

Call for Expressions of Interest Final Independent Evaluation

The ILO is seeking expressions of interest for national consultants (evaluators) of Thai, Philippine, Vietnamese, Chinese, and Japanese national to support an international consultant (home-based evaluator) who conducts a final independent evaluation of the Responsible Supply Chains in Asia, funded by the European Union (EU).

Candidates intending to submit an expression of interest must supply the following information:

- 1) A description of how the candidate's skills, qualifications and experience are relevant to the required qualifications of this assignment.
- 2) A list of previous evaluations that are relevant in relation to the context and subject matter of this assignment.
- 3) A statement confirming the availability of the candidates to conduct this assignment and the daily professional fees expressed in US dollars.
- 4) A copy of the candidates' CVs (which must include information about the qualifications held by the candidates).
- 5) A statement confirming that the candidates had no previous involvement in the delivery of the "Responsible Supply Chains" funded by the EU or have a personal relationship with any of the ILO Officials who are engaged in the programme.
- 6) Examples of evaluation products in the field of International Labour Standards, corporate social responsibility and responsible business conducts, business and human rights, and other fields relevant to the programme (full documents)
- 7) The names of two referees (evaluation managers who managed the relevant evaluation conducted by the applicant).

The **deadline to submit an expression of interest** for undertaking the evaluation is by 31 January 2022. Please send an e-mail with the subject header "Evaluation of the RSCA" to rsca@ilo.org with copy to tanprasert@ilo.org.

**Terms of Reference
Independent Final Evaluation
Responsible Supply Chains in Asia**

ILO IRIS Code	RAS/16/13/EUR
Program dates	15 December 2017 - 14 December 2020 (1 st No Cost Extension until 14 December 2021 and 2 nd No Cost Extension until 30 April 2022)
Administrative Unit in charge of the program	RO-Bangkok
Unit in charge of technical backstopping	MULTI
Timing of evaluation	Final
Type of Evaluation	Independent evaluation
Donor	The European Union
Budget	US\$ 5,272,511 Total budget (EU contributes 4,050,000 EUR and the ILO contributes 400,000 EUR)
Evaluation data collection dates	February-April 2022
TOR preparation date	November 2021
Evaluation Manager	Rattanaporn Pongpattana, Monitoring and Evaluation Officer, ILO Regional Office for Asia and the Pacific

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Abbreviation

CSR/RBC	Corporate social responsibility
EM	Evaluation manager
IE	International Evaluator
MNE	Multinational Enterprises
NE	National Evaluator
OECD	Organisation for Economic Co-operation and Development
RBC	Responsible business conduct

1. Introduction and rationale for evaluation

This Terms of Reference (TORs) concerns a final independent evaluation of the Responsible Supply Chains in Asia (RSCA) programme, which covers six countries including China, Japan, Myanmar, the Philippines, Thailand and Vietnam, plus a regional component added at the end of 2020 and approved by the donor.

The overall objective of the final evaluation focuses on assessing the effectiveness of the programme (achievements vis-à-vis the intended objectives/outcomes and the action plan). The evaluation will also apply other OECD/DAC criteria/ United Nation Evaluation Group (UNEG)'s Evaluation criteria e.g. relevance, coherence, efficiency, impact, sustainability of the programme, and other ILO cross-cutting concerns. The specific objectives of this final evaluation are to assess the extent to which the programme expected results have been achieved, the extent to which the programme had made a difference in enhancing respect for human rights, labour and environmental standards by businesses engaged in supply chains in Asia, and the likelihood of programme sustainability. It will also examine other aspects of the programme from relevance, coherence with other CSR/RBC programmes and initiatives at national and regional level, and efficiency on resource utilisation. The evaluation will provide a set of strategic recommendations for the potential second phase of the programme. It should also contribute to improving programming strategies and the approaches of ILO programmes in the area of responsible business conduct and corporate social responsibility.

The final evaluation process will be carried out between February and April 2022. It will be conducted in compliance with the UNEG Evaluation's Norms and Standards¹ and with the principle for programme evaluation set forth in the *ILO policy guidelines for evaluation: Principles, rationale, planning and managing for evaluations, 4th edition* (Aug 2020).

The final evaluation will be managed by an M&E Officer based in the ILO Regional Office-Bangkok and will be conducted by an independent evaluator to be recruited by the evaluation manager. Key stakeholders, including tripartite constituents and partners in all the six countries covered under the programme, the donor - EU, and the ILO's Multinational Enterprises and Enterprise Engagement Unit (MULTI) which is the technical backstopping unit, and the ILO Country Offices in China, Vietnam, Myanmar, Thailand, Japan, and the Philippines will be consulted throughout the evaluation process.

Since the mid-term, the programme has executed a number of evaluation activities. These include (1) an evaluability assessment conducted by an external consultant in August 2020; (2) mid-term stakeholder surveys² and; (3) a Strategic, Operative and Technical Review of the Responsible Supply Chains in Asia Programme, which was conducted with the support from external consultant between March and October 2021. In addition, the European Commission had also commissioned an external evaluation team to conduct a separate programme evaluation of EU-supported programmes under the EU's Partnership Instrument, including the RSCA, in September 2021. These evaluation activities provide substantial secondary data and information required for a final evaluation. As such, much of the information that is normally only collected during an evaluation, is already available.

For these reasons, the review and assessment of secondary data will constitute the main element of the methodology. These will be complemented with on-line interviews/meetings with selected key stakeholders in the six project countries. Despite these suggested outlines for evaluation methodology, the home-based international consultant will further refine and determine the final methodology of this evaluation during the inception phase, in consultation with the Evaluation Manager as well as with the ILO programme team. The evaluation will also need to address all relevant cross-cutting issues. Gender equality and non-discrimination, disability inclusion, promotion of international labour standards, tripartite processes and

¹ <http://www.unevaluation.org/document/detail/1914>

² Two surveys were conducted. One of the surveys was part of the ILO's independent midterm evaluation. The other one was part of the EU commission evaluation.

constituent capacity development and environmental issues will also be considered throughout this evaluation.

