

Call for expression of interest/proposal

ILO is urgently seeking expression of interest from qualified individual/company to *lead* a final independent evaluation of a Joint project between ILO and UNOPS on Healthy Socio-Economic Recovery of the Micro and Small Enterprise Sector of Sri Lanka.

This is a joint evaluation being co-managed by ILO and UNOPS. ILO is mandated to recruit the evaluation team leader while UNOPS is mandated to recruit the evaluation team member. The two evaluators are to work together to deliver the deliverables as per this joint evaluation ToR. More detailed information can be found in the attached ToR.

Application process

Interested parties are request to submit an expression of interest in English including: a cover letter that explains how the candidate meets the desired profile, a brief technical proposal for the evaluation and fee structure and availability; and at least 2 examples of evaluations where served as team leader.

Applying as Evaluation Team leader please submit your proposal or expression of interest to ILO Evaluation manager Ms. Pamornrat Pringsulaka (pamornrat@ilo.org) indicating the title of the evaluation. The deadline for submitting the EOIs is by end of Tuesday 23 March 2021.

For the Evaluation team member, the proposals should be sent to the UNOPS Sri Lanka Office

Terms of Reference

Healthy Socio-Economic Recovery of the Micro and Small Enterprise Sector of Sri Lanka

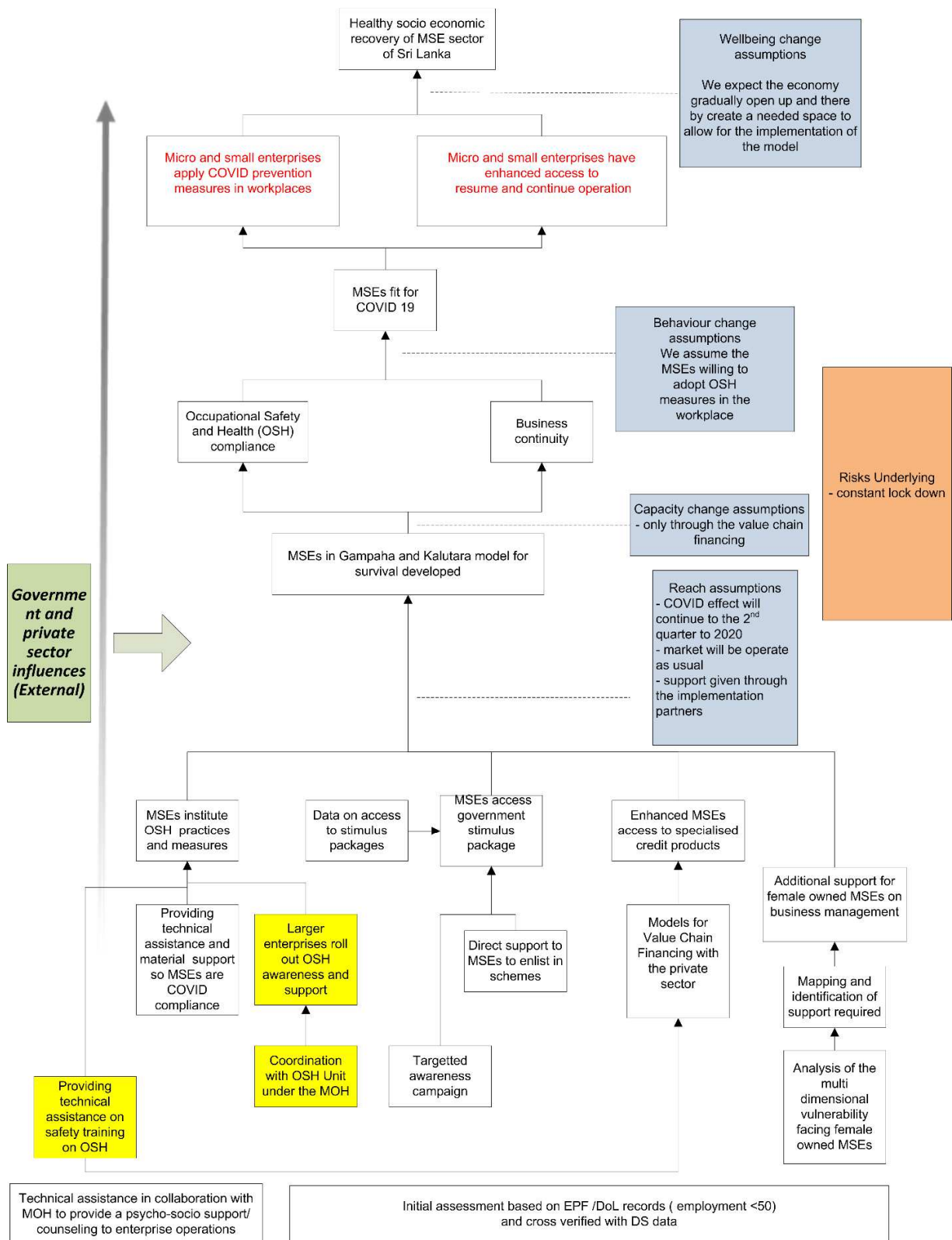
Final (Joint) Independent Evaluation

Title of Project	“Healthy Socio-Economic Recovery of the Micro and Small Enterprise Sector of Sri Lanka
DC CODE	LKA/20/50/UND
Administrative Unit	ILO Country Office for Sri Lanka and the Maldives UNOPS Country Office for Sri Lanka and the Maldives
Technical Backstopping Unit	ILO Decent Work Technical Team New Delhi, Regional Office for Asia and Pacific, ILO Geneva ENTERPRISE Department , Labour Administration and Labour Inspection, Occupational Safety and Health UNOPS
Donor	Multi-Partner Trust Fund (MPTF), UNDP
Project budget	ILO \$651,710 UNOPS \$348,285
Type of Evaluation	Joint Final Independent Evaluation
Timing of Evaluation	Preparation and consultation on the ToR – March 2021 Implementation: 1st April - 30th May 2021
Project duration	9 months (July 2020 – March 2021)
Evaluation Manager	Pamornrat Pringsulaka, Regional Evaluation Officer – ILO Regional Office for Asia and the Pacific UNOPS - Amenthi Jasinghe, Partnerships Development Manager, Sri Lanka

1. Background and Justification

