidate's curriculum vitae.
5. A statement confirming that the candidates have no previous involvement in the implementation and delivery of the project to be evaluated or a personal relationship with any ILO Officials who are engaged in the project.
6. The names of two referees (including phone and email) who can be contacted.

While a team is preferred, individual application for team leader or team member are also welcome.

The deadline to submit an expression of interest for undertaking the evaluation is **by Monday 13th July 2020.** Please send the expression of interest and relevant documents by e-mail with the subject header "Evaluation of LEED+" to an evaluation manager, Ms. Pamornrat Pringsulaka at pamornrat@ilo.org

Terms of Reference

30 June 2020

Independent Mid-Term Evaluation of Local Empowerment through Economic Development and Reconciliation Project (LEED+) in Sri Lanka

Project Title	Local Empowerment through Economic Development and Reconciliation Project (LEED+)
TC project code	LKA/18/01/MUL
Donors	Department of Foreign Affairs and Trade (DFAT), Government of Australia; and the Government of Norway
Total approved budget	Joint Proposal Australia/Norway USD 5.8 to 6.5 M Australia (2,3 to 3 M USD) (Norway (3.5 M USD)
ILO Administrative unit	ILO Country Office for Sri Lanka and the Maldives (CO-Colombo)
ILO Technical Units	DEVINVEST
Type and scope of Evaluation	Independent Mid-Term Evaluation (from the start of the project until end of July 2020?)
Evaluation date and field work dates	July to October 2020 First two weeks of August for field mission
Project Duration	46 months (1st of November 2018 until 31st August 2022)
Evaluation Manager	Ms. Pamornrat Pringsulaka, Regional Evaluation Officer, ILO Regional Office for Asia and the Pacific, Bangkok
TOR preparation date	June 2020

Introduction and Rationale for the Mid-Term Evaluation

This Terms of Reference (TORs) covers a Mid-Term Evaluation (MTE) of the **Local Empowerment through Economic Development and Reconciliation Project (LEED+) Project**. The project is funded by the Department of Foreign Affairs and Trade of the Government of Australia and the Government of Norway, and implemented by ILO Colombo.

The ILO's Programme, "LEED+" (Local Empowerment through Economic Development and Reconciliation) aims to promote resilient, inclusive and sustainable growth strategies for conflict-affected communities in the Northern and North-Central provinces. It was built on the LEED (Phase I) project which was implemented since 2011 in the Northern Province of Sri Lanka. While the Phase I of the Project focused its response to contribute to reduce fragility in the post conflict setting of Sri Lanka by creating decent work opportunities and supporting inclusive growth and reconciliation for vulnerable communities, the emphasis of this Phase II is shifted to up-scaling and policy development as well as ensuring the sustainability of the business elements of the LEED approach and to have the widest possible impact in the target regions. The project phase II has reached its mid-point of its implementation and as per ILO policy governing technical cooperation projects, both midterm and final Evaluation of the projects with the budget size of 5 million and above must be independent evaluations. This is to ensure the accountability, learning, and transparency of the efforts and achievements to the project stakeholders.

In addition, the current pandemic of COVID19 has its adverse impact on socio, economic and political context of countries all over the world and Sri Lanka is also faced with such challenges. The MTE will also provide an opportunity for the project to engage with key stakeholders and target

communities and to gather their views and the impact of the COVID19 which may have on the project strategy, objectives etc. and imply possible adjustment in the logframe to propose interventions as part of the COVID19 response. Gender equality and non-discrimination, mainstreaming of disable persons, promotion of international labour standards, tripartite processes and environmental issues will also be considered throughout this evaluation. The evaluation will be carried out in a COVID responsive manner by adhering to the health guidelines imposed by the government.

This evaluation is planned for July to October 2020, with the final report expected to be completed by end September 2020. The evaluation findings and recommendations will help guide the project team in the planning and implementation of the remaining duration of the project. The M&E Officer, in consultation with the Chief Technical Adviser of the project 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.

The MTE will be managed by an independent evaluation manager, Ms. Pamornrat Pringsulaka, Regional Evaluation Officer based at ILO Regional Office for Asia and the Pacific. The evaluation manager prepares this TOR and will subsequently finalize it in a consultative process involving project team, ILO tripartite constituents, other key stakeholders of the project including the donors. The evaluation will comply to the United Nations Evaluation Guidelines (UNEG) Norms and Standards¹, ILO policy guidelines (3rd edition)² and the ethical safeguards will be followed.

Background of the Project

With funding from DFAT and the Government of Norway, the ILO and its constituents (Government, Employers and Workers Organizations) have been implementing the LEED (Local Empowerment through Economic Development Phase I) project since 2011 in the Northern Province of Sri Lanka. The Project Phase II aims to enhance resilience, inclusive, sustainable growth strategies for men, women and persons with disabilities in conflict-affected communities in the Northern and North-Central provinces. The five districts selected for project implementation include Kilinochchi, Mullaitivu, Vavuniya, Mannar, and Jaffna. To achieve the objective, the project proposed three pillars of intervention, which are interlinked. They include:

- (i) sustainable income generation—Improved income stability and decent work opportunities for targeted communities and institutions (Coops, SMEs and processing centres)
- (ii) gender and disability inclusion—Enhanced active participation, in decision making of youth women and people with disabilities (PwDs) in income generating activities and within the cooperatives and MSME.,
- (iii) scaling up – Adopted Local Economic Approach or its elements into development programmes, policies, budget, plans by national, provincial and district level relevant ministries, planning units, and the private sector organizations including cooperative and business association

The project contain 4 outcomes:

Outcome 1 (Pillar 1): Improved productivity, efficiency, quality of products produced by the Coops, MSME and processed food sectors

Outcome 2 (Pillar 1): Improved decent work opportunities for targeted communities including women and People With Disabilities.