2. Brief background on the programme and context

About Responsible Supply Chains in Asia

Responsible Supply Chains in Asia is a multi-programme developed by the European Commission together with the International Labour Organization (ILO) and the Organisation for Economic Co-operation and Development (OECD). Financed by the European Commission and implemented by ILO and OECD in **China, Japan, Myanmar, the Philippines, Thailand and Vietnam**, this three-year programme aims to contribute to an enhanced respect for human rights, labour and environmental standards by businesses engaged in supply chains in Asia, in line with international instruments which include the ILO MNE Declaration and the OECD MNE Guidelines.

This initiative is a part of the EU's long-standing commitment to promote human rights, decent work and sustainable development, a pledge underpinned by the EU Treaties and reinforced in the European Commission's trade policy strategy of 2015 "*Trade for All*". It falls in particular under the Commission's commitment to *identify opportunities for responsible supply chain partnerships* and the *EU's strategic approach to responsible business conduct*, which is based on internationally agreed principles and guidelines. It will also contribute to the EU strategic approach to CSR/RBC, as put forward in the Commission 2011 Communication "A renewed EU strategy 2011-14 for Corporate Social Responsibility."

The main target groups of the programme are tripartite constituents (national governments, employers and trade unions in the six countries under the programme) as well as European and Asian businesses operating in or having suppliers in the six targeted countries. Secondary target groups are business associations, chambers of commerce, media, academic institutions, CSR related organisations and other relevant stakeholders in different sectors and at different geographical levels in the six targeted countries.

The ultimate beneficiaries are: men and women working in enterprises in the six target countries, including vulnerable groups such as migrants, women and youth; European and Asian consumers benefiting from products made in a socially responsible manner, European and Asian citizens benefiting from environmental protection, community trade and human rights; European and Asian companies benefiting from sustainable growth, improved productivity, and competitive advantage.

The programme utilizes internationally agreed principles and guidelines on corporate responsibility, namely, the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy,³ and the OECD Guidelines for Multinational Enterprises. It further incorporates the ILO Fundamental Principles and Rights at Work and related ILO codes of practice, guidelines, programmes and other sectoral guidance, as well as the UN Guiding Principles on Business and Human Rights. Other frameworks, especially regional or national, may be used as entry points for specific activities under the implementation plan. The programme has the following objectives:

The **overarching objective** is to promote smart, sustainable and inclusive growth by supporting CSR/RBC⁴ practices and approaches adopted in global supply chains in Asia, in line with international instruments in this area. Ultimately, this programme will contribute to enhance market access opportunities and strengthen an international level playing field for EU responsible businesses in the region.

³the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (ILO MNE Declaration, 2017) http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/---multi/documents/publication/wcms_094386.pdf

⁴ CSR/RBC is about companies integrating social, human rights and environmental concerns in their business operations as a complement for the respect of existing legislation.

The specific objectives of the intervention will contribute to:

- strengthening a common understanding of CSR/RBC in line with internationally agreed principles and guidelines and promoting the EU's approach to CSR/RBC including in relation to decent work;
- contributing to the establishment of a CSR/RBC enabling environment in line with internationally agreed principles and guidelines;
- facilitating contributions of businesses operating in Asia to CSR/RBC (e.g. environmental protection, decent working conditions, and human rights);
- maximising the positive contribution of business to sustainable development and inclusive growth through generation of decent work while minimising possible negative impact on environmental protection, decent working conditions, and respecting human rights in Asia and its international suppliers;
- facilitating the interplay between initiatives by private stakeholders (e.g. at sectorial level) and international regulatory frameworks on labour rights, social dialogue and environmental protection and their implementation.

Expected results and main activities

This action aims to achieve the following expected results:

- Increased awareness and strengthened capacity of all relevant actors, particularly businesses and public authorities in the region, in relation to CSR/RBC;
- Enhanced development and dissemination of CSR/RBC approaches and initiatives (including best practices, case studies, tools, lessons learned and documentation) on CSR/RBC in line with internationally agreed principles and guidelines;
- Improved coherence among CSR/RBC between the EU and Asia, in line with relevant internationally agreed principles and guidelines;
- Facilitate the development and/or reinforce existing multi-stakeholder partnerships, including at sector level and sound industrial relations in line with internationally agreed principles and guidelines on CSR/RBC;
- Strengthened and continued information exchange involving all relevant stakeholders in relation to internationally agreed CSR/RBC principles and guidelines;
- Enhanced contributions of businesses operating in Asia to environmental protection, decent working conditions, and the respect of human rights and strengthened coherence with relevant regulatory frameworks

These results will be achieved through the following main indicative activities:

- Research activities to support the effective implementation of principles and guidelines on CSR/RBC by defining what is already available and what potentially needs to be developed or adapted, including by building on existing studies/material. This entails:
 - mapping current approaches and initiatives,
 - collecting (or via pilot programmes, developing) adequate Case Studies/Best Practices that show the added value for businesses to adhere to CSR/RBC,
 - collecting available tools, lessons learned and success/fail factors for implementation and effectuation
- Outreach and in-country roundtables for key stakeholders of selected priority sectors and value chains (e.g. specific governments and/or specific industry sectors) on dedicated topics related to CSR/RBC principles, guidelines and practices, to foster peer learning, promote the adherence of trading partners and businesses to internationally agreed CSR/RBC principles, guidelines and compliance to (sector-specific) standards, to increase awareness of the existence of tools and

instruments and foster multi-stakeholders partnerships, in consultation with relevant frameworks and stakeholders.

- Policy advocacy work on international CSR/RBC principles and guidelines, building upon all work done in the last decade in all involved countries, and especially focussing on strengthening inter-departmental coordination and stimulating implementation of national-level strategies of relevance for CSR/RBC.
- Capacity building and training activities to promote the development and dissemination of specific local high-priority issues related to internationally agreed CSR/RBC principles and guidelines. These activities will target prioritized sectors and their businesses, associations, employers, trade union and responsible governmental institutions

Geographic and sectoral scope of activities

The programme focuses on relevant EU trading partners in this region, who are also major actors in global supply chains, namely, China, Myanmar, Japan, the Philippines, Thailand and Vietnam. In each of the targeted countries, the programme focuses on the following key target sectors to ensure high impact and appropriate focus:

- **China:** textile and electronics
- **Japan:** Vehicle parts and electronics
- **Myanmar:** Agriculture and seafood
- **the Philippines:** Agriculture (Food)
- **Thailand:** Vehicle parts and agriculture (Food)
- **Vietnam:** Wood Processing Seafood/Aquaculture

A regional component was also added at the end of 2020 and approved by the donor. This component focuses on disseminating knowledge and best practices through the Responsible Business and Human Rights Forum (RBHR).

