



International
Labour
Organization

► Terms of Reference

Final Independent Evaluation of "the Lab", Phase II

Project title:	Market systems development for Decent Work – the Lab – Phase II
Project code:	GLO/17/06/CHE
Country(ies):	Global programme with country activities
Country Programme Outcome:	GLO153
P&B Outcome:	Outcome 4 – Promoting sustainable enterprises
Implementer:	The Lab
Administrative and Technical Backstopping Unit:	Small and Medium Enterprises Unit (SME) of the ILO's Enterprises Department (ENTERPRISES) (ENT/SME)
Donor/Development Partner	The Swiss State Secretariat for Economic Affairs (SECO)
Budget	CHF 2,000,000 – equivalent to about USD 2,085,506
Duration	October 2017 – December 2020
Type of Evaluation	Final Independent Evaluation
Timing of Evaluation	August – October 2020

1. INTRODUCTION AND RATIONALE OF THE EVALUATION

The International Labour Organization (ILO) is currently implementing a global project on **'Market Systems Development for Decent Work'**, also known as [the Lab](#). The project, which is funded by the Swiss State Secretariat for Economic Affairs (SECO) and has a budget of CHF 2,000,000, began its second and final phase in October 2017 with its expected finish at the close of December 2020. The project has the over-arching objective of generating knowledge on ways to improve decent work outcomes through market systems development interventions.

The Lab is housed within the Small and Medium Enterprises Unit (SME) of the Enterprises Department (ENTERPRISES) of the ILO. In the Unit, the Lab is part of a larger team which includes the thematic areas of Value Chain Development, Approach to Inclusive Market Systems (AIMS), Entrepreneurship and Women Entrepreneurship Development (WED). The Lab is managed from the ILO Headquarters in Geneva and implements through a small team of staff and a long-term consultant.

The Lab delivers on its mandate by working through partnerships. Such partnerships have included: projects supported by SECO or Swiss funding; ILO field projects, headquarters units and social partners; private sector companies; and external market systems and private sector development projects. The joint work conducted in these partnerships is expected to support partners to address key challenges – to understanding, addressing or measuring decent work outcomes – while also providing a means to create new knowledge and make it available for the wider public.

As required by the project, the Lab has tried to maintain a geographic focus, working to generate evidence and knowledge in both SECO priority countries (Albania, Colombia, Egypt, Ghana, Indonesia, Kyrgyzstan, Peru, Serbia, South Africa, Tajikistan, Tunisia and Vietnam) and complimentary countries (Bolivia, Myanmar and Nepal). The project has a focus on generating knowledge beyond agricultural production – in sectors such as tourism, construction, manufacturing and agro-processing – where the body of knowledge on market systems is far less robust and the decent work challenges more complex. Gender considerations are taken into account within the sectors.

As the project is closing within the year, one of the core project requirements is to conduct a final independent evaluation. The evaluation will be conducted in line with the UN evaluation standards and ILO evaluation guidelines to assess the project implementation performance relative to the initial project design.

These terms of reference provide the details for which a qualified consultant or team of consultants can submit a proposal to conduct the ILO's final independent evaluation.

2. PROJECT OBJECTIVES

The Lab tests, scales and shares strategies to maximize the impact of market systems development interventions on decent work. By understanding the market incentives to improve working conditions for women and men, the Lab identifies innovative ‘win-win’ solutions that lead to growth and improved competitiveness at the same time as boosting job quality for vulnerable populations. Bridging the worlds of research and practice, the goal is:

Learning through measuring impact, to take...

Action that catalyses...

Better jobs, sustainably and at scale.

The bottom line is to deliver more and better jobs through improved market systems.