- This terms of reference covers the Final Independent Joint Evaluation of the project on “*Healthy Socio-Economic Recovery of the Micro and Small Enterprise (MSEs) Sector of Sri Lanka*”. The project is implemented by the ILO Country Office for Sri Lanka and the Maldives and the UNOPS Country Office for Sri Lanka and the Maldives.
- The project started in July 2020 and will be completed in March 2021.
- The objectives of the programme are to enhance Occupational Safety and Health (OSH) measures to allow MSEs to operate in a COVID-19 safe environment, while assisting them to access working capital through Government and/or private sector channels to restart/continue their businesses, allowing Sri Lanka to recover faster.
- The project is a COVID immediate response that had two specific but interconnected objectives:
 1. Promote Operational Safety and Health (OSH) measures at enterprise level as well as other spheres affiliated with OSH implementation
 2. Develop a conducive ecosystem for the MSEs sector to resume and continue operation.

Through the “Healthy Socio-Economic Recovery of the Micro and Small Enterprise (MSEs) Sector of Sri Lanka” project, the ILO/UNOPS have undertaken a comprehensive and integrated approach to respond to COVID-19 economic shock. The COVID-19 crisis has hit hard particularly micro and small enterprises (MSEs) in Sri Lanka. Health and safety of those working in these often-congested enterprises is paramount in light of COVID-19. The need is to keep them and the workers they employ financially afloat. The project provided support to MSEs to operate in a COVID-19 safe environment while assisting them to access working capital through Government and/or private sector channels to restart their businesses. The strategy includes MSE support through specific Occupational Safety and Health (OSH) preventative measures and provision of PPE equipment, business continuity planning, entrepreneurship support, manager-worker dialogue and on-line delivery channels and training. This strategy of OSH precautionary measures and access to working capital will help mitigate the adverse health and socio-economic impact on vulnerable enterprises and the workers they employ, allowing Sri Lanka to faster and steady recovery. (See the Theory of Change below). By protecting workers from COVID-19 related health risks in the workplace, this project aimed to contribute to the protection of jobs and incomes, stimulate employment, and ensuring continuity and resilience of businesses



The project also contributes to:

- The UN global framework for the immediate socio-economic response to Covid 19 which identified the socio economic recovery of MSMEs as a strategic priority
- ILO's (1) Sri Lanka Decent Work Country Programme (DWCP 2018 – 2022) Priority 1: Creation of sustainable, inclusive and decent employment , (2) ILO Country Programme Outcome LKA 107; Sri Lankan workforce have more and better employment opportunities and (3) the UN's immediate response to the socioeconomic impact of COVID-19
- **Project Management Arrangements**
 Project Management Arrangements: At the national, district and local level the ILO's project is managed and implemented by the CO-Colombo Programme Unit and UNOPS Sri Lanka Country Office and Project Management team..
- Overall Responsibility: At the national level the project is managed and administered by the ILO's Country Director based in the ILO's Country Office (CO) in Colombo and UNOPS Country Manager in Colombo. The ILO's Country Director is supported by the ILO's Senior Programme Officer and a Programme Assistant and receives financial and administrative assistance from the ILO CO's Finance / Administration Officer. The ILO's Country Director is responsible for the overall organisation, administration and financial management of the project; for all communications within the ILO; for the all communications between the ILO and the Ministry of Labour and Trade Union Relation, the ILO's government partner for the project. For UNOPS the Project Management Team headed the overall administrative, procurement and general management of the project together . Internal liaison and insight was led by the Project Manager with the support of technical team, Country Manager and South Asia Hub Director. The PMU Manager was leading the project and the liaison between ILO and UNOPS. The ultimate oversight of the project is under UNOPS's County Manager.
- The ILO Colombo Programme Team and the UNOPS Project Management Team are responsible for day to day operations of their respective project activities as follows :
 - Coordination, liaison and dialogue at national level was led by ILO
 - UNOPS liaised with with all project partners at the local, district and national level only for for operationnal and project implementaiton aspects.
 - UNOPS led the procurement of personal protection equipment, field distributions . The ILO led the process and performance monitoring and reporting on behalf of the partnership for all matters pertaining to sub project administration and the ILO budget. Meanwhile, UNOPS undertook their procurement, distribution and ,administration and finance of their grant allocation.
- Project Location: The project is being implemented in two districts in Sri Lanka, namely Kalutara, and Gampaha. However, the communication campaign may reach wider audiences than those in the two target districts.
- Oversight and Accountability: The project receives technical assistance, management and administrative support, guidance, insight, opinion and recommendations from ILO's Decent Work Team based in New Delhi and from ILO's technical units in Geneva.
- The project is implemented jointly by the International Labour Organization's (ILO) and the United Nations Office for Project Services (UNOPS) in collaboration with the World Health Organization (WHO). The project partnered with
 - Ministry of Labour

- Ministry of Health
- Small Enterprise Development Division (SED), Ministry of Youth and Sports
- Health Promotion Bureau
- National Institute of Occupational Safety and Health
- National Craft Council
- Central Bank of Sri Lanka
- District Secretariat- Gampaha
- District Secretariat- Kaluthara

ILO works with the following Social Partners

- Employers Federation of Ceylon (EFC)
 - Women's' Chamber of Commerce
 - Chamber of Commerce
 - Sri Lanka Chamber of Small and Medium Enterprises
- Other partners include WFP, various Commercial Banks, the Institute for Mental Health, and the media.

2. Purpose, Scope and Clients

The purposes of the final evaluation are both for accountability to the donor, the government, employers and workers' organizations, beneficiaries and other stakeholders; and for learning among all stakeholders in particular the ILO and UNOPS. The findings will contribute to learning among UNCTs to improving the joint programming and similar interventions in the future.

The specific objectives of the evaluation are to:

- Assess the relevance (is the project doing the right things?), coherence (how well the project is compatible with other COVID19 responses in Sri Lanka);
- Assess effectiveness of the project (The extent to which the project has achieved its planned objectives equitably and whether it has contributed to mitigating the immediate needs of MSEs during the time of COVID19 challenges)
- Assess efficiency including the effectiveness of its management arrangement, assess the partnership and collaboration between ILO and UNOPS in delivering this joint project
- Assess the emerging impact of the project (either positive or negative) and identify factors that enable the sustainability of the project's benefit;
- Provide recommendations, and identify lessons learnt, and good practices that can and should be replicated.