Programme theory of change, and strategy - See annex 1

Alignment with ILO's strategic framework

The programme links to ILO Policy outcomes, Decent Work Country Programmes (DWCPs) in the partner countries, and Country Programme Outcome (CPO) of ILO. With regards to P&B, the programme is linked to the following ILO 2020-2021 Programme and Budget (P&B) Outcomes:

“Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work”

Output 4.4. Increased capacity of member States and enterprises to develop policies and measures that promote the alignment of business practices with decent work and a human centred approach to the future of work.

Cross cutting issues and gender responsiveness in programme design

CSR/RBC is about companies integrating social, human rights and environmental concerns in their business operations as a complement for the respect of existing legislation. It is therefore a concept that addresses many human rights and sustainable development issues such as the protection of the environment or decent working conditions, which will be mainstreamed throughout the proposed action.

The action is expected to ensure gender mainstreaming in all its activities and to contribute to improving decent working conditions and the respect of human rights in sectors where women are highly employed but also in sectors where women are underrepresented, CSR/RBC activities will contribute at establishing

more inclusive business models. The PRODOC requires that the needs of and impact on the ultimate beneficiaries be analysed through sex- and age-disaggregated data during the implementation of the Action and gender expertise be sought to better address gender dimensions within specific activities and to mainstream gender throughout the Action lifecycle, including in its evaluations and monitoring.

Institutional arrangements

A joint steering committee (JSC) has been established as per the programme document, to advise on the implementation of the programme and provide strategic guidance on the Action implemented by the OECD and the ILO. The JSC is composed of representatives from the European Union (represented by services such as Foreign Policy Instruments (FPI), DG TRADE, European External Action Service (EEAS), Delegations, etc.), the ILO and the OECD. Four JSC meetings were organized: the first JSC meeting took place in Brussels in April 2018 after the kick-off meeting, the second, third, and fourth meetings took place on November 2018, November 2019, and March 2021 in Bangkok respectively, with rotating chairs among the three organizations.

Programme management set-up

ILO

The programme is under responsibility of the ILO Regional Office for Asia and the Pacific (ROAP) in Bangkok and is managed by a Programme Manager based in the Regional Office for Asia and the Pacific (ROAP). Technical backstopping of the programme falls under the ILO MULTI Unit in Geneva.

The ILO programme management team based in Bangkok is responsible for all the programme operations. The team consists of one Programme Manager, Administrative/Finance Assistant, Knowledge Management Officer, and Policy and Advocacy Officer. In each ILO country office except for the Japan office, the programme places a National Programme Coordinator (NPC), who manages central level coordination and reporting for the programme and an administrative/finance Assistant. In the office of ILO in Japan, a Programme Assistant works under the direct supervision of the PM based in Bangkok and closely with the Programme Officer who is based in the Japan Country Office.

During the no-cost extension phase of the programme, changes in staffing arrangements have taken place due to budget constraints.

The role and responsibility of the programme partners

ILO

The ILO methodology for implementation adopts a participatory approach involving the direct beneficiaries and partners (government, employers and workers organisations, and businesses). As in all its actions, the ILO works predominantly with its tripartite constituents to implement the actions of the programme. In addition to the tripartite constituents, the ILO involve partners such as academic institutions, universities, European Chambers of Commerce, Business Associations, government institutions, membership organisations and enterprises.

The ILO uses the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy, (ILO MNE Declaration) as the main policy framework for the programme implementation. The ILO approaches the implementation of CSR/RBC concepts and practices from the labour perspective based on the tripartite agreed recommendations in the MNE Declaration. In that sense the ILO refers to socially responsible labour practices at the enterprise level and along the supply chains in the sectors targeted.

All the actions of the ILO in the context of the programme are structured around the 4 components and the activities stated in the Annex I.b of the Action. However the RSCA-ILO team may, at times, have gone beyond these components and implemented activities that were not explicitly included in the action plan in Annex I.b, but were nonetheless conducive to achieve the strategic objectives of the Action. These strategic activities remain framed by the strategic objectives of the Action and the mandate and objectives of the ILO.

As the specialised agency of the UN on the world of work, ILO's work involves adopting International Labour Standards and providing policy guidance, capacity building and technical assistance to governments, employers and workers in its 187 member States. The call for ratification and implementation of International Labour Standards, especially the core labour standards, are included in EU trade agreements.

The ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration) is the only ILO instrument that directly addresses enterprises in addition to governments and social partners, and forms the framework for ILO's work on CSR, containing principles derived mainly from International Labour Standards.

The MNE Declaration incorporates the ILO Fundamental Principles and Rights at Work, which are included in the "Responsibility of business to respect human rights" pillar of the Guiding Principles on Business and Human Rights implementing the UN Protect, Respect and Remedy Framework on Business and Human Rights, which also constitute the four labour principles of the UN Global Compact. Raising awareness of the principles of the MNE Declaration among government ministries and agencies, multinational enterprises and employers' and workers' organizations, including through organizing capacity-building events and developing online information and dialogue platforms in local languages, remains at the centre of the strategic priorities of the programme for the ILO.

Through the proposed RSCA programme, the ILO promotes evidence-based dialogues based on research findings and recommendations to advance the common understanding and knowledge on the issues at hand; and to facilitate the alignment of company policies at different levels of the supply chain with national development and decent work objectives to enhance their economic and social development impacts and to address the decent work challenges. Moreover, ILO engages with enterprises through national, sub-national/provincial, and sectoral campaigns to raise awareness of the MNE Declaration; to disseminate good practices translating its principles into action; and to roll out a series of technical seminars, training and experience sharing activities highlighting the importance of the labour dimension of CSR. Tripartite-plus dialogues and cooperation (involving the ILO tripartite constituents - government, employers' and workers' organizations - and enterprises - both MNEs and SMEs) will be fostered through training and awareness-raising for government and social partners, sectoral actors and enterprises, highlighting the importance of evidence-based dialogue approaches. Country and sectoral-level mechanisms such as dialogue platforms, working groups and task forces will be enhanced or developed in addressing decent work priorities. This is a critical element in ensuring the longer-term sustainability of the Action through enhanced ownership of the issues by the national and local actors and an adequate supporting mechanism.

