

Call for Expressions of Interest for ILO Independent Final Evaluation

SUSTAINING STRENGTHENED NATIONAL CAPACITIES TO IMPROVE INTERNATIONAL LABOUR STANDARDS COMPLIANCE AND REPORTING IN RELEVANT EUROPEAN UNION TRADING PARTNERS

Project Location	Global project covering El Salvador, Guatemala, Mongolia and Pakistan
Application Deadline:	9 August 2020
Type of contract	Service Contract
Post Level	Evaluation consultancy
Languages required	Excellent written and oral communication skills in English (level C2). Proficiency in Spanish .
Expected duration	August 2020 – September 2020

The ILO Evaluation Office is seeking expressions of interest from evaluators to conduct an independent final evaluation of the “**Sustaining strengthened national capacities to improve international labour standards compliance and reporting in relevant European Union trading partners**” global project, funded by the European Commission's DG TRADE and implemented by ILO NORMES Department. The project has been developed to specifically contribute to improve the application of the 8 Fundamental ILO Conventions in beneficiary countries of the GSP + scheme (El Salvador, Guatemala, Mongolia and Pakistan), with a view to reducing and progressively eliminating discrimination, forced labour, child labour, and violations of freedom of association. In particular, the selected countries have been assisted on the critical issues raised by the ILO supervisory bodies and reflected under EU GSP+ monitoring, and better meet their standards-related obligations under the ILO Constitution.

For further details about the evaluation, please see the attached draft Terms of Reference (ToR).

Proposal submission criteria

The following will be considered minimum contents of the proposal. Please submit in the order listed:

- Expression of interest/motivation letter;
- A copy of the candidate’s curriculum vitae, which must include information about the qualifications held by the candidate;
- Previous work samples of similar work done (two evaluation reports);
- A brief outline methodology for this type of evaluation, with a description of the deliverables and overall work plan to identify the major tasks to be accomplished
- A statement confirming availability to conduct this assignment and the daily professional fee expressed in US dollars, please provide assumptions taken;
- A statement confirming that the candidate has no previous involvement in the delivery of the subject project in the countries of intervention or a personal relationship with any ILO Officials who are engaged in the project;
- Contact details for at least three organizations who have engaged the Evaluator for similar assignments;

- A specific statement that the evaluation will comply with ILO policy guidelines on evaluation that are based UN Norms and Standards and in accordance with [ILO Code of Conduct for Evaluators](#)

Applications submitted without a fee/rate will not be considered.

The Evaluator should have the following qualifications:

- Advanced university degree in social sciences or related graduate qualifications;
- A minimum of 10 years of professional experience in conducting programme or project evaluations, experience in the area of child labour/research/social dialogue will be an added advantage but not required;
- Proven experience with logical framework approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing;
- Fluency in written and spoken English and Spanish is required;
- Knowledge and experience of the UN System is desirable;
- Understanding of the development context of the Project Countries is an added advantage;
- Excellent consultative, communication and interviewing skills;
- Demonstrated excellent report writing skills in English; and
- Demonstrated ability to deliver quality results within strict deadlines.

The deadline for submission of the expression of interest for undertaking the evaluation is by 11.00 pm (Geneva time) on Sunday, 16 August 2020. Interested candidates should submit an expression of interest based on the criteria outlined above with the subject header “Evaluation of the EC Project GLO/17/29/EUR” to the Evaluation Manager, Ms. Maria Borsos (borsos@ilo.org) with a copy to Mr. Peter E. Wichmand, ILO Evaluation Office (wichmand@ilo.org).

Compliance with UN norms and standards for evaluation

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. Please refer to the UNEG ethical guidelines: <http://www.unevaluation.org/ethicalguidelines> and the [ILO Code of Conduct](#).

To ensure compliance with ILO/UN rules safeguarding the independence of the evaluation, the contractor will not be eligible for technical work on the project for the next 12 months and cannot be the evaluator of other independent evaluation of this project.

**DRAFT TERMS OF REFERENCE
FINAL INDEPENDENT EVALUATION –
DEVELOPMENT COOPERATION PROJECT**

PROJECT TITLE	SUSTAINING STRENGTHENED NATIONAL CAPACITIES TO IMPROVE INTERNATIONAL LABOUR STANDARDS COMPLIANCE AND REPORTING IN RELEVANT EUROPEAN UNION TRADING PARTNERS
DC PROJECT CODE	GLO/17/29/EUR
DONOR	EUROPEAN COMMISSION (DG TRADE)
TOTAL BUDGET APPROVED	USD 1,000,109
ILO ADM UNITS	ILO OFFICES IN BEIJING, ISLAMABAD and SAN JOSE
ILO TECHNICAL UNIT	INTERNATIONAL LABOUR STANDARDS DEPARTMENT (NORMES)
EVALUATION DATE	TBC
PROJECT MANAGER	CORINNE VARGHA, Director, International Labour Standards Department (NORMES)
EVALUATION MANAGER	MARIA BORSOS
TOR PREPARED	15 July 2020