The evaluation should adopt a participatory process and will consult with all stakeholders included in the project (MSEs, government agencies, social partners, relevant UN agencies, and other key stakeholders) throughout the evaluation process.

Scope: The evaluation should cover all activities implemented from the start until the end of this project. The evaluation will cover all geographical areas (Kalutara and Gampaha).

The core cross-cutting priorities, such as gender equality and non-discrimination (including disability), promotion of international labour standards, tripartite processes and constituent capacity development should be considered in this evaluation. In particular, gender dimension will be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation.

- **Client:** Primary users are ILO and UNOPS Country Office in Colombo. Secondary clients are the, the ILO constituents, other government agencies, and other ILO, UNOPS units directly involved in the project (relevant UNOPS technical unit, UNOPS Sri Lanka Partnership Development Unit:
 - The Constituents (Ministry of Labour and Trade Union, Relations, Sri Lankan Government, Employers' and Workers' Organisations);
 - The implementing partners
 - ILO Country Office for Sri Lanka and the Maldives;
 - DWT-New Delhi;
 - ILO RO-Bangkok and
 - Relevant ILO technical unit at HQ
 - UNCT Sri Lanka

3. Evaluation Criteria and Key Questions

The main project components to be assessed, and the related evaluation criteria, issues and evaluation questions are summarized below:

Criteria	Specific Questions
Relevance	• The extent that the project responds to the need of the beneficiaries, and whether it is consistent with UN responses to the socio-economic impact of COVID-19 • To what extent has the intervention been designed based on results from COVID-19 diagnostics, UN socio-economic assessments and guidance, ILO decent work national diagnostics, CCA, or similar comprehensive tools? • Has the project met its criteria for selecting vulnerable beneficiaries? Was the final selection of beneficiaries coherent with the initial eligibility and vulnerability criteria jointly defined by all stakeholders? • Was the package of support/assistance provided met needs expressed and identified by the final recipient/ beneficiaries?
Coherence	• To what extent is the COVID-19 response intervention built upon a robust TOC for an integrated and harmonized action with existing ILO and UNOPS operations at country level? • To what extent has the project design pursued a coherent response to COVID-19 exploiting the complementarity amongst the four ILO policy response pillars? • Has the COVID-19 response intervention planned and implemented capacity-building strategies alongside other structural response actions to tackle the effects of the COVID-19 pandemic in a holistic manner? • Does the intervention include logical and coherent results and monitoring frameworks for a human-centred recovery from the socio-economic impact of COVID-19 pandemic, drawing on international labour standards and social dialogue and responsive to gender equality and non-discrimination and environmental sustainability concerns?
Effectiveness	• To what extent have the ILO and UNOPS fostered integrated and strategic technical support and dialogue processes through the intervention at country level for a timely crisis response to COVID-19? • To what extent the project has achieved its planned outcomes and outputs in a qualitative and quantitative manner? E.g. the MSE sector is equipped and trained to

Criteria	Specific Questions
	restart businesses amidst the ongoing COVID pandemic? Was the nature of safety equipment and training received effectively applied? What are the areas for improvement? • To what extent has the project enabled immediate business continuity or resumption and helped MSEs to better cope with immediate shocks? • To what extent has the project mitigated access issues related to Covid 19 restrictions? • The extent that the project has adhered to basic humanitarian principles in implementing its activities i.e. principles of do no harm, humanity, neutrality, independence and impartiality?
Efficiency	• To what extent has the project leveraged new or existing financial resources of both other ILO/ UNOPS projects to mitigate COVID-19 effects in a balanced manner? Does the leveraging of resources take into account the sustainability of results? • To what extent has the intervention leveraged partnerships (with constituents, national institutions, IFIs and UN/development agencies) to support constituents while targeting the COVID-19 response? • Have resources (funds, human resources, time, expertise, etc.) been timely allocated strategically and efficiently to achieve the expected result?
Effectiveness of management arrangements	• Did the project receive adequate and timely technical support from ILO and UNOPS administrative/management teams from the Country Office? If not, how could that be improved? How well did the projects manage their finances? This should include budget forecasts, delivery monitoring, actions taken for improving the delivery, budget revision and financial reporting. • Does the project have an effective internal and external monitoring plan/mechanism to track the progress of the project? • To what extent the project encouraged meaningful participation of different groups and communities it worked with. The extent that the project has made particular reference to the opinions of women business owner - throughout the program cycle and identifying areas for improvement including in: effectively communicating with communities, encouraging and using feedback and complaint mechanisms, supporting community decision making and responding to the priorities, needs and culture of the communities and groups?
Impact orientation	• Has the ILO/UNOPS COVID-19 response action contributed / is likely to contribute to intended outcomes on supporting enterprises, jobs and incomes, and strengthened national social protection systems? • Has the ILO/UNOPS COVID-19 response action contributed / is likely to contribute to intended outcomes related to help MSEs restart the business in the midst of the COVID19 ? What are the significant changes observed? • What are the direct and indirect contributions or unintended effects beyond the project's outcomes?