This programme fosters synergies with ongoing ILO-supported assistance in the countries as part of the Decent Work Country Programmes in areas such as labour administration/labour inspection, occupational safety and health, labour law, fundamental principles and rights at work, working conditions and industrial relations.

OECD

The OECD manages the programme from its headquarters in Paris. The activities are managed by the OECD's Responsible Business Conduct Centre, which is a part of the Directorate for Financial and Enterprise Affairs.

The OECD's contribution focuses on key areas of corporate responsibility covered by the OECD Guidelines for Multinational Enterprises, including human rights, environment, and labour. The programme also draws on the OECD Policy Framework for Investment and the OECD guidance on due diligence in various sectors, including minerals, extractives, agriculture, garment and footwear, and financial sectors.

The OECD also works closely with national governments and local stakeholders in each country to promote alignment with internationally recognised RBC principles and standards to ensure long-term ownership. The implementation of the activities by the OECD builds on the following methodology:

1. Implementation of responsible business conduct standards
2. Training on responsible supply chains
3. Enabling policy frameworks for responsible business conduct
4. Data collection and evidence on RBC policies and impacts

Collaboration between OECD and ILO

The collaboration between OECD and ILO, as co-implementers of the programme, in the implementation of the Action is guided by the respective mandate, relevant instruments and tools, structure, field presence and expertise on CSR/RBC of each organisation. While the Joint Steering Committee (JSC) guides the overall implementation of this Action, both organisations seek to coordinate and collaborate in the implementation of the activities, and seek synergies at the country level.

At the implementation level, the ILO and the OECD are expected to seek synergies and coordination among themselves and with CSR/RBC initiatives of EU-affiliated entities in the targeted countries to the maximum extent, in order to create greater impact with joint strength and efforts. The following categorisation explains the envisaged cooperation in the implementation of the various types of activities:

- A. "Joint activities" (i.e. the National Conferences), with equal sharing of logistical costs (rental of conference rooms, interpretation services, catering, etc.) between the two organisations.
- B. Activities that are "semi-joint", which have a common header but separately detail implementation and outputs. The objective is for both organisations to work together as much as possible, but retain flexibility. The details of collaboration in implementing semi-joint activities will be further refined in the inception phase.
- C. Activities that are in principle separate/stand-alone, as they relate to the specific mandate and expertise of each organisation. Wherever possible, both organisations will seek coordination and collaboration in their implementation.

In general terms, it is expected that both organisations coordinate efforts in terms of visibility, communications, as well as in overall strategic planning. During the first months of implementation it has been noted the need to jointly approach counterparts at the country level.

EU

While the programme is implemented by ILO and OECD as the main actors for the implementation of the activities (through a delegation agreement), the EU provides indirect management of the programme to forge bilateral and multilateral partnerships and to promote EU and the international principles and approach to responsible business conduct. The EU has emphasised the fact that this is a partnership (funded through their Partnership Instrument) and as such the EU, in addition to being the main donor, is also a partner in the implementation of the Action. The EU delegations, through DG Trade or FPI staff, are in direct contact with the ILO staff at the country level and at the regional level. In some cases, such as in Japan,

Thailand and Philippines, the Delegations have been very instrumental to reach out to partners and as entry point to build relations with partners and government institutions beyond the tripartite partners of the ILO.

3. Purpose, scope and client of the evaluation

Purpose:

The main purpose of this final independent evaluation is to evaluate ILO's overall performance in the implementation of the project and promote accountability to ILO key stakeholders, including the EU as the main donor, as well as the tripartite constituents of the six countries, and to enhance learning within the ILO and key stakeholders. The findings will be used to improve the design and implementation of similar projects in the future. The evaluation will provide a set of strategic recommendations for the potential second phase of the programme. It should also contribute to improving programming strategies and approaches of the ILO programmes in the area of responsible business conduct and corporate social responsibility.

The final independent evaluation has the following specific objectives:

1. Assess whether the RSCA programme responds to the needs and priorities on CSR/RBC of beneficiaries (ILO constituents, businesses, and development partners) within the scope of the programme, at national and regional level, and whether it had the appropriate design and strategies to achieve intended results in supporting CSR/RBC practices and approaches in line with the international agreed principles on CSR/RBC e.g. MNE Declaration, OECD MNE Guidelines
2. Assess whether resources are strategically allocated and efficiently used
3. Assess whether the outputs and outcomes (expected results) have been effectively achieved at the programme level and the programme contribution to achieving decent work and social justice at national (DWCP and CPO), and corporate level (P&B).
4. Assess ownership and commitment of the ILO constituents, businesses, and other relevant stakeholders in CSR/RBC advocacy and implementation, as well as examining factors influencing sustainability of the programme benefits.
5. Assess the RSCA programme contribution to the promotion of smart, sustainable, and inclusive growth by supporting CSR/RBC practices and approaches at policy and enterprise levels and the extent to which its impacts reach the ultimate beneficiaries.

Scope:

The evaluation will **cover the ILO component of the programme**, and all geographical coverage of the programme in the six Asian countries, namely **China, Japan, Myanmar, the Philippines, Thailand and Vietnam, as well as at the regional level with actions implemented by the RSCA team**. The evaluation covers the programme's period from the inception until the time that the evaluation is carried out in April 2022.

The evaluation will integrate gender dimension, disability inclusion and other non-discrimination issues as cross-cutting concerns 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 evaluators 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 will give specific attention to how the intervention is relevant to the programme and policy frameworks at the national and global levels, UN Sustainable Development Cooperation Framework

(Cooperation Framework) and national sustainable development strategy (or its equivalent) or other relevant national development frameworks, including any relevant sectoral policies and programmes.

The evaluation shall also focus on sustainability of the programme and provide strategic recommendations on the programme’s potential second phase with an emphasis on programme design, implementation, and monitoring.

Where possible, the evaluation must be conducted with gender equality as a mainstreamed approach and concern. This implies (i) applying gender analysis by involving both men and women in consultation and evaluation’s analysis, (ii) inclusion of data disaggregated by sex and gender in the analysis and justification of programme documents; (iii) the formulation of gender-sensitive strategies and objectives and gender-specific indicators; (iv) inclusion of qualitative methods and utilization of a mix of methodologies, (v) forming a gender-balanced team, and (vi) assessing outcomes to improve lives of women and men. Thus, analysis of gender-related concerns will be based on the ILO Guidelines on Considering Gender in Monitoring and Evaluation of Programmes (September, 2007). The evaluation will be conducted following UN evaluation standards and norms⁵ and the Glossary of key terms in evaluation and results-based management developed by the OECD’s Development Assistance Committee (DAC).