Outcome 3 (Pillar 2): Enhanced participation in decision-making by women and people with disabilities (PWDs) within the MSMEs, Coops in fruit, vegetable, fishery and processed food sectors and community

¹ <http://www.unevaluation.org/document/download/2787>

² http://www.ilo.ch/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm

Outcome 4: (Pillar 3): Local Economic Development approach or its elements adapted into development programmes by relevant national, provincial and local level ministries, departments, institutions and private sector organizations.

Successes of the project are determined by the following high level indicators:

1. Value of additional net income* (income generated through ILO initiatives) earn by the targeted disadvantaged people through the project interventions
2. Number of targeted disadvantaged people who increase their income through the project interventions (disaggregated on gender and disability)
3. Level of changes in adaptive capacities of targeted communities (crop diversification, accessing new market, improving product quality, and farming practices) sub indicators i. Crop diversification (how many, what crops) ; ii. Accessing new markets (how many which markets) iii. Product quality (measured through sales price); iv. farming practices which improve resilience ; v. Yield (including fishing)
4. Number of additional jobs created through the project interventions (disaggregated on gender and disability)

The project is built on the following Theory of Change:

IF war-affected, marginalized populations are engaged in decent work – diverse income generating activities - in the fishery and vegetable and fruit sectors, participate in managing cooperatives, lead inclusive supply chain development and develop partnerships and representation at the national level,

THEN they are more likely to achieve greater economic well-being, gain greater decision-making power in their community and be more involved in the national reconciliation process,

BECAUSE they will be empowered to make tangible economic and social contributions to the development and harmonization of the society at large.

The Project worked with a wide range of public and private sector partners, such as cooperatives, Micro , Small and Medium scale entrepreneurs , National Chamber of Exporters, Chambers of Commerce, National Sea Food Exporters Association, Employers' Federation of Ceylon, national and local organizations, national and provincial governments.

Contribution to other ILO programmes

The LEED+ project contribute to Sri Lanka DWCP 2018-2022 country priority 1: Creation of sustainable, inclusive and decent employment. Under this priority, the ILO plans to continuously assist in capacity building and skills certification as well as creating a conducive environment for women, youth, and people with disabilities to enter the labour force. Furthermore, the ILO envisages supporting tripartite constituents to equip MSMEs with solutions to enhance their resilience, sustainability and competitiveness.

The project also contributes to the ILO's flagship programme "Jobs for Peace and Resilience", and the implementation of ILO's Recommendation 193 (cooperatives), Recommendation 205, (Employment and Decent Work for Peace and Resilience), as well as Job Creation in Small and Medium-Size Enterprises Recommendation 1998 (No. 189). The project is also linked with a joint ILO-World Food Programme project on "EMPOWER: Building peace through the economic empowerment of women in northern Sri Lanka," which adopted the LEED approach and specifically worked with a cooperative led by conflict-affected women in Mullaitivu District. The project came to an end early 2020.

The other project linked to LEED+ is Disadvantaged and vulnerable groups in rural areas, especially in conflict-affected and economically lagging regions, have equitable and enhanced access to more and better jobs and expanded product markets. This is a Regular Budget Supplementary Account (RBSA) funded project which has been implemented from December 2017 to early 2020.

Project management

The project is managed by a Chief Technical Adviser who is based in Colombo. Field operations are organised and supervised by a National Project Manager. The project's field staff operate out of an office in Kilinochchi. M&E Officer, communication officer and the national coordinator who supports for policy related work are also based in the ILO Country office for Sri Lanka.

The CTA reports to the Director of the ILO Country Office for Sri Lanka and the Maldives. Owing to the cross cutting nature of the project, a number of ILO technical departments and units including DEVINVEST, COOP and SME that provide technical backstopping support through their web of specialists based out of headquarters, regional and sub-regional offices.

The Programme Officer from ILO Country office for Sri Lanka also provides technical backstopping to the project.

Progress made to the date (as of December 2019) SEE ANNEX 2

Stakeholders and target groups.

The main stakeholders for implementing the LEED+ project are Ministry of Labour & Trade Union Relations, Employers' Federation of Ceylon, Department of Cooperatives, Department of Agriculture, Department of Fisheries, Cooperatives, Producer Organizations, National Chamber of Exporters, Sea Food Exporters Association, District and Provincial Departments.

