



Call for expression of interest

Final Independent Evaluation

Project title:	Technical Cooperation project in Qatar
Project DC codes:	QAT/17/01/QAT
Administrative units:	International Labour Standards Department (NORMES)
Technical unit:	International Labour Standards Department (NORMES)
Type of evaluation:	Final independent
Type of contract:	Consultant or Service contract
Application deadline:	29 March 2021

1. INTRODUCTION

The International Labour Organization (ILO) inaugurated its first project office in Qatar in April 2018 to support the implementation of a comprehensive programme on working conditions and labour rights in the country. The technical cooperation programme falls within the scope of the Government of Qatar's efforts to implement numerous reforms related to laws and regulations on employment and to provide additional guarantees that promote and protect workers' rights. It is a 25 million USD initiative, funded by the Government of Qatar.

The project is scheduled to be completed in June 2021 after three and a half years of implementation. As stipulated in the agreement, it is subject to an independent final evaluation. This final evaluation will examine the overall progress, outcomes achieved, outputs delivered, and assesses the impact of the project. As per the ILO evaluation rules, it will be conducted by external Independent Evaluator(s) and managed by an Evaluation Manager who is an ILO staff member with no prior involvement in this project. The ILO Independent Evaluation Office will oversee the process.

2. BACKGROUND ON PROJECT AND CONTEXT

In June 2014 at the International Labour Conference a complaint following procedures set out in Article 26 of the ILO Constitution was lodged against the Government of the State of Qatar for non-conformity with the Forced Labour Convention, 1930 (No. 29) and the Labour Inspection Convention, 1947 (No. 81). Following discussions, the ILO Governing Body sent a high-level tripartite mission to assess the situation with regard to labour rights in Qatar, and the Government of Qatar eventually adopted a number of legislative reforms. At its 331st session in October-November 2017, the ILO Governing Body decided to close the complaint based on a comprehensive technical cooperation programme between the ILO and Qatar, and annual reporting to the Governing Body.

The [technical cooperation programme](#) reflects the joint commitment of both the State of Qatar and the ILO to cooperate on ensuring compliance with ratified international labour

conventions as well as achieving fundamental principles and rights at work in the State of Qatar. The project was launched in February 2018 and a no-cost extension until 30 June 2021 was agreed with the donor. In line with the decision of the ILO Governing Body when endorsing the Technical Cooperation Project, 3 annual progress reports were submitted to the Governing Body in November of 2018, 2019 and 2020. [GB.334/INS/8, GB.337/INS/5, GB.340/INS/11]

The project seeks to achieve this through delivering the following outcomes:

- Outcome 1. Wage protection and minimum wage
- Outcome 2. Labour inspection policy and occupational safety and health systems
- Outcome 3. Kafala, recruitment and working conditions
- Outcome 4. Prevention, protection and prosecution against forced labour
- Outcome 5. Promoting workers' voice and access to justice

The project is overseen by the Director of the International Labour Standards Department (NORMES) responsible for the overall coordination and the ILO Project Office in the State of Qatar responsible for the planning and implementation of the project, in coordination with the ILO Regional Office for Arab States.

3. PURPOSE AND SCOPE OF THE FINAL INDEPENDENT EVALUATION

The purpose of the independent evaluation is to:

- give an assessment of the relevance, coherence, effectiveness, efficiency and the sustainability of the project across the major outcomes;
- assess performance as per the foreseen targets and indicators of achievement at output and outcome levels, strategies and implementation modalities chosen, partnership arrangements, constraints and opportunities;
- provide lessons to improve design, performance and sustainability of future projects and initiatives of similar nature

Given the financing modality (national funding), standards focus and joint commitment of the project including reporting to the GB, this project offers unique strategic organisational learning opportunities for the ILO. These include but are not limited to how the use of technical cooperation modalities at a large scale can support standards implementation in a specific country.

The evaluation will cover the project's various components, outcomes, outputs and activities as reflected in the project implementation plan as well as any subsequent modifications and alterations made during its implementation. The evaluation will review the sustainability of the results of the project and broader contributions to national efforts aimed at improved implementation of standards concerned with the project.

The evaluation will also assess the broader organisational learning that can be gleaned from the project beyond Qatar in terms of demonstrating the role of the ILO supervisory mechanism and technical assistance in bringing legislation and national practices into conformity with

ratified conventions, and how engagement with social partners and multiple partnerships with governments can contribute to advancing project and organizational goals.

4. EVALUATION CRITERIA AND QUESTIONS

The project will be evaluated against the standard OECD DAC criteria including relevance and validity of design; strategic fit/coherence with other efforts, project effectiveness, the efficiency of resource use, progress toward impact; and sustainability, as further defined in the [ILO policy guidelines for results-based evaluation \(2020\)](#)¹.