Clients:

The clients and users of the independent evaluation include the ILO management at country, regional and Headquarters levels, ILO tripartite constituents, the partners of the programme and Joint Steering Committee members, in particular the EU as the main financing partner of this Action.

The evaluation will ensure that the issues and inputs from stakeholders/tripartite constituents are being adequately covered in the objectives of the evaluations and they will have the opportunities to provide inputs and feedback throughout the evaluation process.

4. Evaluation criteria and evaluation questions

It is expected that the final evaluation will address all of the questions listed below. The evaluation team may adapt the evaluation criteria and questions, but any fundamental changes should be agreed upon with the ILO evaluation manager, and reflected in the inception report.

Key evaluation questions

<p>RELEVANCE AND VALIDITY OF DESIGN</p>	<ul style="list-style-type: none"> • Are the programme design and strategies adequate to promote International Labour Standards and CSR/RBC instruments with each of the partner countries? • To what extent has the programme responded to the needs and priorities of the beneficiaries, ILO constituents, and development partners at policy and enterprise levels in the partners’ countries? • To what extent has the programme responded to the changing situations relating to the COVID19 pandemic?
<p>COHERENCE – how well does the intervention fit</p>	<ul style="list-style-type: none"> • To what extent has the RSCA programme aligned with national priorities and the international development frameworks? • To what extent are the programme objectives complementary to other CSR/ RBC initiatives in the participating countries and in the region?
<p>EFFECTIVENESS (including effectiveness of</p>	<ul style="list-style-type: none"> • To what extent has the outputs yielded expected results? <ul style="list-style-type: none"> ○ To what extent and in what way has the awareness of, and understanding of CSR/RBC in line with internationally agreed principles and guidelines increased?

<p>management arrangement)</p>	<ul style="list-style-type: none"> ○ To what extent and in what way has the programme contributed to establishing a CSR/RBC enabling environment in the partner countries? ○ To what extent and in what way has the programme facilitated the contributions of businesses operating in Asia to CSR/RBC? ○ To what extent and in what way has the programme contributed to maximising the positive contribution of business to sustainable development and inclusive growth? ○ To what extent and in what way has the programme contributed to facilitating the interplay between initiatives by private stakeholders (e.g. at sectorial level) and international regulatory frameworks on labour rights, social dialogue and environmental protection and their implementation? ● To what extent have the identified and emerging risks and assumptions affected the programme implementation? How well has the programme managed those risks?
<p>EFFICIENCY (HOW WELL ARE RESOURCES BEING USED?)</p>	<ul style="list-style-type: none"> ● Have the financial resources and other inputs been strategically allocated and efficiently used to achieve results? ● To what extent are the programme resources leveraged with others' related projects or partners' resources to maximise the programme impacts?
<p>SUSTAINABILITY (WILL THE BENEFIT LAST)</p>	<ul style="list-style-type: none"> ● To what extent has the strategy adopted by the RSCA contributed to sustainability of results, especially in terms of decent work and CSR/RBC? ● To what extent has the RSCA supported the commitment, leadership, and ownership of the ILO constituents, enterprises, and other relevant stakeholders to advocate for and engage in CSR/RBC? ● How likely will the results be sustained beyond the RSCA through the actions of the ILO constituents, enterprises, and other relevant stakeholders? Which programme components or results appear likely to be sustained? ● What are the major factors that will have or have influenced the continuity of the programme's activities and benefits? Is there any needed support to ensure the sustainability of programme's benefits?
<p>IMPACT (WHAT DIFFERENCE DOES THE INTERVENTION MAKE)</p>	<ul style="list-style-type: none"> ● How has the awareness of the importance of CSR/RBC improved in the concerned countries as a result of RSCA's contribution? ● To what extent has the RSCA contributed to strengthening the capacity of tripartite constituents to develop policies and measures that promote the alignment of business practices with decent work and a human centred approach to the future of work? Are there any unexpected impact? ● To what extent has the programme contributed to the establishment of networks/bodies/platforms for continued dialogue and/or joint action on matters relating to RBC/CSR? ● To what extent has the programme contributed to supporting CSR/RBC practices and approaches at policy and enterprise levels in the countries covered by the programme? <ul style="list-style-type: none"> ➤ To what extent has the programme contributed to CSR/RBC policy coherence at the national level and beyond?

	<ul style="list-style-type: none"> ➤ To what extent has the programme contributed to the implementation of the recommendations outlined in the CSR/RBC related instruments e.g. MNE Declaration, OECD MNE Guidelines, etc.
CROSS-CUTTING CONCERNS	<ul style="list-style-type: none"> • What efforts have been undertaken to ensure that both women and men are able to benefit from project activities? • To what extent has the programme contributed to improving decent working conditions and the respect of social, human rights and environmental concerns in sectors where women are highly employed but also in sectors where women are underrepresented? • To what extent has the programme contributed to gender equality and non-discrimination, disability inclusion, promotion of international labour standards, tripartite processes and constituent capacity development?
LESSONS LEARNED	<ul style="list-style-type: none"> • What are the challenges the programme encountered during the implementation and how they were addressed? • What are the best practices in terms of programme design and implementation that other programmes can replicate? • What are the factors that influence improved change in practices or adoption of desired practices?

5 Methodology

This independent final evaluation will comply with evaluation norms and standards and follow ethical safeguards, all as specified in ILO’s evaluation procedures. The ILO adheres to the United Nations Evaluation Group (UNEG) evaluation norms and standards as well as Evaluation Quality Standards.

The methodology should 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 outcomes. As earlier mentioned, secondary data will constitute a main element of the methodology. This is due to the fact that three evaluations had been executed between 2020 and 2021 and, during these reviews, ILO’s partners and constituents in all the partner countries had been extensively engaged. While there is a primary requirement for the final independent evaluation to validate the existing programme data, the evaluation team are encouraged to find alternative ways to validate the programme data. Where interviews with partners and constituents are inevitable, the evaluation team will try to avoid repeating those questions that had been asked in the previous reviews. Taking these into careful consideration, they will receive guidance on the protocol and relation with constituents from the programme team.