The LEED+ project targets a total of 3000 disadvantaged beneficiaries including 1650 female, 1200 male and 150 PWDs, to increase their income through the project interventions and a total of 2100 disadvantaged beneficiaries including 1155 female, 840 male and 105 PWDs, to benefit from additional jobs created through the project interventions⁰⁵

Purpose, Scope and Clients of the Evaluation

Purpose: The ILO evaluation's main purpose are for accountability, learning and building knowledge, and for project improvement. The MTE provides an opportunity to ensure accountability to stakeholders in managing for results and is also a useful learning exercise especially in relation to adjusting the project, its approaches, validate the design and review its progress made.

The main **objective** of this mid-term independent evaluation is to assess project progress towards the achievement of the project objectives and outcomes as specified in the project document and assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results. OECD/DAC evaluation criteria covering Relevance, Coherence, Effectiveness, Efficiency, Impact and Sustainability will be followed.

The specific objectives of the midterm evaluation are as follows: -

1. Assess the relevance and coherence of project's design, regarding country needs and how the project is perceived and valued by the target groups. Assess the level of participation and contribution of various stakeholder for the project scaling up initiative during and beyond the project period.
2. Assess the extent of the COVID19 that may have adverse impact on the project design, planned achievements and strategy etc. and the extent to which the project should adapt to respond to the unexpected consequences of the pandemic.
3. Identify the contributions of the project to, the SDGs, the relevant Sri Lanka policies and strategies, the donors' programme strategies, the Sri Lanka DWCP, the ILO objectives and CPOs and its synergy with other projects and programs in the country.
4. Analyse the implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes and impacts; including unexpected results and factors affecting project implementation (positively and negatively) and identify major factors that facilitates and or hinders the progress in achieving the outcomes.

5. Assess the institutional set-up, capacity for project implementation, coordination mechanisms and the use and usefulness of management tools including the project monitoring tools and work plans.
6. Assess whether LEED+ has handled the up-scaling and policy development to have the widest possible impact in the target regions, which is the ultimate goal of the project. Review the strategies for outcomes' sustainability and orientation to impact including
 - Contribution of the LEED+ to build peace and social cohesion in the target areas.
 - Contribution/effects of the LEED+ to the creation of the enabling environment for MSME development
 - Disaster risk reduction strategies promoted within the beneficiary interventions of the LEED
 - Strategies for sustaining benefits to the beneficiaries including linkage development in BDS provision (private and public providers)
 - Strategies for sustaining partnerships with private sector - lessons learnt for further development
7. Assess the extent of mainstreaming gender , disability, Fundamental Principle and Rights at Work, and environmental concerns into the project results, approaches, work plan, and to the M&E
8. Identify lessons learnt, good practices recommendations and related innovative approaches in relation to the social dialogue, tripartism, management and implementation of activities and achieving results.

Scope of the evaluation:

The Mid-Term Evaluation will evaluate all activities implemented by the project covering all the outputs and outcomes for the period between 1st of November 2018 and end of July 2020. The evaluation is expected to have a national coverage in general. However, for specific initiatives where the project has worked at district levels. With a particular attention to synergies between the components and contribution to national policies and programmes. Synergies between the project and other relevant ILO programme/projects will also be looked at. The evaluation should also examine the social cohesion in the target regions - the extent that the project has contribute to building peace and promote social cohesion³.

The evaluation will integrate gender equality and disability as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. It should be addressed in line with EVAL guidance note n° 4 and Guidance Note n° 7 to ensure stakeholder participation (See Annexure.

Moreover the evaluators should review data and information that is disaggregated by sex, gender, and people with disability, and assess the relevance and effectiveness of gender-and people with disability related strategies and outcomes to improve lives of women and men. All this information should be accurately included in the inception report and Mid-Term Evaluation report.

Clients and users of the evaluation:

- Government of Sri Lanka and External project stakeholders including Ministry of Labour & Trade Union Relations, Employers' Federation of Ceylon, Department of Cooperatives, Department of Agriculture, Department of Fisheries, Cooperatives, Producer

³ To evaluate, please use the following as a framework "How to design, monitor and evaluate peacebuilding results into JPR": https://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/instructionalmaterial/wcms_712211.pdf

Organizations, National Chamber of Exporters, Sea Food Exporters Association, District and Provincial Departments, and private sectors.

- ILO Country office in Colombo
- ILO HQ, DEVINVEST, COOP and SME Units
- Donors –DFAT and Norwegian government
- ILO Regional Office for Asia and Pacific (ROAP)
- The project team
- As well as other relevant ILO policy departments, branches and programmes

Evaluation criteria and Key evaluation questions

Evaluation criteria

The evaluation should address OECD/DAC and ILO evaluation criteria and concerns i.e. relevance, coherence, effectiveness, efficiency, sustainability and impact as defined in the ILO Policy Guidelines for results-based evaluation, 2017.⁴

The evaluation should address the questions below but not limit to. Other aspects can be added as identified by the evaluator in accordance with the given purpose and in consultation with the evaluation manager. Any fundamental changes to the evaluation criteria and questions should be agreed between the evaluation manager and the evaluator, and reflected in the inception report.

Suggested Evaluation Questions - should respond to the specific objectives above.

a) Relevance and strategic fit

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.