The gender responsiveness of the project's design, implementation and impact will be considered throughout. This includes ensuring both men and women are involved in the consultations, and the gender dimension is considered in the evaluation analysis and evaluation reporting. Moreover, the Evaluator(s) should review data and information that is disaggregated by sex and gender and assess the relevance and effectiveness of gender-related strategies and outcomes to improve the lives of women and men. The Evaluator(s) should also consider adopting evaluation methods developed to better assess ILO's normative and tripartite mandate as illustrated in [Guidance Note 3.2. of the ILO Policy Guidelines for Evaluation on Adapting evaluation methods to the ILO's normative and tripartite mandate](#)², and specifically examine how the project has built the institutional capacity of social partner organizations and government. Given the current Covid-19 pandemic, when and where relevant, evaluation questions will also be guided by the ILO [Protocol on collecting evaluative evidence on the ILO's Covid-19 response measures through project and programme evaluations](#)³.

Based on received inputs from key stakeholders and in line with the ILO Policy Guidelines on Evaluation, the Evaluator(s), in consultation with the Evaluation Manager, will develop a methodological note in the inception report in line with the points listed below:

- Relevance and strategic fit – the extent to which the objectives are in keeping with sub-regional, national and local priorities and needs, the constituents' priorities and needs, and the donor's priorities for the project countries;
- Coherence: the extent to which other interventions support or undermine the intervention, and vice versa. This includes internal coherence and external coherence, in particular, synergies and fit with national initiatives and with other donor-supported projects and project visibility
- Validity of design – the extent to which the project design, logic, strategy and elements are/ remain valid vis-à-vis problems and needs; the extent to which the flexibility granted to the national chapters of the programme allowed for an improved alignment of the programme with national policies and institutions; the extent to which the methodologies used were adapted to the national and local context;

¹ http://www.ilo.ch/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_571339.pdf

² https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_721381.pdf

³ https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_757541.pdf

- Effectiveness - the extent to which the project can be said to have contributed to the development objectives and the immediate objectives and more concretely whether the stated outputs have been produced satisfactorily; in addition to building synergies with national initiatives and with other donor-supported projects and project visibility;
- Efficiency - the productivity of the project implementation process taken as a measure of the extent to which the outputs achieved are derived from an efficient use of financial, material and human resources; Progress towards Impact - positive and negative changes and effects caused by the Project at the sub regional and national levels, i.e. the impact with social partners and various implementing partner organisations; how was impact measured and tracked and is there some measures of impact or unintended (positive and negative effect) with ultimate beneficiaries.
- Sustainability – the extent to which adequate capacity building of social partners has taken place to ensure mechanisms are in place to sustain activities and whether the existing results are likely to be maintained beyond project completion. The extent to which the recipients have the mandate, the capacity, the financial means to replicate the approaches promoted by the project.

In addition, *effectiveness of management arrangements* and *knowledge management* as the extent to which lessons learnt during the project were documented, validated, shared with participants, and used for changing methodologies and approaches, is an additional focus.

The evaluation will examine the programme and its different components on the basis of specific evaluation questions (final list to be validated as part of the inception phase) and against the standard evaluation criteria mentioned above. The evaluator(s) will start from the proposed set of questions given in the final TORs based on a consultation process and develop a more detailed analytical structure of questions and sub-questions.

5. METHODOLOGY

The evaluation will be based on a participatory approach, involving a wide range of key stakeholders. The evaluation will take into account the need for adequate gender representation among these stakeholders, as well as representation amongst social partners. To the extent possible, quantitative and qualitative data will be collected, validated and analysed. The evaluation process will include the following:

- A desk review of relevant documents related to project delivery, including the initial project document and its subsequent revisions, implementation plan, and the GB annual progress reports.
- Interviews through videoconference with staff from the ILO Project Office in the State of Qatar; from NORMES and other relevant Departments in ILO Geneva; from the Regional Office for the Arab States; and from the Turin centre.
- Interviews through Skype/videoconference with individuals and/or focus group discussions with relevant national and international stakeholders (i.e. Government, global union federations (GUFs), Employers, public institutions, social partners, civil society organizations, and project partners).

The methodology for the evaluation can be adjusted by the Evaluator(s) if considered necessary, in accordance with the scope and purpose of the evaluation and in consultation with the Evaluation Manager, as overseen by the ILO Evaluation Office (EVAL) as part of the process for management and implementation of independent evaluations.