Introduction and Rationale for the independent evaluation

The European Union Special Incentive Arrangement for Sustainable Development and Good Governance (Generalized Scheme of Preferences/GSP+) grants full removal of certain tariff lines to vulnerable countries which make binding obligations to ratify and effectively implement 27 international Conventions on human and labour rights, environmental protection and good governance. Out of the 27 Conventions, 8 are core ILO Conventions¹.

The Project, funded by the European Commission's DG TRADE, was developed to specifically contribute to improve the application of the 8 Fundamental ILO Conventions in beneficiary countries of the GSP + scheme (El Salvador, Guatemala, Mongolia and Pakistan), with a view to reducing and progressively eliminating discrimination, forced labour, child labour, and violations of freedom of association. In particular, the selected countries have been assisted on the critical issues raised by the ILO supervisory bodies and reflected under EU GSP+ monitoring, and better meet their standards-related obligations under the ILO Constitution.

¹ The ILO's fundamental conventions are: *Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87)*; *Right to Organize and Collective Bargaining Convention, 1949 (No. 98)*; *Forced Labour Convention, 1930 (No. 29)*; *Abolition of Forced Labour Convention, 1957 (No. 105)*; *Minimum Age Convention, 1973 (No. 138)*; *Worst Forms of Child Labour Convention, 1999 (No. 182)*; *Equal Remuneration Convention, 1951 (No. 100)*; *Discrimination (Employment and Occupation) Convention, 1958 (No. 111)*.

The project facilitates the EU's monitoring of whether beneficiary countries abide by their commitments, such as maintaining the ratification of international conventions covered by the GSP+, ensuring their effective implementation, complying with reporting requirements, accepting regular monitoring in accordance with the conventions and cooperating with the EC on providing information.

The ILO supports this process of promoting democratic institution building by not only setting standards, but also by promoting compliance through providing technical assistance and through its supervisory bodies, such as the Committee of Experts on the Application of Conventions and Recommendations (CEACR). The EU draws on the comments of CEACR to evaluate the outcomes of assistance to developing countries with a view to boosting social development and inclusive growth.

As per ILO's evaluation policy, this Project is subject to a final independent evaluation. This final evaluation examines the overall progress, outputs delivered, and assess the impact of the Project. This terms of reference (TOR) describes the scope of work and expected outputs from the evaluation, adhering to ILO's policies and procedures on evaluations². It will be conducted by an external independent evaluator 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 evaluation.

Background of the Project and status

An important component of the ILO action in the field of International labour standards (ILS) is the technical assistance offered to countries to overcome difficulties in reporting and application of ILO Conventions. The action leads to technical advice and training on the application of ILS from the ILO to the target countries, which allow them to carry out actions with a view to reducing the implementation gap with respect to the specific Conventions they had ratified. The countries also analyze their reporting practices and benefit from ILO technical advice and training with a view to building their reporting capacity in both quantitative and qualitative terms. The ILO is a neutral and trusted partner for this assistance.

In cases where the ILO's supervisory bodies note continuous or serious failures to effectively apply and report compliance on ILS, the ILO has a commitment to strengthen ILS implementation through technical cooperation and assistance at the country level. Such technical cooperation is anchored in the legal obligations undertaken under ratified Conventions, reflects the needs of national constituents, and is guided by the comments of the supervisory bodies.

ILO instruments, in particular the 8 Fundamental Conventions, have become a reference point when it comes to social development including within the framework of the United Nations 2030 Agenda for Sustainable Development. The project contributes in particular to the realization of Sustainable Development Goal 8 through improved labour relations and working conditions in the beneficiary countries, consistent with the focus countries' ILO commitments. Target countries were assisted to take action to apply the 8 fundamental ILO Conventions and better meet their standards-related obligations, in particular on the critical issues raised by the ILO supervisory bodies and reflected in EU monitoring systems. They were also assisted to fulfil their ILO Constitutional reporting obligations under these Conventions.

The main outcomes are the following:

² [ILO Evaluation policy guidelines](#)

Outcome 1. The selected countries increase their compliance with their reporting obligations with respect to the ILO's Fundamental Conventions through the development of administrative/institutional capacity.

Outcome 2. The output of the reporting process at country level is improved through the increased and effective participation of the tripartite partners.

Outcome 3. Tripartite constituents are enabled to increase their institutional capacity through training on ILS and their supervisory mechanisms, which they can adapt and replicate.