Criteria	Specific Questions
Sustainability	- How likely will the project lead to results that will be sustained or integrated in other post-pandemic responses over time? Has the project developed a sustainability strategy and worked with beneficiaries and other national counterparts to sustain results during the emergency stage? - What are the main risks for the sustainability of the COVID-19 response and what mitigation strategies should the projects partners implement?
Gender, disability, and non-discrimination	Has the project integrated gender equality, disability, and non-discrimination as a cross-cutting concern throughout its deliverables, including periodic reports?

The evaluator may adapt the evaluation criteria and questions, but any fundamental changes should be agreed upon between the ILO and the UNOPS team and the external evaluation team .

4. Evaluation Methodology

- The evaluation will comply with UNEG evaluation norms, standards and follow ethical safeguards, as specified in ILO's evaluation procedures. The evaluation should address OECD/DAC and UNEG evaluation criteria and concerns, i.e. relevance, coherence, effectiveness, efficiency, sustainability and impact. The evaluator may adapt the evaluation criteria and questions, but any fundamental changes should be agreed between the evaluation managers.
- The evaluators should review data and information that is disaggregated by sex and assess the relevance and effectiveness of gender-related strategies and outcomes to improve the lives of women and men. Furthermore the evaluation should follow non-discriminating factors that allow for a balanced view of the project's performances. All this information should be accurately included in the inception report and evaluation report. To the extent possible, data collection and analysis should be disaggregated by sex as described in the ILO Evaluation Policy Guidelines and relevant Guidance Notes (Annex 5).
- Both qualitative and quantitative evaluation approaches should be considered for this evaluation. Proposed methods of data collection: -
 - review of secondary data
 - review of project support document including correspondence, distribution reports
 - interviews/FGDs with key informants
 - stakeholders consultation workshop
 - field visits and beneficiaries and community engagement FGDs
- A detailed methodology will be elaborated on the basis of this TOR. The detailed methodology should include key and sub-question(s), detailed methods, data collection instruments, and data analysis plans. It's expected that the evaluator(s) will refine evaluations after the initial desk review of relevant documents and propose evaluation tools that include multiple levels and types of respondents/informants, with appropriate statistical and quantitative data analysis methods for each evaluation question as deemed appropriate.

- Attempts should be made to collect data from different sources by different methods for each evaluation question and findings be triangulated to draw valid and reliable conclusions. Data shall be disaggregated by sex where possible and appropriate.
- Source of information
 - [ILO's policy framework for tackling the economic and social impact of the COVID-19 crisis](#)
 - [DWCP Sri Lanka 2018-2022](#)
 - MPTF Theory of change
 - UN Advisory Paper on Immediate Socio-Economic Response to COVID-19
 - UN Sri Lanka MPTF COVID19 document
 - Midterm narrative report (June to Aug 2020)
 - Annual narrative report (June – Dec 2020)
 - final report
- The methodology for collection of evidences should be implemented in three phases: (1) an inception phase based on a review of existing documents; (2) a fieldwork phase to collect and analyse primary data; and (3) a data analysis and reporting phase to produce the final evaluation report.

5. Main Deliverables

- The evaluator will provide the following deliverables and tasks:

Deliverable 1: Inception report Upon reviewing the available documents and an initial discussion with the ILO and UNOPS. The evaluator will prepare an inception report as per the ILO Checklist 3: Writing the inception report.