- The extent to which the project has responded to the need to the tripartite constituents, communities, beneficiaries and has contributed to Sri Lanka National Development Frameworks, beneficiaries' needs? Does it support the goals outlined in the 2030 Agenda for Sustainable Development, Programme & Budget and Decent Work Country Programme (DWCP)?
- Examine to what extent the LEED+ strategies and approaches are pertinent to stakeholders' in particularly the marginalized men, women and people with disability requirements and policies of partners and donors? What are the current areas of interest of the key stakeholders vis-à-vis the programme's original theme?
- As LEED+ plus project is a continuation of LEED Phase I, the LEED+ emphasises the scaling up of LEED model for long term peace and reconciliation through economic rival in the region. Verify as to what level a desired aspiration of the target group has been or will be met by the LEED+

b) Coherence of the project (How well does the intervention fit?)

The compatibility of the intervention with other interventions in a country, sector or institution

⁴ https://www.ilo.org/wcmsp5/groups/public/---ed_mas/--eval/documents/publication/wcms_571339.pdf

- The extent to which other interventions and policies support or undermine the LEED+ interventions, and vice versa.
- The extent of synergies and interlinkages between the LEED+ interventions and other interventions carried out by ILO Colombo, Government and social partners.
- Have there been new intervening factors/actors (e.g. other donor assisted programmes) that have emerged which may have impaired or enhanced programme performance or future ILO development assistance in these strategic areas? What are the ways to maximize synergies and improve collaboration with these new actors? Also explore possible duplication of effort/resources.
- The extent to which that the LEED+ interventions are in consistent with International Labour Standards, human rights- based approach and gender equality, and people with disability that Sri Lanka is to adhere to.
- The extent to which that the LEED+ interventions have complemented and/or harmonized or well-coordinated with other actors who work in the similar geographical and thematic areas.

c) Validity of intervention design

The extent to which the design is logical and coherent.

- Assess the validity of selected value chains for project and its sustainability beyond project support period.
- what extent is the project realistic (in terms of expected outputs, outcome and impact) given the proposed intervention logic, time and resources available and the social, economic and political environment?
- To what extent has the project integrated ILO cross cutting themes (such as tripartism, and gender and non-discrimination) into the design?
- Does the Theory of change exist? And to what extent it is used to guide project implementation towards the project objectives. Are the indicators of the achievements clearly defined, describing the changes to be brought about? Were the indicators designed and used in a manner that they enabled reporting on progress under specific SDG targets and indicators?
- Were the risks properly identified, assessed and what recommended risks can be added to be mitigated against? Examine wide range of risks that are already persistent in the project region, such as weather, occupational safety and health, product quality and productivity, price, and society leadership and access to finance and repayments etc. which might hinder the project success directly or indirectly.
- Has the project design still been valid vis-à-vis the COVID-19 pandemic? To what extent the global pandemic has affected the project? and whether the project should adjust its design to respond to the challenges.

d) Effectiveness:

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

- What progress has been made towards achieving the overall project outputs/objectives/outcomes, identifying factors affecting project implementation

(positively and negatively). And whether those has resulted differently among target women and PwD group?

- Has the knowledge sharing and communication strategy been effective in raising the profile of the project within the country and among the cooperating partners?
- Has the project partnership strategy (specifically on private sector partnership) appropriate and effective in contributing to the outcome achieve the project outcomes?. Assess how private sector could retain or continue to work with and or contribute financially to SMEs. If it take more time to resume its functions beyond project period then that would negatively affect the selected value chains.
- To what extent did the results both at the output and outcome levels benefits women, men and disable persons. Assess how contextual and institutional risks and positive external to the project factors have been managed by the project management? In particular of the current global pandemic of COVID19, to what extent it has impacted on the implementation and on the progress made towards achieve the project's objectives? What should the project do to adapt to this changing circumstances?

e) Effectiveness of management arrangement

- Has the management and governance structure put in place worked strategically with all key stakeholders and partners in Sri Lanka, ILO and the donors to achieve project goals and objectives?
- To what extent is the monitoring and evaluation system results-based and to what extent is it being used to take management decisions? To what extent is the M&E data supporting project decision making related to gender and non-discrimination?

f) Efficiency of resource use

The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way

- Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outputs and specially outcomes?
- Were the project's activities and operationalization in line with the schedule of activities as defined by the work plan? If not, what are the factors that hinder timely delivery and what are the counter measures taken to achieve project outcomes and impact during the life of the project?
- Are there sufficient resource allocated to integrate gender and disability in the design, implementation and M&E of the project outcomes
- To what extent the LEED+ has leveraged resources with other projects/programmes and possible partnerships with other organizations to enhance the project impact and efficiency?

g) Impact orientation

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

- Has the LEED+ initiatives made (or likely to make) a difference to specific higher goals (SDGs, DWCP, Sri Lankan national tripartite plan?) to which they are linked? What level of influence is the project having on policies and practices at national and district levels?

- Is the project contributing to expand the knowledge base and build evidence regarding the project outcomes and impacts. The extent to which the project has contribute to building peace and social cohesion in the target areas.

h) Sustainability

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

- Which project-supported approaches and tools have been institutionalized, or have the potential to, by partners and/or replicated or external organizations?
- To which extent the benefits of the interventions are likely to have a long term, sustainable positive contribution to the SDG and relevant targets? (explicitly or implicitly)
- Does the project implement an exit strategy?

i) Tripartism, social dialogue, Gender equality and non-discrimination

- What are so far the key achievements of the project on gender equality and women's empowerment?
- Has the use of resources on women and PwD's empowerment activities been sufficient to achieve the expected results?
- Has the project been able to leverage the ILO contributions, through its comparative advantages including ILS, social dialogue and tripartism?