The first phase of the Lab, which ran from 2014 to 2017, made major progress in providing ‘proof of concept’ that a market systems approach can be used to improve decent work outcomes, and that the approach is feasible for the ILO and other implementing institutions to adopt. The Lab also contributed to improvements in the culture of results measurement in the ILO and partner organisations, which laid the bases to better understand impact and generate empirical knowledge to influence future development cooperation strategies. A final independent evaluation of Phase I of the Lab was conducted in June-August 2017, and its recommendations fed into the crafting and implementation of Phase II. One of the suggestions was to develop six-month strategies and have regular check-ins with the donor to inform them if there were any issues with meeting three different project objectives (knowledge generation and institutionalisation within the ILO and SECO, respectively).

Objective

The overall development objective of the Lab’s second phase is to improve the application of the market systems approach to achieve decent work objectives both inside and outside of the ILO. This is done to influence development cooperation funding to address and measure decent work deficits more effectively and in a more sustainable and scalable way. To do this, the project has two core objectives:

- **Objective 1:** Improve job quality in selected global, regional and national value chains to provide a ‘demonstration’ effect showing how sustainable market systems solutions can be delivered to improve working conditions.
- **Objective 2:** Generate and institutionalise knowledge that plugs key gaps in understanding, internal and external to the ILO, of when and how a market systems approach can be used to create more and better jobs.

Rationale and strategic approach

The strategic approach to decent work that the Lab uses has three components:

- i) **A clear and unique value proposition** on improving working conditions for women and men workers in a cost effective, sustainable and scalable way
- ii) **Rigorously tying co-funding to knowledge production** through its systematic approach to identify knowledge gaps that are relevant for and serve the needs of both practitioners and policy-makers, encouraging local buy-in and ownership
- iii) **A partnership-driven approach** to ensure knowledge is widely disseminated within internal ILO programmes and beyond, in an array of external donors, foundations, private-sector actors, multilaterals and international financial institutions.

The Lab has four product lines and results areas that it channels to support SECO-funded activities within and beyond the ILO, namely:

- **Analysis** – market research and analysis: understanding the business case for improving working conditions, and the underlying sector constraints that inhibit decent work outcomes
- **Action** – market systems interventions: supporting interventions to improve selected decent work deficits through cost-sharing, convening actors, brokering relationships and technical advice
- **Learning** – working conditions impact evaluations: measuring, evaluating and reflecting on what's working, and why, to adjust strategies and document knowledge
- **Sharing** – knowledge products: generating global public goods on proven business models and market analysis methodology, disseminated by running events and supporting communication between practitioners and policy-makers.

The Lab's analyses, interventions and evaluations are gender inclusive, where possible, to help identify the various challenges to, and opportunities to address, decent work through a gender-sensitive lens. For example, the project considers the gender dimensions of discrimination and other decent work deficits that people living in poverty often face, in such a way that poor working conditions tend to affect women and men workers differently, typically being even vaster for women.

An internal mid-term evaluation of the Lab Phase II was conducted in February 2019 and its results have shaped the final part of the project. One of the evaluation recommendations was to undertake an influence mapping to identify key leverage points in the ILO, i.e. a 'network map' of Lab activities that show how they are influencing the wider eco-system (**Annex 4**). This mapping could potentially be a way to reconstruct the Theory of Change and in turn be used as the analytical framework for the evaluation.

The project has used a results chain (**Annex 3**) to guide its activities, which are generally encompassed under two key work streams: knowledge creation and sharing, and market systems institutionalisation.

a) Knowledge creation and sharing

The Lab develops knowledge products which are designed to help both the ILO and external organisations create more and better jobs using the market systems approach. For the ILO, the products are designed to highlight the mechanics of the approach to ILO colleagues who are less familiar with a systems approach. For external market systems practitioners, the products intend to highlight the decent work component, as these practitioners are often less familiar or more uncertain on how to account for decent work challenges. In the knowledge creation component, the Lab has published guidance documents, knowledge briefs and assessments, which intend to demonstrate how the approach can be used across various sectors and contexts to address and measure an array of decent work challenges.