Deliverable 2: Debriefing and Stakeholder workshop Preliminary findings to be shared with the ILO/ UNOPS and then presented to all stakeholder at the end of evaluation mission. Evaluation findings that are based on facts, evidence and data. This precludes relying exclusively upon anecdotes, hearsay and unverified opinions. Findings should be specific, concise and supported by triangulation of quantitative and qualitative information derived from various sources to ensure reliability, validity and generalizability.

Deliverable 3: First draft evaluation report Evaluation report should include action-oriented, practical and specific recommendations assigning or designating audiences/implementers/users. The draft evaluation report should be prepared as per the ILO Checklist 5: Preparing the Evaluation Report which will be provided to the evaluator. The first draft evaluation report will be improved by incorporating Evaluation manager's comments and inputs.

Deliverable 4: Final evaluation report with evaluation summary The evaluator will incorporate comments received from ILO, UNOPS and other key stakeholders into the final report. The report should be finalised as per the ILO Checklist 5: Preparing the Evaluation Report which are annexed in this TOR. The quality of the report and evaluation summary will be assessed against the ILO Checklists 5, 6, 7 and 8 which will be provided to the Evaluator.

The report and all other outputs of the evaluation must be produced in English. All drafts and the final report including other supporting documents, analytical reports and raw data should be provided in electronic version compatible with WORD for windows. The evaluation report should not be more than

35 pages excluding annexes. Ownership of the data from the evaluation rests jointly between ILO/UNOPS. The copy rights of the evaluation report rests exclusively with the project partners. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

6. Management arrangement and work plan

Evaluation Management – Role and responsibilities

An ILO Regional Evaluation Officer (REO)–Ms. Pamornrat Pringsulaka, of the ILO Regional Office for Asia and the Pacific, Bangkok, Thailand; and the UNOPS Partnership Development Manager (PDM), Ms. Amenthi Jasinghe, of UNOPS Sri Lanka Office will co-manage the evaluation process. The co-managers responsibilities include managing the respective contract with the evaluation consultants, consulting on methodological issues and facilitating access to primary and secondary data. They will be also responsible for the following tasks:

- prepare the TOR and ensure consultation with all key stakeholders before TOR is finalized
- facilitate and recruit independent evaluator(s);
- ensure proper stakeholder involvement;
- approve the inception report;
- review and circulate draft and consolidate comments from key stakeholders
- review and submit the final report to ILO Evaluation Office for approval;
- dissemination of final report

ILO Evaluation Office, at ILO HQ will approve the final report. The evaluation report will be considered final only when it is approved by ILO Evaluation Office.

The management response to the recommendations of the evaluation will be developed jointly. However, the specific recommendations that each agency will be responsible for carrying forward will be clearly specified in the evaluation report. The ILO and UNOPS will utilize their respective management response approach and tracking systems for the specific recommendations/actions for which they are responsible.

Role and responsibility of the project team

The responsible staff of ILO Country Office for Sri Lanka and Maldives and UNOPS Sri Lanka and the Maldives will handle all arrangements with the chosen evaluator and provide any logistical and other assistance as required. The project management team will be responsible for the following tasks:

- Provide project background materials;
- Prepare a list of recommended interviewees;
- Obtain relevant approvals and consent from key stakeholders to undertake evaluations and interviews
- Schedule meetings for field visit and coordinating in-country logistical arrangements;
- Be interviewed and provided inputs as requested by the evaluator during the evaluation process;
- Review and provide comments on the draft evaluation reports;
- Provide logistical and administrative support to the evaluator, including travel arrangements (e.g. plane and hotel reservations, purchasing plane tickets, providing per diem) and all materials needed to provide all deliverables.

Evaluation team

The evaluation will be conducted by a team of two evaluators (a team leader and a team member) who will be recruited by ILO and UNOPS, respectively. The evaluators report to Evaluation Manager of ILO and UNOPS, respectively. The evaluators will be an external independent person or entity. The evaluation team leader will be responsible for all deliverables mentioned above.

The responsibilities and profile of the “evaluation team” can be found below.