Evaluation Methodology

The independent Mid-Term Evaluation will comply with evaluation norms and standards and follow ethical safeguards, all as specified in ILO's evaluation procedures. The ILO adheres to the United Nations Development Group (UNDG) evaluation norms and standards as well as Evaluation Quality Standards. The evaluation is an independent evaluation and the final methodology and evaluation questions will be determined by the consultant in consultation with the Evaluation Manager.

The evaluation will apply a mix methods approach, engaging with key stakeholders of the project at all levels during the design, field work, validation and reporting stages. To collect the data and information for analysis, the evaluation will make use of the techniques listed below (but not limit to). The data from these sources will be triangulated to increase the validity and rigor of the evaluation findings.

Methodology should also include examining the interventions' Theory of Change, specifically in the light of logical connect between levels of results, its coherence with external factors, and their alignment with the ILO's strategic objectives, DWCP, SDGs and related targets, national and ILO country level outcomes.

Desk review of project design and strategy documents (PRODOC), progress reports, activity documents, communications, research, and publications.

Key informant interviews with project staff, relevant ILO specialists and technical support units, Donors, GoR, tripartite constituents, civil society organizations and other stakeholders and partners (Focus group discussions with beneficiaries (women and men potential migrants, migrant workers, return migrant workers and members of their families)

Survey: The evaluation team may explore the possibility to send out some survey relevant questionnaires to different specific target groups, if it's feasible.

Field In-depth interviews in Sri Lanka The Evaluation team is expected to meet project beneficiaries' men and women to undertake more in depth reviews on the project work and results. The evaluator must indicate the criteria selection for individuals to interview.

Due to the current COVID19 situation, the methodology may need to be flexible and field visits to the project sites may face some challenges. The evaluation team once on board will review relevant documents and will discuss with the project management to prepare a detailed inception report. The inception report will elaborate in details proposed methods of data collection (face-to-face or remotely etc.) and that they have to be reliable, most practical and sensitive to the situation faced by different key stakeholders whom to be interviewed etc.

Stakeholders' workshop

At the end of the data collection the evaluation team will present preliminary findings to the project key stakeholders in a workshop (or via Webinar) to discuss and refine the findings and fill information gaps.

The data and information should be collected, presented and analyzed with appropriate gender and disability disaggregation. Multiple methods and triangulation will be applied to analyze both quantitative and qualitative data. A more detailed methodology for the assignment will be elaborated by the evaluator on the basis of this TOR, in consultation with ILO Evaluation Manager in the Inception report that has to be approved by the evaluation manger.

Main Deliverables

1. [An inception report](#) - upon the review of available documents and an initial discussion with the project management and the donor (*following ILO EVAL Policy Guidelines–Checklist 3 and Checklist 4 “Validating methodologies*) The inception report will:
 - Describe the conceptual framework that will be used to undertake the evaluation; Have a session with project team to understand better the project on relevant issues e.g. private sector, gender, disability, scaling and approaches before finalising the evaluation questions
 - Elaborate the methodology proposed in the TOR with adjustments and precisions as required;
 - Set out the evaluation matrix to indicate how each evaluation question will be answered in terms of evaluation indicators, data sources, (emphasizing triangulation as much as possible) data collection methods, and sampling;
 - Selection criteria for locations to be visited at national and sub-national levels;
 - Detail the work plan for the evaluation, indicating the phases in the evaluation, their key deliverables and milestones;
 - Set out the list of key stakeholders to be interviewed and the guides to be used for interviews, observation, focal groups and other techniques that may be applied;
 - Develop data and information collection tools and questionnaires;
 - Set out the agenda for the stakeholders workshop; and
 - Set out outline for the evaluation report.

The Evaluation Manger, before proceeding with the fieldwork, should approve the Inception report.

2. [Stakeholders'workshop](#) to present preliminary findings at the end of field work phase. The evaluator will organize a half day meeting (or virtually - Webinar) to discuss the preliminary

findings of the evaluation after data collection is completed. The workshop will be technically organized by the evaluation team with the logistic support of the project.

3. [First draft of Evaluation Report](#) (see outline below). *The ILO EVAL Policy Guidelines Checklist 5 "Preparing the evaluation report" should be consulted.* The report will be reviewed methodologically by the evaluation manager. After that, it will be shared with all relevant stakeholders for two weeks for comments. The comments will be provided to the evaluator to arrive to a final version that integrates the comments. Each lesson learnt or good practices identified must be accompanied by a one page to elaborate on the lesson learnt/good practices as per ILO standard template (see annexure).
4. [Final version of the evaluation report](#) incorporating comments received (or a specific justification for not integrating a comment). The report should be no longer than 35 pages excluding annexes. The quality of the report will be assessed against the EVAL checklist 6 (see annexure). The report should also include a section on output and outcome level results against indicators and targets of each project and comments on each one. The final version is subjected to final approval by EVAL (after initial quality assurance and endorsed by Regional evaluation officer)
5. [Stand-alone evaluation summary](#) in standard ILO format (max 4 pages)