To raise the visibility of the Lab's work and reach out to a wider practitioner audience, the Lab actively disseminates knowledge products to internal and external stakeholders through a variety of methods and mediums. All research outputs are published on [the Lab website](#) and are disseminated through the events and webinars (DCED, BEAM Exchange and SEEP), knowledge hubs (DCED, BEAM, MarketLinks), social media (LinkedIn, Twitter), and bespoke trainings (SECO, Sida, ILO staff). Internally, the project has promoted its work through informal group discussions open to the ILO, and through webinars and newsletters within the ILO's market systems development network (with ILO staff).

b) Market Systems Institutionalisation

The Lab has worked to institutionalise the market systems approach in both SECO and the ILO. While knowledge generation and dissemination supports this mission by building credibility and a knowledge base to work from, direct work with both institutions is also required to ensure that these methods are taken up initially to develop more immediate capacity. Within SECO, the Lab has worked with projects in its Trade and Promotion team (WEHU) to support sector selection, market analysis, project design, and results measurement – both at the project level and at headquarters. In the ILO, the Lab has worked headquarters by partnering with teams in the SME unit (SCORE project, the Enabling Environment and Sustainable Enterprises team, and the unit's long-term strategy), the Enterprises Department (Green Jobs, Multinational Enterprises and Social Finance units) and different areas across the ILO (child labour, occupational safety and health, employment policies, project appraisals, evaluations, etc.). The Lab has worked specifically with field projects (Afghanistan, Mozambique, Rwanda and Zambia) and regional specialists as a means for developing knowledge and expertise that can remain after the Lab finishes.

Fit within and contribution to the ILO strategic framework

The Lab's systemic, innovative approach towards achieving its core objectives contribute to the Sustainable Development Goal (SDG) 8, *Promote inclusive and sustainable economic*



growth, employment and decent work for all. Moreover, the project drives implementation of the ILO Programme and Budget (P&B) Outcome 4, *Sustainable enterprises as generators of employment and promoters of innovation and decent work*, especially Output 4.2 on strengthening enterprises' capacity to adopt new business models, technology and techniques to enhance productivity and sustainability. The Lab's activities contribute to incorporating the ILO's cross-cutting policy drivers (CCPDs) on gender equality and non-discrimination as well as on social dialogue, with outputs and/or activities specifically addressing gender issues and specifically strengthening mechanisms of social dialogue.

In short, by testing, scaling and sharing strategies to maximise the impact of market systems development interventions on decent work, the Lab works through partnerships to making the ILO's mandate of promoting decent work for all women and men a reality.

3. PURPOSE AND SCOPE OF THE FINAL EVALUATION

The evaluation will be conducted following the [ILO Evaluation Policy](#) (2017) as well as the UN evaluation standards and norms and the Glossary of key terms in evaluation and results-based management (RBM) developed by the OECD's Development Assistance Committee (DAC). Evaluation in the ILO is mainly used as a management and organizational learning tool that support programme and policy improvements and promotes accountability and learning. In line with the results-based approach applied by the ILO, the evaluation will focus on identifying and analysing results through addressing key questions related to the evaluation concerns and the achievement of the outcomes/immediate objectives of the project using the logical framework indicators.

The evaluation will address the ILO evaluation concerns as defined in the [ILO Policy Guidelines for results-based evaluation](#). Gender concerns will be integrated based on the [ILO Guidelines on integrating gender equality in monitoring and evaluation](#) and the other CCPDs – promotion of labour standards, social dialogue and just transition to environmental sustainability – will also form an important part of the evaluation.

Purpose

The evaluation will assess the Lab's contribution towards a global practitioner knowledge base, from its knowledge product base and outreach of such, as well as to what extent it was able to accelerate the use of market systems within the ILO and in SECO. The evaluation will address the following criteria:

- **Relevance:** the extent to which objectives of the project are consistent with beneficiaries' (ILO, SECO and external market development practitioners) requirements, and relevant to country needs, global priorities and partners and donors' expectations. In addition, relevance relates to whether the project results or approach are strategic and play to the comparative advantage of the ILO, as well as if or how it is relevant in the current scenario of the COVID-19 pandemic;



- **Effectiveness:** the extent to which the project's immediate objectives were achieved, or are expected to be achieved, taking into account their relative importance;
- **Orientation towards impact:** analysis of the project's contribution to broader, long-term, sustainable development changes and institutionalisation of the approach
- **Sustainability:** Evaluation questions of this nature aim to assess the likelihood that the results of the intervention are durable and can be maintained or even scaled up and replicated by intervention partners after major assistance has been completed;
- **Efficiency:** the extent to which the project delivered its outcomes and outputs with efficient use of resources (including management arrangements), including efforts/successes in soliciting public-private partnerships for the most cost-effective implementation of activities. This will include the extent to which the resources available were adequate for meeting the project objectives.