Responsibilities of evaluation team leader (to be recruited by ILO)

- Provide guiding and define role and task in this evaluation
- throughout the evaluation phases and ensuring quality control and adherence to ethical guidelines;
- Defining the methodological approach
- Drafting the inception report (including all data collection tools), producing the preliminary findings presentation, draft reports and drafting and presenting a final report;
- Providing any technical and methodological advice necessary for this evaluation;
- Ensuring the quality of data (validity, reliability, consistency and accuracy) throughout the analytical and reporting phases.
- Ensuring the evaluation is conducted per TORs and timeline, including following ILO and UNEG guidelines, methodology and formatting requirements and adheres to evaluation report quality standards: as referred to above.
- Liaising with the evaluation managers
- Facilitate meetings with stakeholders (debriefing and/or stakeholders' workshop);
- Contributing to the report dissemination and communication(if any) by participating in webinars and
- supporting or providing inputs to evaluation communication products.

Responsibility of evaluation team member (to be recruited by UNOPS)

The evaluation team member will work with and support the evaluation team leader to deliver all the deliverables. Specific tasks for the team member are:

- Work with evaluation team leader cohesively
- Support the team leader to conduct a participatory and inclusive evaluation
- Actively engage in collecting necessary background information and preparing a summary as required;
- Contribute to a desk review of relevant project and non-project documents;
- Provide inputs to the inception report as appropriate;
- Take part in the data collection e.g. meeting with stakeholders, interviews /FGD/ survey with key stakeholders, or conduct other data collection methods as required and agreed with the team leader
- Ensuring the quality of data (validity, reliability, consistency and accuracy) throughout the analytical and reporting phases.
- Ensuring the evaluation is conducted per TORs and timeline, including following ILO and UNEG guidelines, methodology and formatting requirements and adheres to evaluation report quality standards: as referred to above
- contribute to the main report, maybe requested to write certain sections in the draft report as requested by the team leader
- participate in and jointly facilitate the debriefing/ stakeholders workshop

Desired competency and qualification of the evaluators

Team leader profile (ILO to recruit)	Team member Profile (UNOPS to recruit)
- No prior involvement in the project - Post graduate degree in a field of relevance for the evaluation (Economics, Political Science, Anthropology or other Social Science degree), and relevant experience in development programmes	- No prior involvement in the project. - University degree and relevant experience in development programmes - Relevant background in social and/or economic development in Sri Lanka

Team leader profile (ILO to recruit)	Team member Profile (UNOPS to recruit)
- At least 7 years experience in evaluations of the UN and multi-lateral agencies with experience as evaluation team leader; - Contextual knowledge of the UN and ILO - Experience in qualitative and quantitative evaluation methods and an understanding of issue related to validity and reliability; - Knowledge in gender and non-discrimination, and understanding of ILO ILS, tripartism, social dialogue will be advantage - Adequate technical specialisation – demonstrate knowledge and expertise in enterprise development projects - Fluency in spoken and written English. - Previous work experience in Sri Lanka will be an advantage - Based in Sri Lanka will be an advantage	- Relevant background in community engagement projects - At least 5 years experience in conducting evaluations of projects/programmes of UN/Multi-lateral agencies - A clear understanding of the issues caused by the COVID 19 pandemic socially and economically. - Experience in qualitative and quantitative data collection and analysis and research and survey design; - Adequate technical specialisation – demonstrate knowledge and expertise in enterprise development projects - Fluency in English. Understanding of Sinhala and Tamil will be advantage - Previous work experience in Sri Lanka will be an advantage - Preferably Sri Lanka national and based in Sri Lanka

Estimated level of efforts - approximately 28 working days for the team leaders and 24 working days for a team member. The duration of work of the evaluators will be required within the period of 2 months (April to May 2021).

Tasks/Responsibilities	Team leader (ILO to recruit)	Team member (UNOPS to recruit)
Desk review of project documents and relevant materials; Briefing with Evaluation Manager; and with ILO and UNOPS project team to get initial inputs for the inception report Prepare an inception report and submit to evaluation manager	5 days	4 days
Data collection e.g. conduct interviews focus group discussions/survey etc. with selected stakeholders and project staff, donor; beneficiaries and community ILO and UNOPS team in Sri Lanka will provide support in contacting key stakeholders	12 days	12 days
Initial analysis and debrief –ILO and UNOPS on the preliminary findings	1 day	1 day
Data analysis and drafting report for the submission to evaluation manager	8 days	6 days
Finalisation of report	2 days	1 day