Implications of the COVID-19 crisis on the evaluation

The current COVID-19 pandemic severely restricts the mobility of staff and consultants. Based on the matrix developed by the ILO on the Constraints and risks as measured against the criticality of the evaluation to the ILO, the global component will be conducted in a totally remote way, relying on online methods such online surveys, telephone or online interviews, whereas for some country components it will be feasible to use a hybrid face to face/remote approach for collecting data. ILO Evaluation Office guidance on the evaluation process during Covid19 is available here:

https://www.ilo.org/eval/WCMS_744068/lang--en/index.htm.

When and where relevant, evaluation questions will also be guided by the ILO protocol on collecting evaluative evidence on the ILO's Covid-19 response measure through project and programme evaluations, available at:

https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_757541.pdf

The evaluation manager may propose alternative methodologies to address the data collection that will be reflected in the inception phase of the evaluation developed by the evaluation team. These will be discussed and require detail development in the Inception report and then must be approved from the evaluation manager.

Cross-cutting Themes

The gender dimension should be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. In terms of this evaluation, this implies involving both men and women in the consultation, evaluation analysis and evaluation team. Moreover, the evaluator should review data and information that is disaggregated by sex and gender and assess the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men. All this information should be accurately included in the inception report and final evaluation report. The evaluation should also include disability inclusion and other non-discrimination issues as a cross-cutting concern throughout its methodology.

6. CONTRACTOR'S RESPONSIBILITIES AND DELIVERABLES

This evaluation will comply with UN norms and standards for evaluation and ensure that ethical safeguards concerning the independence of the evaluation will be followed. UNEG code of conduct will be followed: <http://www.unevaluation.org/document/detail/100>. The evaluation will be carried out by a team of minimum two contractors (evaluators), with the possible support of national consultants.

The evaluators should not have any links to project management, or any other conflict of interest that would interfere with the independence of the evaluation. The evaluators will abide by the EVAL's Code of Conduct for carrying out the evaluations: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_649148.pdf

The evaluators will report to the Evaluation Manager appointed by the ILO in line with the process of managing and implementing independent evaluations as overseen by the ILO independent Evaluation Office. Any technical and methodological matters should be discussed with evaluation manager. The Evaluation will be conducted with logistical support and services of the Project Secretariat and the ILO Office in Geneva.

The contractors will be responsible for:

- The design, planning and implementation of the evaluation and the write-up of the evaluation report, using an approach agreed with ILO, and for delivering in accordance with the ILO's specifications and timeline;
- Drafting of a report on lessons learned and good practices collected during the desk review;
- Consulting and liaising, as required, with ILO and any partners to ensure satisfactory delivery of all deliverables;
- Making themselves available, if required, to take part in briefings and discussions, online or, if judged necessary, at the ILO Geneva Office or other venue, on dates to be agreed, in line with the work outlined in these ToRs.
- If any, supervise the other team members which will be contracted individually by the ILO and ensure quality assurance for their deliverables.

The contractors should provide the following deliverables:

i. Deliverable 1: Inception report with methodology⁴

The inception report should detail the Evaluator(s)' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods; proposed sources of data; and data collection procedures. The inception report should also include an evaluation matrix, proposed schedule of tasks, activities and deliverables. The evaluation methodology should include a description of:

- An analytical approach to evaluating the project; this should include consideration of the use of appropriate Theory of Change
- A methodology to evaluate the project referring to the evaluation criteria and questions above;

ii. Deliverable 2: Draft Evaluation Report

To be submitted to the Evaluation Manager in the format prescribed by the ILO

⁴ http://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165972.pdf

checklist number 5⁵.

iii. Deliverable 3: Presentations of Draft Report

A presentation should be prepared for the ILO on the draft report, to be used during the debriefing.

iv. Deliverable 4: Final Evaluation Report

To be submitted to the Evaluation Manager as per the proposed structure in the ILO Evaluation guidelines, checklist number 5, carefully edited and formatted⁶. The quality of the report will be determined based on quality standards defined by the ILO Evaluation office⁷ responsible for final approval of the report. The report should also, as appropriate, include specific and detailed recommendations by the Evaluator(s) based on the analysis of information obtained. All recommendations should be addressed specifically to the organization or institution responsible for implementing it, as indicated in the section specifying the clients of evaluation (see above). The report should also include a specific section on lessons learned and good practices⁸ emerging from aspects of the project on which the evaluation will focus and could be either replicated or avoided.

v. Deliverable 5: Evaluation summary

A standalone summary of the evaluation in the template provided by EVAL for wider dissemination⁹.