Scope and expectations

The evaluation will cover the whole period of Phase II; from its design in the first half of 2017, to its implementation timeframe from October 2017 to present (July/August 2020). The rationale for covering the full period, even before Phase II's mid-term evaluation, is to provide a complete perspective of the project's development, evolution and current status. The evaluation will briefly take stock of the Lab's first phase (2014–2017), though it will not evaluate the project ran during that period. It will however incorporate the design stage of Phase II, which is relevant when it comes to assessing the effectiveness of the intervention logic. The evaluation will assess the Lab's contribution towards a global practitioner knowledge base, from its knowledge-product base and outreach of such, as well as to what extent it was able to accelerate the use of market systems within the ILO and in SECO. It will also assess the extent to which the Lab project contributes to ILO's strategic objectives and regional/country operations. There will be no geographical coverage of the evaluation of this global project.

The evaluation is expected to:

- Assess the planned vs. delivered progress of the Lab (against the logframe, six-month strategies and overall project objectives);
- Inform the ILO about whether the project strategy worked and provide recommendations about what could be done to better achieve the outcomes in future knowledge generation initiatives;
- Integrate and analyse gender equality, disability and other non-discrimination issues as cross-cutting concerns throughout its methodology and all deliverables;
- Recommend what the ILO can do to ensure that market systems application continues in the organisation, notably in the context of the COVID-19 pandemic;
- Identify what SECO or other potential donors should consider for a similar project;
- Identify the extent to which the Lab has influenced:
 - a systemic approach being adopted within the ILO and in SECO



- decent work and job quality to be more thoroughly understood, considered and addressed externally and particularly in the market systems community

The foci of the two key work streams – knowledge creation and sharing and market systems institutionalisation – and the fact that the project has a focus on generating knowledge, signal that the knowledge and institutional learning that the final evaluation will generate, could form an instrumental part of meeting the project objectives. More specifically, the evaluation will be used to translate lessons learned into the design of future projects, thus contributing to sustainability and scale of the market systems approach, within and beyond the ILO.

Clients of the evaluation

Primary clients:

- a) The Lab project team
- b) The wider Value Chain Development, SME Unit and Enterprise Team in ILO headquarters, as well as collaborating and supporting field offices and headquarters units
- c) The donor (SECO)

Secondary clients:

- d) Other key market systems donors and MSD and MSME development practitioners
- e) The ILO's Governing Body.

4. EVALUATION CRITERIA AND METHODOLOGY

Key evaluation criteria and questions

The evaluation will examine the project along the following five criteria. A more detailed analytical framework of questions and sub-questions will be developed by the evaluator in agreement with the evaluation manager and the Lab team:

1. Relevance and strategic fit:

- *Are the objectives of the project consistent with beneficiaries' requirements (ILO and external market systems practitioners), global partners, donor's priorities and the SDGs?*
- *Does the project play on ILO comparative advantages?*
- *Were the original project strategy, objectives and assumptions appropriate for achieving planned results?*
- *What lessons can be learned for the design of future projects?*
- *Is the project's approach fit for purpose in the current context of COVID-19?*
- *To what extent did the project strategies, within their overall scope, remain flexible and responsive to emerging concerns with regards to gender equality and non-discrimination? Inclusion of people with disabilities?*