Indicative time frame and responsibilities

Tasks/ Responsibilities	Responsible person	Time frame (by end)
Preparation of the TOR –draft	Evaluation manager	5 th March 2021
Preparation of list of stakeholders with E-mail addresses and contact numbers	ILO CO-Colombo and UNOPS	15 th March 2021
Finalization of the TOR	Evaluation manager ILO and UNOPS	23 th March 2021
Call for EOIs	UNOPS, ILO	15 th -22 th March 2021
Draft data collection itinerary for the evaluator and the list of key stakeholders to be interviewed	ILO/UNOPS Project Managers	by end of March 2021
Selection of Evaluator	Evaluation Manager ILO and UNOPS	by 24 th March 2021
Contracting Evaluator	Project team - ILO and UNOPS	By 26 th March 2021
Brief evaluators	Evaluation manager ILO and UNOPS	1 April 2021
Inception report submitted to Evaluation Representatives from ILO/UNOPS	Evaluators	9 April 2021
Data collection and debriefing to ILO and UNOPS	Evaluators	12-27 April 2021 -date to be confirm on the debriefing
Draft report submitted to Evaluation manager from ILO/UNOPS	Evaluators	10 May 2021
Quality check and review of the draft report	Evaluation Manager ILO and UNOPS	11-12 May 2021
Sharing the draft report with all concerned stakeholders for comments	Evaluators	14 May 2021 (2 weeks)
Consolidated comments on the draft report, send to the evaluator	Evaluation Manager ILO and UNOPS	31 May 2021

Tasks/ Responsibilities	Responsible person	Time frame (by end)
Finalisation of the report and submission to Evaluation Manager	Evaluators	4 June 2021
Quality Review of the final report	Evaluation manager ILO and UNOPS	8-10 June 2021
Submission of the final report to ILO Evaluation Office	Evaluation Manager ILO and UNOPS	11 June 2021
Approval of the final evaluation report	ILO Evaluation Office	Mid June 2021

Resources

Funding will come from the Project (both ILO and UNOPS), estimated resource requirements at this point:

- Team leader: professional fee and travel cost to the project target areas and DSA (where relevant) as per the ILO rules and regulations
- Team member: professional fee and travel cost to the project target area and DSA (where relevant) as per UNOPS rules and regulations
- Actual communication cost (in case of virtual meeting e.g. telephone or skype calls if needed)

7. Legal and ethical matters

The evaluation will comply with UN Norms and Standards. The evaluator will abide by the [EVAL's Code of Conduct](#) for carrying out the evaluations. UN Evaluation Group (UNEG) ethical guidelines will be followed. The evaluator should not have any links to project management, or any other conflict of interest that would interfere with the independence of the evaluation.

Evaluators should have personal and professional integrity and abide by the [UNEG Ethical Guidelines](#) for evaluation and the Code of Conduct for Evaluation in the UN system to ensure that the rights of individuals involved in an evaluation are respected. Evaluators must act with cultural sensitivity and pay particular attention to protocols, codes and recommendations that may be relevant to their interactions with women. Evaluators will be expected to sign the respective ILO Code of Conduct to show that they have read and understood the UNEG Code of Conduct for Evaluation in the UN System process.

Ownership of data from the evaluation rests jointly with the ILO/UNOPS and the consultant. The copyright of the evaluation report will rest exclusively with the ILO and UNOPS. The use of data for publication and other presentations can only be made with written agreement of the ILO and UNOPS. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

8. Annexes

- Annex1: Project performance plan/log frame (to be provided by the CO-Colombo)
- Annex2: Tentative mission schedule
- Annex3: List of documents to be reviewed (to be provided by the CO-Colombo)
- Annex4: List of ILO staff and key stakeholders to be interviewed (CO-Colombo)
- Annex5: All relevant UNEG and ILO evaluation guidelines and standard templates
 - [ILO Policy Guidelines ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations, 4th ed](https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm)
https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm
 - [Protocol on collecting evaluative evidence on the ILO's COVID-19 Response measures through project and programme evaluations](https://www.ilo.org/eval/Evaluationguidance/WCMS_165972/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
 - UNEG Quality Checklist for Evaluation Report <http://www.unevaluation.org/document/detail/607>
 - 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
http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm
 - Guidance note 4 Integrating gender equality in M&E 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>