To collect the data for analysis, the evaluation will make use of the techniques listed below (but not limited to). As much as practically possible, the data from these sources will be triangulated to increase the validity and rigor of the evaluation findings.

Desk review. This includes a review of available documentation (including programme documents, work plans, programme monitoring plans, progress and interim reports, a desk-based programme evaluability

assessment⁵, JSC meeting minutes, and other documents/materials/publications that were produced throughout the programme or by relevant stakeholders communications, research, and publications, etc.). The evaluation team will also review the evaluations/reviews that were undertaken. These include (1) an evaluability assessment conducted by an external consultant in August 2020; (2) mid-term stakeholder surveys⁶ and; (3) a Strategic, Operative and Technical Review of the Responsible Supply Chains in Asia Programme, which was conducted with the support from external consultant between March and October 2021. In addition, the European Commission had also commissioned an external evaluation team to conduct a separate programme evaluation of EU-supported programmes under the EU's Partnership Instrument, including the RSCA, in September 2021. These evaluation activities provide substantial secondary data and information required for a final evaluation.

The full list of programme documents will be provided to consultants when they are on board. Examination of the intervention's Theory of Change is required specifically in the light of logical connections between levels of results and their alignment with ILO's strategic objectives and outcomes at the global and national levels, as well as with the relevant SDGs and related targets.

Key informant interviews. Virtual meetings will be conducted by the independent evaluator (IE), with support from national evaluators/translators, with ILO Programme staff, ILO HQ MULTI unit, tripartite constituents, implementing partners, strategic partners⁷, direct beneficiaries, the donor and members of the Joint Steering Committee. The full list of informants will be provided to consultants when they are on board.

- ILO programme staff members at the regional and national levels;
- ILO Specialists based in the Asia and the Pacific region, Programme Officers, and ILO Country Directors and Deputy Director of ROAP
- ILO HQ MULTI unit;
- The European Delegation in target countries;
- OECD
- Other CSR/ RBC initiatives in the participating countries and in the region
- Members of the Joint Steering Committee;
- Tripartite constituents (national governments, employers and trade unions in the six countries under the programme);
- European Chambers of Commerce
- European and Asian businesses operating in or having suppliers in the six targeted countries;
- Business associations;
- Chambers of commerce;
- Partner academic institutions;
- CSR related organisations (e.g. Amfori and SEDEX).

Focus groups. Field in-depth interviews in the selected countries, including Thailand and the Philippines. The National Evaluators are expected to meet programme beneficiaries to undertake more in depth reviews

⁵ The EA determine the extent a programme or project is ready for an evaluation and identifies any changes required to improve M&E components for enhanced effective performance https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_239796.pdf

⁶ Two surveys were conducted. One of the surveys was part of the ILO's independent midterm evaluation. The other one was part of the EU commission evaluation.

⁷ Implementing partners are those who implement actions/activities in the context of the programme, either through MoUs, contracts, IAs, etc. Strategic partners are those who are partnering up, participate and provide insights (policy) but are not necessarily implementing any activity part of the annex I.b. Strategic partners can be government institutions, chambers of commerce, think tanks, CSOs, specific companies, etc.

on the programme work and results. The evaluators must indicate the criteria selection for individuals to interview. The beneficiaries to be interviewed during field visits include:

- Samples of men and women working in enterprises in the six target countries, including vulnerable groups such as migrants, women and youth
- Representatives from some selected companies that have successfully implemented policies and practices to promote sustainable growth, improved productivity, and competitive advantage in their business operations.

An online survey to assess knowledge, attitude and understanding of stakeholders. IE will assess if the available data adequately allow measurement of the level of knowledge, attitude and understanding of stakeholders on the topics promoted by the programme. If not, the home-based IE will support the design of appropriate evaluation/self-administered online survey tools to be completed by stakeholders. NEs will be assigned to analyze the quantitative data.

The table below summarizes proposed evaluation methods and support in the target countries.

Country	NE/interpreter	Online KII with Stakeholders	Field visit/ FGD with end beneficiaries (e.g. workers/companies)
Thailand	1 NE	YES	YES
Philippines	1 NE	YES	YES
Vietnam	1 NE	YES	NO
China	1 NE/ Interpreter	YES	NO
Japan	1 NE/Interpreter	YES	NO
Myanmar	NONE (Programme will provide translation service when necessary)	YES with only employers' organization and EuroCham	NO

The evaluation approach and methodology should be determined by the Evaluator in consultation with the Evaluation Manager on the basis of what is appropriate and feasible to meet the evaluation purpose, objectives and answers to evaluation questions.

At the end of the field work the evaluation team will present preliminary findings to the “limited” Programme key stakeholders in an on-line workshop to discuss, validate and refine the findings and fill information gaps. The IE, NEs, the evaluation manager, and some programme stakeholders, will be connected online.

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.

The data and information should be collected, presented and analyzed with appropriate gender disaggregation. Gender concerns should be addressed in accordance with ILO Guidance note 4: “Considering gender in the monitoring and evaluation of programmes”.

6. Main deliverables

The evaluators will deliver the following main outputs:

Deliverable 1: Inception report and workplan. The evaluator will draft an inception report upon the review of the available documents and Skype briefings/initial discussions with the programme team, relevant ILO officials/specialists and the donor. The inception report will include among other elements, the evaluations questions, data collection methodologies and techniques and evaluation tools. The methodology should clearly state the limitations of the chosen evaluation methods, including those related to representation of specific group of stakeholders. The inception report will be prepared as per the EVAL Checklist 3: Writing the inception report, and approval by the evaluation manager.

- **Deliverable 2:** Stakeholder workshop to present the preliminary findings of the evaluation (on-line). At the end of the evaluation data collection, the evaluation team will present preliminary findings (on-line) for validation by key stakeholders. The programme team will provide necessary administrative and logistic support to organize this on-line stakeholder workshop.
- **Deliverable 3:** Draft evaluation report. The draft evaluation report should be prepared in accordance with the “EVAL Checklist 5: Preparing the Evaluation Report”, which will be provided to the evaluators. The draft report will be improved by incorporating the evaluation manager’s comments. Then the evaluation manager will circulate the draft report to key stakeholders including the programme team, ILO officials concerned with this evaluation, the donor and national partners for comments.
- **Deliverable 4:** Final evaluation report with stand-alone evaluation summary (in a standard ILO format). The evaluator will incorporate comments received from ILO and other key stakeholders into the final report. The report should be finalized in accordance with the EVAL Checklist 5: Preparing the Evaluation report.