2. Progress and effectiveness:

- *Has the project implementation been on track according to the logframe/workplans?*
- *To what extent has the project achieved its objectives and successfully reached its target groups (both ILO and non-ILO practitioners)?*
- *Concerning wider development practitioners, how far has the ILO added value to debates on how a systemic approach can be used to address decent work deficits?*
- *Concerning the institutional-level, to what extent has the ILO adopted the use of a more systemic approach?*
- *Has the project been effective in instilling innovation?*
- *What obstacles did the project encounter during implementation? Could the project have better addressed these challenges?*
- *How effective were these measures in advancing gender equality and inclusion of people with disabilities within the context of the project's objectives?*

3. Effectiveness of management arrangements

- *Was the management and governance arrangement of the project adequate? Was there a clear understanding of roles and responsibilities by all parties involved?*
- *Did the project receive adequate administrative, technical and – if needed – political support from the ILO office and specialists in the field and the responsible technical units in HQ?*
- *How effectively did the project management monitor project performance and results? Was there a monitoring & evaluation system in place and how effective was it? Was relevant information systematically collected and collated?*
- *Have targets and indicators been sufficiently defined for the project?*
- *Have the recommendations from the mid-term evaluation been sufficiently incorporated into the project?*

4. Impact orientation and sustainability:

- *Is there recognition of an improved knowledge base in the ILO on using market systems in and around jobs and job quality?*
- *Has the project reached sufficient scale and depth to justify the donor investment?*
- *Has the intervention made a difference to specific SDGs that the project is linked to? If so, how has the intervention made a difference? (explicitly or implicitly)*
- *What is the likelihood that Lab methods and knowledge will, in both market systems development and results measurement, be used and applied after the project finishes?*
- *How likely is it that the project's strategic orientation will be used in the future to systemically respond to the multifaceted crisis induced by COVID-19?*

5. Efficiency

- *How efficient was the project in utilizing project resources to deliver the planned results? How efficient was the project in delivering on its outputs and objectives?*
- *How successfully has the project been able to solicit partnerships in supporting the project implementation and the beneficiaries?*

- *Was the project cost-effective and did it provide good value for money?*
- *To what extent did the project leverage resources (financial, partnerships, expertise) to promote Gender equality and non-discrimination? Inclusion of people with disabilities?*
- *To what extent did the project leverage partnerships (with constituents, national institutions and other UN/development agencies) that enhanced the project's relevance and contribution to priority SDG targets and indicators? (Explicitly or implicitly)*

Methodology to be followed

The information needs and evaluation questions call for an in-depth understanding of the situation to provide a holistic assessment and interpretation of the project's achievements. The methodology should include examination of the intervention's Theory of Change (ToC) (or request, if feasible, that the evaluator reconstructs one if the ToC is not in place), specifically in the light of the logical connect between levels of results and their alignment with the ILO's strategic objectives and outcomes at the global and national levels, as well as with the relevant SDGs and related targets.

The methodology should be participatory and include multiple methods, with analysis of both quantitative and qualitative data, and should be able to capture the intervention's contributions to the achievement of expected and unexpected outcome.

Data and information should be collected, presented and analysed with appropriate gender disaggregation, even if project design did not take gender into account. In addition, to the extent possible, the data collection, analysis and presentation should be responsive to and include issues relating to diversity and non-discrimination, including disability issues.

Various types of information will be collected and triangulated during the evaluation, using the following methods:

1. Document Review:

The evaluator will review the documents outlined in **Annex 1** before conducting any interviews

2. Interviews:

The evaluator will conduct telephone/Skype interviews with project staff and those that the Lab has worked with, including staff at the ILO in headquarters and the field as well as with other project partners. The meetings will largely be conducted during one week and will be scheduled at least one week in advance. A tentative list of individuals to be interviewed is included in **Annex 2**. Given the current travel limitations and social distancing requirements, all interviews will be conducted remotely.

3. Survey:

Respondents from the list of Lab stakeholders in Annex 2 are to be invited to complete an anonymous online survey. The survey questions will be developed, disseminated and analysed by the consultant/team.