Acceptance will be acknowledged only if the deliverable(s) concerned are judged to be in accordance with the requirements set out in the contract, to reflect agreements reached and plans submitted during the contract process, and incorporate or reflect consideration of amendments proposed by ILO.

Completion and acceptance of the final report will be based on the criteria set out by the ILO Evaluation Office, which are outlined in a note accessible at the following link:

http://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165968.pdf

Deliverables will be regarded as delivered when they have been received electronically by the Evaluation Manager and acceptance of them has been confirmed.

7. ILO RESPONSIBILITIES

The ILO evaluation manager will have the following responsibilities:

⁵ http://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165967.pdf

⁶ http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm

⁷ http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm

⁸ http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm

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

⁹ http://www.ilo.org/eval/Evaluationguidance/WCMS_166361/lang--en/index.htm

- Review the evaluation questions with the evaluation team and liaise with concerned stakeholders as necessary.
- Monitor the implementation of the evaluation methodology, as appropriate and in such a way as to minimize bias in the evaluation findings;
- Review the evaluation report and provide initial comments;
- Circulate the draft evaluation report to all concerned stakeholders;
- Collect comments on the draft from all stakeholders and forward to the evaluator;
- Liaise with project staff and other departments whenever their engagement is needed to fulfil the requirements above.
- Liaise with the Departmental Evaluation Focal Point for the NORMES department and the ILO Evaluation Office on issues regarding the management of the evaluation

The project team will have the following responsibilities:

- Provide all necessary information, documents and contact lists available;
- Facilitate the scheduling of meetings with key stakeholders when necessary.

8. SPECIAL TERMS AND CONDITIONS

All draft and final outputs, including supporting documents, analytical reports and raw data should be provided in electronic version compatible with Word for Windows. All data and information received from the ILO for the purpose of this assignment will be treated confidentially and are only to be used in connection with the execution of these Terms of Reference. All intellectual property rights arising from the execution of these Terms of Reference are assigned to the ILO. Use of the data for publication and other presentation can only be made with the agreement of ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

9. TIMING OF THE EVALUATION

The Final Evaluation is expected to be carried out between April and June 2021. Final completion of the evaluation is set to July 2021.

10. EVALUATION ARRANGEMENTS AND PROFESSIONAL REQUIREMENTS

The independent final evaluation will be conducted by a lead international evaluator, who will work with the support of a team of consultants.

This call for expression of interest is open to:

- International consultants interested in the role of lead evaluator;
- Evaluation consultancy firms or teams of consultants already organized under the leadership of an evaluator.

In case a candidate from an individual submission is chosen as lead evaluator, the ILO may select additional consultants to perform specific tasks in consultation with the lead evaluator.

Gender balance in team composition is required for submissions by teams of consultants.

The selection of the consultant (or team of consultants) will be based on the qualifications and experience of potential candidates as described in their expression of interest (EoI) for the assignment.

The evaluation team requires suitable combination of evaluation experience, technical knowledge and experience with international labour standards, and relevant regional knowledge.

Interested candidates should include in their EoI:

- ✓ Detailed description of their knowledge of the specific subject area (i.e. International labour standards);
- ✓ Detailed description of previous programme, organizational and thematic experience relevant to this assignment;
- ✓ CVs;
- ✓ Financial proposal, with details of the daily rate for the evaluation work as well as any other potential cost and a breakdown of working days according the expected deliverables (see list above) and a preliminary timeline;
- ✓ Statement of availability for the assignment (specifying available starting dates in April 2021)
- ✓ If applicable, information on their network and ability to identify national consultants in the countries targeted by the project.

The lead evaluator should have:

- Master's Degree in social sciences, economics, development studies, evaluation or related fields, with demonstrated strong research experience;
- A minimum of 10 years' experience in conducting projects and programme evaluations, with demonstrated experience in International Labour Standards-related programmes.
- Proven experience with program evaluation, logical framework approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing;
- Relevant regional experience and familiarity with implementation of programmes and projects in the region
- Full proficiency in English. Ability to operate in Arabic, including through a team member, will be an advantage.
- Knowledge of the ILO and its normative mandate, tripartite structure and technical cooperation activities, as well as experience with the UN System;
- Excellent communication, interview and report writing skills;
- Demonstrated ability to deliver quality results within strict deadlines.
- Good interpersonal and cross-cultural communication skills; and
- Facilitation skills and ability to manage diversity of views in different cultural contexts.

The deadline to submit EoI for this Final Evaluation is by close of business 29 March 2021. Please send your EoI via email to sarna@ilo.org with a copy to wichmand@ilo.org and indicate: "Qatar project final evaluation" in your e-mail subject line.