The draft and final versions of the evaluation report in English (maximum 30 pages plus annexes) will be developed under the following structure:

- Cover page with key project data (project title, project number, donor, project start and completion dates, budget, technical area, managing ILO unit, geographical coverage); and evaluation data (type of evaluation, managing ILO unit, start and completion dates of the evaluation mission, name(s) of evaluator(s), date of submission of evaluation report).
- Table of contents
- Acronyms
- Executive Summary
- Background of the project and its intervention logic
- Purpose, scope and clients of evaluation
- Methodology and limitations
- Review of project results
- Presentation of findings (by evaluation criteria)
- Conclusions
- Recommendations (including to whom they are addressed, resources required, priority and timing) Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to stakeholders on how they can address them.
- Lessons learnt and potential good practices
- Annexes (TOR, table with the status achieved of project indicators targets and a brief comment per indicator, list of people interviewed, Schedule of the field work overview of meetings, list of Documents reviewed, Lessons and Good practices templates per each one, other relevant information).

All reports, including drafts, will be written in English. Ownership of data from the evaluation rests jointly with the ILO and the evaluator. The copyright of the evaluation 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 the ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

Management arrangements and work plan

Evaluation Manager: Ms Pamornrat Pringsulaka, Regional Evaluation Officer, ILO RO Asia and the Pacific, Bangkok, Thailand who has not had prior involvement in the project, will manage this Mid-Term Evaluation. Evaluation team leader reports to the evaluation manager.

The Evaluation Manager is responsible for completing the following specific tasks:

- Draft and finalize the evaluation TOR with inputs from key stakeholders (draft TORs to be circulated for comments);
- Develop the Call for expression of interest and select the independent evaluator;
- Brief the evaluator on ILO evaluation policies and procedures;
- Initial coordination with the project team on the development of the field mission schedule and the preliminary results workshop;
- Approve the inception report
- Circulate the first draft of the evaluation report for comments by key stakeholders;
- Ensure the final version of the evaluation report address stakeholders' comments (or an explanation why for anyone that has not been addressed) and meets ILO requirements.
- Share the report with EVAL for final approval and uploading in the public e-discovery repository.

The evaluation team leader has the responsibility to undertake the evaluation and deliver all the required deliverables as per this TOR. He/she will be supported by a national consultant.

Desired competencies and responsibilities for evaluators

The table below described desired competencies and responsibilities for an international evaluator as team leader

Responsibilities	Profile
Conduct evaluation and deliver all deliverables under this TOR • Desk review of programme documents and other related documents • Development of the evaluation instrument • Briefing with ILO • Telephone interviews with HQ and DWT-New Delhi specialists • Undertake a field visit in Sri Lanka • Facilitate stakeholders' workshop/ debriefing with the programme and key stakeholders • Draft evaluation report • Finalize evaluation • Draft stand-alone evaluation summary as per standard ILO format	• Not have been involved in the LEED+ project • University Degree with minimum 10 years of experience in international project /program evaluations; • Relevant background in social and/or economic development. • Have proven expertise and experiences in evaluating peace building AND private sector led community owned livelihoods projects/programs sound understanding on value chain development/market systems approach • Substantive experience in project evaluations in the UN system or other international context, human rights based approach, inclusiveness • Experience in using results-based management principles, Theory of change /LFA analysis for programming • Ability to bring gender and disability dimensions into the evaluation, including in data collection analysis and writing • Demonstrate an understanding of the ILO mandates and tripartism • Adequate technical specialization of relevant ILO labour related issues will be a great advantage • Experience in the UN system or similar international development • Based in Sri Lanka will be the most advantage (due to the COVID19 constraints to fly to Sri Lanka) • Experience in Sri Lanka will be an advantage • Fluency in spoken and written English • Experience facilitating workshops for evaluation findings. • Be flexible and responsive to changes and demands; client oriented; and open to feedback.

The table below described desired competencies and responsibilities for National evaluator as team member

Responsibilities	Profile
The national consultant (a national of Sri Lanka) will support the team leader in conducting a participatory and inclusive evaluation. • collect background information and preparing a summary in English as required; • contribute to a desk review of relevant program and non-program documents; • pro-actively provide relevant local knowledge and insights to the international consultant; • take part in the interviews with key stakeholders and assisting the international consultant in taking notes during interviews, and to write brief reports based on main observations and conclusions; • contribute to the main report to be prepared by the team leader • maybe requested to write certain sections in the draft report as requested by the team leader • participate in and jointly facilitate the stakeholders workshop • provide interpretation during the evaluation data collection as required	• No previous involvement in the delivery of the LEED+ project • University Degree with minimum 7 years of strong and substantial professional experience in project evaluations and/or experience in local economic development context; • Knowledgeable in program/project evaluation methodologies • Excellent analytical skills, writing and interview skills; • Excellent command of oral and written English; • Understanding of Tamil and Singha language skills; • Sound knowledge on the socio economic conditions of Sri Lanka and gender equality, disability inclusion and non-discrimination is desirable • 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

Administrative and logistic support

The LEED+ project management team and ILO-Colombo Office will provide all required logistical support to the evaluation team and will assist in organizing a detailed evaluation mission agenda. The project management will ensure that all relevant documentations are up to date and easily accessible by the evaluation team.