The report and all other outputs of the evaluation must be produced in English. All draft and final reports, including other supporting documents, analytical reports and raw data should be provided in electronic version compatible with WORD for windows. The final report should not be more than 50 pages (excluding annex). Findings and results should follow logically from the analysis, be credible and clearly presented together with analyses of achievements and gaps.

The draft report will be circulated to key stakeholders and partners of the programme, relevant tripartite constituents, and ILO staff i.e. programme management, ILO Regional office in Bangkok, ILO HQ MULTI unit, for their review. Comments from stakeholders will be consolidated by the Evaluation Manager and will be sent to the evaluation consultant to incorporate them into the revised evaluation report. The evaluation report will be considered final only when it gets final approval by the ILO Evaluation Office. The quality of the report will be assessed against the relevant EVAL Checklists (See Checklist 6 Rating the quality of evaluation report, in Section 12).

Ownership of the data from the evaluation rests jointly between ILO and ILO consultants. The copyrights of the evaluation report rest exclusively with the ILO. Use of the data for publication and other presentations 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.

Draft and Final evaluation reports include the following sections:

1. Cover page with key programme data (programme title, programme number, donor, programme start and completion dates, budget, technical area, managing ILO unit, geographical coverage); and evaluation data (type of evaluation, managing ILO unit, start and completion dates of data collection, name(s) of evaluator(s), date of submission of evaluation report).

2. Acronyms
3. Executive Summary (*standard ILO format*) with key findings, conclusions, recommendations, lessons and good practices (*each lesson learned and good practice need to be annexed using standard ILO format*)
4. Description of the programme and its intervention logic
5. Purpose, scope and clients of the evaluation
6. Evaluation questions
7. Methodology and limitations
8. Presentation of findings for each criteria
9. A table presenting the key results (i.e. figures and qualitative results) achieved per objective (expected and unexpected)
10. Conclusions and recommendations, (including to whom they are addressed)
11. Lessons learned, potential good practices and models of intervention/possible future direction (including verifying the validity of the theory of change).
12. Appropriate Annexes (list of meetings and interviews, TOR, and other relevant documents, lesson learn and good practice using standard ILO format).
13. Standard evaluation instrument matrix (adjusted version of the one included in the Inception report)

7 Management arrangements and workplan

The evaluation manager is responsible for the overall coordination and management of this evaluation. The manager of this evaluation is Ms. Rattanaporn Pongpattana, M&E Officer at ILO Regional Office for Asia and the Pacific (ROAP) Bangkok. The final evaluation report will be quality checked by the Regional Evaluation Officer and approved by the ILO Evaluation Office.

The evaluation manager will consult all key stakeholders before finalising the TOR and key stakeholders will have the chance to provide inputs and comments to the evaluators during the data collection and reflection process.

The evaluation will be conducted by an international independent evaluator and National evaluators in Thailand, the Philippines, Vietnam, China and Japan.

The table below describes desired competencies and responsibilities for a national evaluator (team member) in Thailand, the Philippines, Vietnam, China and Japan.

Profile	Responsibilities
<ul style="list-style-type: none"> • Be a national of the target countries and based in the countries • No previous involvement/engagement in the design and delivery of <i>the RSCA programme</i>; • Minimum five years of experience in conducting project'/programme evaluations; • Knowledge of, and experience in applying, qualitative and quantitative research methodologies; • Have proven knowledge of International Labour Standards, CSR/RBC instruments, international trade and the relevant EU trade policies, and its implications on the RSCA target countries, as well as the political and economic context in the RSCA target countries; 	<ul style="list-style-type: none"> • Desk review of programme documents and other related documents • Assist the team leader in developing evaluation instrument including online survey tools, and drafting inception report; • Take part in the interviews with key stakeholders and assist in note taking during interview; • Undertake in-country field visit to conduct field data collection; • Assist in analysing quantitative survey data and other and qualitative; • Assist the team leader in facilitating stakeholders' workshop/ debriefing with the programme and key stakeholders;

<ul style="list-style-type: none"> • Knowledge of gender mainstreaming, UN evaluation norms and its programming and the ILO’s roles and mandate and its tripartite structure will be an advantage; • Excellent analytical skills and communication skills; • Demonstrated excellent report writing skills in English; • Demonstrated ability to use on-line application tools for data collection (both interview, stakeholders workshop). 	<ul style="list-style-type: none"> • Contribute to the drafting of the evaluation report prepared by the team leader; • Might be requested to write certain sections in the draft report as requested by the team leader; • Participate in and jointly facilitate the stakeholders workshop; • Provide interpretation during the evaluation data collection as required.
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**In a country where ILO could not recruit a qualified NE, interpreter will be recruited to support the IE.*

The international evaluator will report to the evaluation manager.

The programme team will handle all contractual arrangements and provide logistic and administrative support to the evaluation throughout the process. The programme team will provide all the programme and non-programme documents to be reviewed and ensure they are up-to-date. The programme team will also prepare an indicative list of stakeholders/partners/ beneficiaries to be interviewed and facilitate the on-line data collection to the extent possible but not to interfere with the independent process of evaluation.

It is foreseen that the duration of this evaluation will fall in February 2022 – April 2022.