Steps to be followed

The evaluation will be conducted through the following four key steps:

1. Inception report

The first deliverable of the consultant/team is an inception report, which details the selected approach and methodology, including the workplan. The evaluator(s) may adapt the methodology spelled out in this ToR, but any fundamental changes should be agreed between the evaluation manager and the evaluator(s), and reflected in the inception report. The methodology should clearly state the limitations of the chosen evaluation methods, including those related to representation of specific group of stakeholders.

2. Data collection

After approval of the inception report and the interview schedule, the data collection phase takes place, and the consultant/team conducts interviews and a survey remotely and analyses the findings.

3. Debriefing:

Following the conclusion of the interviews, the evaluator will present preliminary findings to the Lab project team and other primary stakeholders (remotely).

4. Draft and final report:

A draft report will be prepared for comment in line with ILO Evaluation Checklist No. 5 (Preparing the Evaluation Report), Checklist No. 6 (Rating the Quality of Evaluation Reports) including completion of the ILO Templates for the Executive Summary, each lesson learned and good practices identified. The final evaluation report will be approved by the ILO Evaluation Office (EVAL).

5. OUTPUTS, MANAGEMENT ARRANGEMENTS AND TIME

Main deliverables

The main outputs to be delivered by the evaluator(s) are:

Output	Description	Number of work days	Timeframe
Contracting and initial briefing	Launch of the evaluation	1 day	5-14 August 2020
Inception report	Read and review the core set of Lab documents, monitoring data and records. Request any additional documentation required. Identify key stakeholders to interview. Drafting and submission of the inception report. Review and adjustment	5 days	13-26 August 2020
Data collection preparation	Interview schedule in coordination with the Lab team	2 days	26-31 August 2020
Data collection	Conduct a survey and interviews remotely with staff working in the project, project partners, the donor and other closely related stakeholders, and analyse the data	10 days	01-14 September 2020
Debriefing via Skype	Following the interviews, the evaluator will have a short debriefing session with the project team and other primary stakeholders to clarify any issues and introduce preliminary evaluation findings	N/A	15 September 2020
Draft report	Produce a short (no more than 30 pages) report (templates and annexes not counted in the page numbers) addressing the above evaluation questions. Integrate feedback from the ILO	5 days	15-21 September 2020
Consolidated Feedback	The evaluation manager will consolidate all feedback and submit to the evaluator for their incorporation	N/A – the ILO will have two weeks to review and comment	21 September – 09 October 2020
Final report	Deliver the final evaluation report and approval by EVAL	2 days	16-23 October 2020

The evaluator will produce a concise final report according to the ILO evaluation guidelines and will reflect the key evaluation questions. The quality of the report will be determined by conformance with ILO Checklist No. 5 (Preparing the Evaluation Report), Checklist No. 6 (Rating the Quality of Evaluation Reports) including completion of the ILO Templates for the Executive Summary, each lesson learned and good practices identified. Adherence to these

checklists will be considered a contractual requirement when submitting evaluations to ensure full remuneration of the contract. The maximum length of the final report should not be more than 30 pages.

Timeframe

The work will start on 13 August 2020 and will be completed no later than 23 October 2020. The total level of effort (LOE) is expected to be 25 days and will be paid on a lump sum upon delivery of the Final Evaluation Report with the accompanying templates completed.

Assignment administration and management

In order to ensure independence of all deliverables, all submissions will be made through the Evaluation Manager (Matilda Dahlquist, dahlquist@ilo.org). The consultant/team will work closely with both the evaluation manager, ILO EVAL HQ and the Lab project team.

The evaluator(s) will abide by the EVAL's Code of Conduct for carrying out the evaluations and the UNEG ethical guidelines.