Roles of other key stakeholders

All stakeholders, particularly the relevant ILO staff, the donors, tripartite constituents, relevant government agencies, NGOs and other key partners will be consulted throughout the process and will be engaged at different stages during the process. They will have the opportunities to provide inputs to the TOR and to the draft Mid-Term Evaluation report. The main stakeholders that should be consulted are as follows (but not limit to):-

- Project partners and stakeholders including Ministry of Labour & Trade Union Relations, Employers' Federation of Ceylon, Workers' Organization, Department of Cooperatives, Department of Agriculture, Department of Social Services, Department of Fisheries, Cooperatives and other Producer Organizations, National Chamber of Exporters, Sea Food Exporters Association, District and Provincial Departments, and private sector
- ILO Country office in Colombo
- ILO DEVINVEST unit specialists
- Donors-DFAT and Norwegian Government
- The project team
- As well as other relevant ILO Headquarters' policy departments, branches and programmes including SME and COOP; and Decent Work Technical Team - New Delhi's

Evaluation Timetable and Schedule

The Mid-Term Evaluation will be conducted during July to October 2020.

Task	Responsible person	Timeline
Preparing and drafting TOR Evaluation Manager and gathering inputs from project team	Evaluation Manager	June 2-12, 2020
Sharing the TOR with all stakeholders for comments/inputs	Evaluation Manager	June 15, 2020
Finalization of the TOR and Expression of Interest	Evaluation Manager	June 25, 2020
Approval of the TOR EVAL	Regional Evaluation Officer	June 30, 2020
Call for expression of interest and Selection of consultant	Evaluation Manager/ROAP/EVAL	July 15, 2020
Draft mission itinerary or possible virtual interview schedule?	Project team	July 5, 2020
Contract preparation/Contract signed and brief evaluators on ILO evaluation policy	Project CTA/team Evaluation Manager	By July 24, 2020
Desk review, and audio/skype/video conference with project, and inception report submitted	Project and evaluators (at home based)	Submission of inception report is by 3 August 2020
Evaluation Mission or Data collection	Evaluators	August 10-21, 2020
Stakeholder consultation workshop	Evaluators/CTA	TBC
Drafting of evaluation report and submitting to the Evaluation Manager	Evaluators	September 11, 2020
Sharing the draft report to all concerned for comments	Evaluation Manager	September 14-25, 2020
Consolidated comments on the draft report, send to the evaluator	Evaluation Manager	September 29, 2020
Finalisation of the report	Evaluators	October 2, 2020
Review of the final report	Evaluation Manager	October 7, 2020
Submission of the Mid-Term Evaluation report	Evaluation Manager	October 9, 2020
Approval of the Mid-Term Evaluation report	EVAL	October 15, 2020

Proposed workdays (payable days) for the evaluation team

Phase	Responsible Person	Tasks	Proposed number of days	
			Team leader	Team member
I	Evaluation team	- Briefing with the evaluation manager, the project team and the donors - Desk Review of project related documents - Inception report submission	7	4

II	Evaluation team with organisational support from ILO	- Data collection: In-country (Sri Lanka) consultations with project staff and other relevant stakeholders - Field visits (if possible?) - Interviews with projects staff, partners beneficiaries - Stakeholders workshop for sharing findings - Debriefing with the CO – Colombo	10	10
III	Evaluation team	- Draft report based on consultations from field visits and desk review and the stakeholders' validation workshop	8	7
IV	Evaluation Manager	- Quality check and initial review by Evaluation Manager - Circulate revised draft report to stakeholders - Consolidate comments of stakeholders and send to team leader	0	0
V	Evaluation team leader	- Finalize the report including explanations on why comments were not included	3	1
TOTAL			28	22

Resources

Funding will come from LKA/18/01/MUL Project in Sri Lanka, estimated resource requirements at this point:

- Team leader: consultant fee
- National Evaluator: fee
- Travel cost to the project target areas and DSA days as per the ILO rules and regulations
- Actual communication cost (in case of virtual meeting e.g. telephone or skype calls if needed)
- Stakeholders' workshop

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 and anti-sexual harassment policy of ILO 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.

ANNEX 1: RELEVANT EVALUATION POLICY AND GUIDELINES

ILO Policy Guidelines for evaluation: Principles, rationale, planning and managing for evaluations,

3rd ed. http://www.ilo.ch/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm

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

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

Checklist No. 3: Writing the inception report

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

Checklist 5: preparing the evaluation report

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

Checklist 6: rating the quality of evaluation report

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

Template for lessons learnt and Emerging Good Practices

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

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

Guidance note 7: Stakeholders participation in the ILO evaluation

https://www.ilo.org/global/docs/WCMS_165982/lang--en/index.htm

Guidance note 4: Integrating gender equality in the monitoring and evaluation of projects

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

Template for evaluation title page

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

Template for evaluation summary

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

UNEG Ethical Guidelines for Evaluation

<http://www.unevaluation.org/document/download/548>

ILO Handbook on “How to design, monitor and evaluate peacebuilding results in employment for peace and resilience programmes” https://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/instructionalmaterial/wcms_712211.pdf

ANNEX 2: PROGRESS MADE TO DATE

The Technical Cooperation Progress Report (TCPR) of 2019 documents many project progress and achievements. Some of the key achievements are listed below.