Outcome 4. National curricula on ILS are available and taught at national training institutions.

Outcome 5. Application of fundamental ILS is strengthened through initiatives and action by tripartite constituents, parliamentarians and judges (at central and local level).

The strategy is to act on several fronts, in order to improve implementation of ILS and compliance with reporting obligations arising from ratified fundamental Conventions. In each country, selected key actors (members of the national administration, representatives of employers' and workers' organizations, judges and parliamentarians) capable to improve implementation of ILS are given technical assistance, training and will be made aware of the critical issues.

Activities include:

- Awareness-raising and training on issues related to the content of selected fundamental ILS.
- Capacity building of national organizations on application of selected fundamental ILS
- Research to generate information on the status of implementation of ILS, including legislative gap analyses, advice on elements that will enable tripartite constituents to take the relevant decisions aimed at full implementation.
- Strengthening of data collection and reporting capacity of the tripartite constituents including the capacity of using the systemic approach to managing ILS constitutional obligations.
- Development/publication of curricula or thematic materials on ILS (publications, studies, translation, conferences, etc.)
- Development of participatory processes and cross institutional action for implementation.

The management structure is comprised of NORMES (HQ) responsible for the overall coordination and reporting of the project; ILO field offices and ILS technical specialists in the ILO Decent Work Support Teams responsible for the planning and implementation of the project at the national level; and ILO Turin Centre which is responsible for specific training activities.

Following a first phase of implementation from 1 October 2015 to 31 March 2018, the Project under review started on 1 April 2018 for an initial period of 24 months.

For the current project a mid-term report was submitted to the EC in May 2019. Subsequently, taking into account the impact of the protection measures taken as a result of the COVID-19 pandemic on the delivery of the activities foreseen during the first quarter of 2020, a request for a no-cost extension until 31 July 2020 was submitted to the EC in February 2020 and approved. The Project is closing on 31 July 2020, and the final progress report is officially due on 31 October 2020, as stipulated in the agreement.

Purpose, scope and clients of the evaluation:

The purpose of the independent evaluation is to give an assessment of the effectiveness and the sustainability of the project across the major outcomes; assessing 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; and to provide lessons to improve performance and delivery of future project results. The evaluation will cover the project's various components, outcomes, outputs and activities as reflected in the project document as well as subsequent modification and alterations made during its implementation.

Below is the list of intended users and clients of the evaluation:

- Project management Department (NORMES),
- ILO Country Offices in Beijing, Islamabad and San Jose,
- EVAL,
- European Commission – DG TRADE.

The ILO evaluation office will use the evaluation for reporting, input for organisational learning and other meta-evaluation purposes.

Methodology

The evaluation will be based on a participatory approach, involving a wide range of selected key stakeholders, taking into account the need for adequate gender representation. 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 performance and progress, including the initial project document, revised log frame, workplans, and the progress report.
- Interviews with project management staff, relevant staff in the country offices and Decent Work Teams (Brussels, Bangkok, Beijing, Islamabad, Ulaanbataar, and San Jose) and ILO HQ through Skype/videoconference.
- Relevant staff in Turin Centre who were involved in capacity building activities through Skype/call.
- Field interviews through Skype/videoconference with individuals and/or focused group discussions with relevant national stakeholders (i.e. Government, Public institutions, social partners, DG TRADE in Brussels, EU Delegations).

The methodology is suggested for the evaluation, which can be adjusted by the Evaluator if considered necessary, in accordance with the scope and purpose of the evaluation and in consultation with the Evaluation Manager, as overseen by EVAL as part of the process for management and implementation of independent evaluations. The methodology should consider any implications on evaluation of the Covid19 pandemic as outlined in the [relevant ILO Guidance](#)³.

The evaluation should be carried out in adherence with the relevant parts of the ILO Evaluation Policy and ILO Policy Guidelines for Evaluation: Principles, Rationale, Planning and Managing for Evaluations (3rd ed. August 2017)⁴.

The following is the proposed methodology:

i. Inception Phase

³ http://www.ilo.org/eval/WCMS_744068/lang--en/index.htm

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

The Evaluator will review the project document, work plans, project monitoring plans, progress reports, previous project reviews completed by ILO and/or donor, government documents, meeting minutes, workshop reports, ILO's programme policy frameworks and other relevant documents that were produced through the project or by relevant stakeholders. In addition, the Evaluator will conduct initial electronic or telephone interviews with key project informants (International Technical Specialist and National Project Coordinators) and an inception meeting with the Evaluation Manager, Project team and technical backstopping unit in ILO HQ (via Skype or face-to-face). The objective of the consultation is to reach a common understanding regarding the status of the project, the priority assessment questions, available data sources and data collection instruments and an outline of the final evaluation report. The following topics will be covered: status of logistical arrangements, project background and materials, key evaluation questions and priorities, outline of the inception and final report. Based on the scope and purpose of the evaluation, document review, briefings and initial interviews, the Evaluator will prepare an inception report with the final methodology.