6. EXPRESSION OF INTEREST

All interested candidates (individual or professional team) should submit the following documents to dahlquist@ilo.org no later than close of business of 24 July 2020:

- Technical proposal outlining the methodology and approach to be applied (max 5 pages plus annexes)
- Financial proposal outlining professional fees and any additional costs
- CV(s)
- A previous evaluation conducted as an annex
- Statement confirming the candidate(s) do not have any links to project management, or any other conflict of interest that would interfere with the independence of the evaluation

Profile of consultant/team of consultants

Qualifications and requirements

- A minimum of 5 years' professional experience in mid-term, final or post-project evaluations and/or impact assessment of externally funded projects
- Must have proven experience of using a systems approach, with preference for applying the approach to private sector development
- Understanding and experience of M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing
- Strong report-writing skills in English
- Strong knowledge management skills

Added Advantage

- Experience of conducting evaluations for the ILO or any UN Agency
- Understanding of Decent Work concepts and ILO's normative mandate

Annex 1

Project-related documents to be reviewed

- Lab project document (**critical**)
- Six-month strategies (0-6 months, 6-12 months, 12-18 months, 18-24 months, 24-30 months, 30-36 months) (**critical**)
- Annual progress reports for years 2017, 2018 and 2019 (**critical**)
- Mid-Term Evaluation (**critical**)
- Project Logframe with measured indicators (**critical**)
- Phase I final evaluation (**critical**)
- Key Publications (**critical**)
 - Business models for decent work
 - The SME Measurement Toolkit
 - The Value Chain Development Guide for Decent work, 3rd Edition
 - A systemic approach to more and better jobs
 - Market systems analysis for decent work: A user friendly guide
 - Can Results Last a Decade? (Sustainability assessment in Sri Lanka)
- Key knowledge briefs (**scan**)
 - How to apply the market systems approach to various themes (youth employment, construction, tourism, childcare, rules and regulations)
 - Project historical narratives (Yapasa in Zambia and Road to Jobs in Afghanistan)
 - Private sector business model for decent work (mining in Laos)
- Analyses (**scan**)
 - Rapid Market Assessments (Bolivia, Kyrgyzstan, Myanmar)
 - Market Systems Analyses (Peru, Mozambique x3, Myanmar x2, Rwanda x2)
- Blogs and webinars (**scan**)
 - Beam Exchange blogs (Analyse that, Should we create decent work or make more work decent?, “Win-Win” must be more than a buzzword, Can results last a decade?, BuildBackBetter Tourism)
 - Various product blogs on MarketLinks, UrbanLinks and AgriLinks
 - Systemic Change Walking the Talk
 - BEAM Exchange “Grab the Mic” Webinars (Business models for decent work, construction, market systems and job quality)
 - Business fights poverty win-win business models
 - Content on Lab event on a Systems Approach to More and Better Jobs (February 2020)
- Institutionalisation resources (**scan**):
 - Lab-influenced ILO guidance documents (LabAdmin/OSH, EVAL evaluability, Guide to value chains in the rural economy for formalisation, sustainability “how-to” guidance (draft))
 - Market systems analyses conducted without Lab Assistance (Vision Zero Fund x 3; Colombia tourism x 2, Peru, Tanzania, Zambia)
 - MSD Network material: webinars and monthly newsletters



- Flyers for Coffee &... - internal presentation series
- Monitoring data and information (**Scan**)
 - Project Influence tracker (critical)
 - Web statistics and data
 - Product dissemination tracker
 - Co-funding and fundraising
 - Partnership Tracker
- Any other documents that might be useful for the evaluation

Annex 2

Interviews (TBC)

ILO Headquarters staff:

- ILO Value Chain Development Coordinator
- Lab staff
- Manager, SME Unit
- Manager, EESE team
- Sida market systems secondees
- CTA of SCORE project
- Lab senior advisor
- Specialist, Green Jobs Programme
- Specialist, Informal Economy

ILO Field Staff:

- Road to Jobs Afghanistan (CTA and interim Country Director)
- ILO Enterprise Development Specialists (Pretoria, Lima)
- Market systems specialist, Central Europe

ITC-ILO Turin:

- Value Chain and Enterprise Development Specialist

Other market development practitioners involved with:

- BEAM Exchange
- DCED

Other externals:

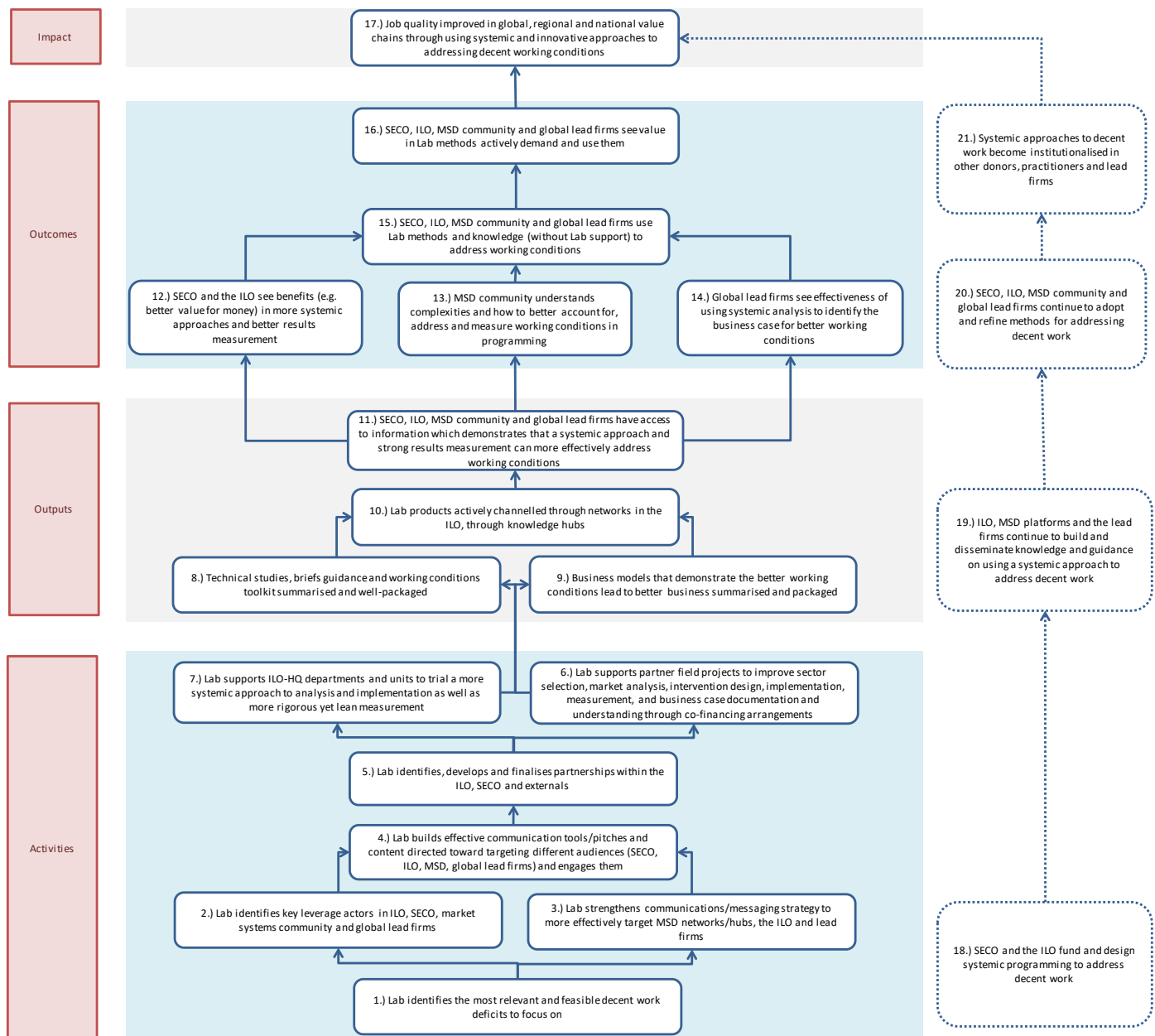
- Sida
- MasterCard Foundation

Donor:

- SECO

Annex 3

The Lab results chain





Annex 4

The Lab influence mapping (draft)