1. Eleven different agreements were signed with 4 leading private companies, 3 MSMEs and 4 cooperatives. Total investment for these partnership made by both project and the aforementioned partners was Rs 70.4 million in total. Most promisingly, partners have allocated Rs 34.4 million which is 49% of the total. It is a remarkable achievement made by the project within the first year of the implementation.
2. Data for the number of targeted disadvantaged people who increase their income through the project interventions (disaggregated on gender and disability) show that 237 farmers had increased net income from groundnut cultivation in the three districts including 16 PwDs and 10 female-headed households. The farmers consist of 59 men and 178 women. In overall, the number of farmers who increased net income is moderately lower to the set target for 2019. The target was set considering participants of all the economic engagement. However, groundnut farming was the only initiative made substantive progress in the ground with the targeted communities.
3. Additional net income was already reported from groundnut farmers. 246 farmers who participated in the groundnut growing have recorded 75% increase in average net income from groundnut for this season, compared to previous harvests. Average additional net income increment for male, female and PwDs are respectively 142%, 34% and 108% in this season compared to previous season.
4. The project made a remarkable achievement in creating jobs for 123 PwDs from Mullaitivu, Kilinochchi, Mannar, Jaffna and Vaunia districts (74 male: 49 female) mainly due to the project-organized job fair. 123 (74 male: 49 female) jobs had been created in 2019 by the project.
5. Crop diversification which was promoted by the project, had been reportedly adopted by a number of beneficiaries groups in the targeted communities. These include: 1) Thrift and Credit cooperative in Mannar (TCCU Manner) which diversified paddy field of 71 members by cultivating 40.75 acreages of Ground Nut; 2) According to the project annual review which observe 12 women farmers, the women farmers who cultivated groundnut have invested their gained income in maha season to diversify income sources of them through buying poultry, goat, cow and boutique; 3) Seven individuals in Udayarkaddu cooperative in Mullative districts were just started micro level enterprises of producing coco chips. This is a good example of diversifying income sources of the targeted communities by introducing novel products.
6. Access to new market had also been enhanced. Through the introduction to the Northern Province by the project, David Gram stores which are a leading private company in the gram sector are providing quality seeds, extension services and the market for 100 farmers in Oddusudan in Mullative district. Farmers in Mullative were able to sell their product directly to the company and thereby shortened the value chain. It increased the income of the farmers as they avoided the intermediaries.
7. Product quality: the sales price is used to gauge product quality. The price of a groundnut per kilogram at the farm gate was Rs 170 on average by March 2019. By the end of maha season, farmers were able to sell Groundnut at an average of Rs 210 at the farm (Mullative farmers sold at the rate of Rs 220/Kg for David gram). The quality of the seed groundnut was affected by heavy rain occurred during the harvesting period, as it took a long time to dry under wet condition, outward appearance was affected and thereby the quality of the harvest was affected. This made much of negative impact for seed ground farmers, as they were not able to sell as seed groundnut, which they could have earned more income. Majority of the farmers (2 farmers of the 12 farmers who participated in the FGD in Malarumboomi) sold harvest for the commercial purpose, not as seed Ground Nut.

8. Improved farming practices: according to the Project Annual Review, which conducted Focused Group discussions with 27 beneficiaries, almost all the participants have enhanced their knowledge on agronomic practices through the conducted agronomic practices training by David gram, seed certification officers and agriculture extension officer. Of the participants, 23 have applied learning into the cultivation during the yala season. However significant yield increment as a result of the improved knowledge had not been observed in the reporting period, due to climatic condition which affected on early stages and harvesting period of the plant which beyond the control of the farmers. Despite thee, six farmers who participated in the discussion managed to get a better harvest than the previous season. They believe that they were able to gain better yield due to the application of proper agronomic practices and received field guidance.
9. The project signed the contract with SANASA with a view of establishing a continuous support arm in Northern Province for SMSE and Coops with financial and non-financial products. In addition, SANASA will facilitate a business platform in the Northern Province with the participation of business organizations and chambers present in the province, so that advisory services are available to blossoming business entities in the province
10. With the objective of bringing in more investments to the North and addressing prevailing bottlenecks for such investments, a study was commissioned with the view of identifying barriers for private sector investments to the Northern Province. The findings of the study was presented to a wider stakeholder group including government, private sector, donors etc. A consultant is being hired to engage with government and other stakeholders and constituents to develop a strategy for addressing the barriers for private sector investments and strengthening the national level forum for mobilising investments.
11. It has been planned to support with and prepare the tripartite for signing the convention C 188. Several discussions were carried out with a number of stakeholders including NAFSO (National Federation of Fisheries Organisations) and ILO technical expertise on the subject, based in the Head Quarters. A study is being conducted to identify how the ratification of C188 convention by the Sri Lankan government would affect different stakeholders including the fishers, boat owners and employers and the government of SL.