Timeframe, tasks and responsibilities:

Task	Responsible person	timeframe	Level of efforts- -IE	Level of efforts— <u>each</u> NE in Thailand, and the Philippines	Level of efforts— <u>each</u> NE/interpreter in Vietnam Japan, China
Preparation, sharing for feedbacks, and finalization of the TOR	EM, Programme team and key stakeholders				
Approval of the TOR	Regional Evaluation Officer	15 Dec 2021			
Ex-col contracts based on the TOR prepared/signed	Programme team	15 January 2022			
A list of key stakeholders and their skype/WhatsApp/phone no. addresses prepared	Programme team				
Briefing for evaluators on ILO evaluation policy	Evaluation manager				
Review programme documentation; and prepare and submit an inception report to the Evaluation manager	Evaluation team	Inception phase : 1 - 15 February; Inception report submitted by -15 February	7 working days	1.5 working days	1 working days

Approve inception report, including ensuring any necessary adjustments by evaluator	Evaluation manager	20 February 2022			
Data collection	Evaluator via on-line interviews with key stakeholders	21 February-14 March 2022	15 working days	2 working days	2.5 working days
	NE's field visit and FGD			2 working days	
On-line Stakeholders workshop/Debriefing	Evaluator/Programme team+ key stakeholders	15 March 2022 (TBC)	1 working day	0.5 working day	0.5 working day
Draft evaluation report prepared and submitted	Evaluator	16-29 March 2022	10 working days	2 working days	
Sharing the draft report with project team and specialists for internal review (check factual errors, political sensitive content)	Evaluation manager	29 March – 31 March 2022			
Sharing the draft report with all the concerned stakeholders including the donor for comments	Evaluation manager	31 March 2022-10 April 2022			
Comments on the draft report collected and consolidated, and sent to the evaluators	Evaluation manager	12 April 2022			
Finalization and submission of the report to the Evaluation manager	Evaluator	15 April 2022	2 working days		
Review of the final report	Evaluation manager	17 April 2022			
Submission of the final report to EVAL	Evaluation manager	20 April 2022			
Approval of the final evaluation report	EVAL	30 April 2022			
TOTAL			35 working days	8 working days	4 working days

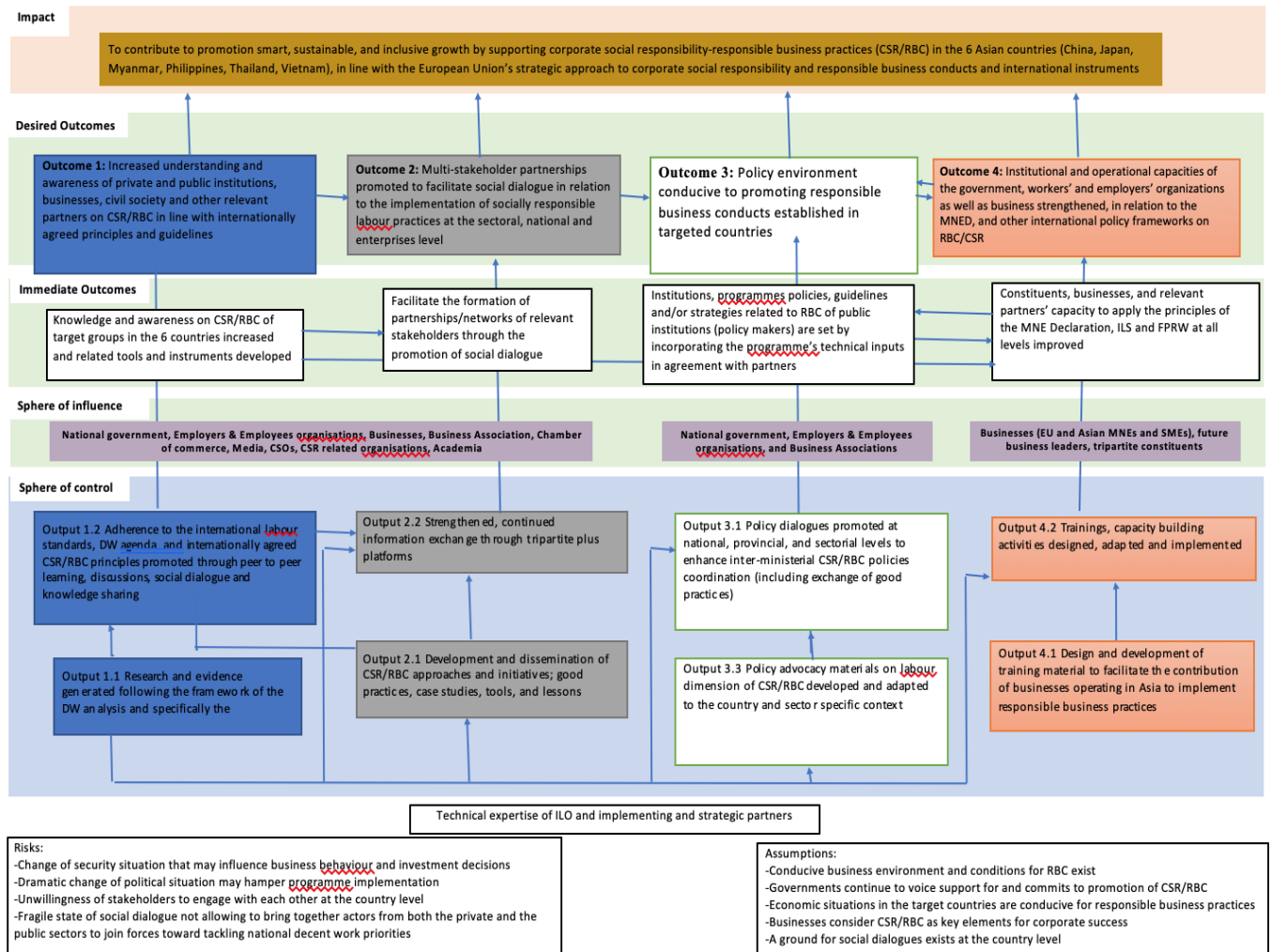
8 Legal and ethical matters

The evaluation will comply with UN Norms and Standards. UN Evaluation Group (UNEG) ethical guidelines will be followed.

All draft and final outputs, including supporting documents, analytical reports and raw data should be provided in electronic version compatible with WORD for Windows. Ownership of the data from the evaluation rests jointly with the ILO and the ILO consultants. The copyright of the evaluation report will rest exclusively with 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. Annex

Annex 1 Theory of Change



Annex 2 Document (to be provided)

- programme documents
- programme logical framework
- programme monitoring plan
- programme progress reports
- minutes of the JSC meetings

10. All relevant ILO evaluation guidelines and standard templates

- Code of conduct form (To be signed by the evaluator)
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

5. 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

6. Guidance note 7 Stakeholders participation in the ILO evaluation

http://www.ilo.org/eval/Evaluationguidance/WCMS_165982/lang--en/index.htm

7. Guidance note 4 Integrating gender equality in M&E of programs

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

8. Template for evaluation title page

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

9. Template for evaluation summary:

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

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