ii. Data Collection Phase

The Evaluator will first complete relevant consultations with internal project stakeholders such as the International Technical Specialists, project and technical backstopping staff and those in the list of key stakeholders. If the Evaluator wishes to speak with other stakeholders beyond the list, this can be discussed with the Evaluation Manager. The Evaluator will conduct interviews with project management staff, relevant staff in the country offices to obtain their views and feedback on the project. This will include one or more meetings divided per stakeholder group with Government Representatives, Social Partners and Implementing Partners. The IPS, with support from the project team will help in organising electronic and/or in-person meetings/group discussions.

The Evaluator will work together with the Project Management Team, to ensure that the participants who can provide information to answer the questions are invited to the meetings or, if availability does not allow, that separate meetings are organized. Based on these meetings and the document review, the Evaluator will build an initial set of conclusions and possible recommendations for next steps. Debriefing sessions will take place via skype, telephone or face-to-face depending on each country context.

iii. Report Writing Phase

Based on the inputs from discussions and interviews with key stakeholders, the Evaluator will prepare the first of the evaluation report. The draft report will be sent to the Evaluation Manager, who will share the report with key stakeholders for their inputs/comments. The Evaluation Manager will consolidate all comments including methodological comments and will then share them with the Evaluator for consideration in finalizing the report. The Evaluator will finalize the report, taking into consideration the stakeholder comments and submit one complete document, with a file size not exceeding 3 megabytes. A debriefing will be held with the ILO and the donor, in-person or through conference call, following the submission of the final report.

Evaluation Criteria and Suggested questions

The Project will be evaluated against criteria such as its relevance and strategic fit, the validity of project design, project effectiveness, the efficiency of resource use, the effectiveness of management arrangement, and sustainability, as defined in the ILO policy guidelines for evaluation (2017⁵). The Gender dimension will be considered as a cross-cutting concern throughout the methodology, deliverables, and final report of

⁵ http://www.ilo.ch/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_571339.pdf

the evaluation. In terms of this evaluation, this implies involving both men and women in the consultations, evaluation analysis and evaluation reporting. 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 the lives of women and men. The evaluator should also consider adapting evaluation methods to the ILO's normative and tripartite mandate by referring [Guidance Note 19 of the ILO Policy Evaluation Guidelines](#)⁶ :

Due to the nature and timeline, the evaluator, in consultation with the evaluation manager, will develop a methodological note in line with the points listed below:

Relevance and Validity of Design (*Is the intervention doing the right things?*)

- 1) *To what extent were the needs of beneficiaries and stakeholders taken into account in project design?*
- 2) *The extent to which the intervention objectives and design respond to beneficiaries'*, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change*
- 3) *Were the planned project objectives and outcomes relevant and realistic to the situation on the ground? Did they need to be adapted to specific national needs or conditions?*
- 4) *Did the project design establish a clear strategy to solve the problems and needs detected?*
- 5) *To what extent was the monitoring and evaluation framework appropriate and useful in assessing the project's progress?*

Coherence/Strategic fit (*How well does the intervention fit?*)

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

- *To what extent was the project aligned to national priorities and complemented other on-going ILO and wider UN initiatives on labour rights and ILS in the participating countries?*
- *Are strategies and approach coherent with ILO policies, results framework, thematic/sectoral strategies, action plans and other relevant frameworks?*
- *Is project coherent with the other elements of strategies and outcomes in relevant development cooperation projects?*

Project results and effectiveness (*Is the intervention achieving its objectives?*)

- 1) *To what extent did the project achieve planned objectives? Has the quantity and quality of the outputs produced been satisfactory?*
- 2) *To what extent did the project coordinate and collaborate with other on-going ILO, UN and/or*

⁶ http://www.ilo.org/eval/Evaluationguidance/WCMS_721381/lang--en/index.htm

other partners' programmes/projects/initiatives to increase its effectiveness and impact?

- 3) *What are the main factors –internal to the project and external- that have hindered the project capacity to reach the objectives? Are there alternative strategies that would have increased the perspectives of achieving the project objectives?*

Efficiency of resource use (*How well are resources being used?*)

- 1) *To what extent have material, human, and institutional resources been sufficient and adequate to meet project objectives?*
- 2) *What have been the amount, quality, and opportunity of the products supplied?*
- 3) *To what extent was the project efficient in delivering the desired/planned results? Are there other more efficient means of delivering more and better results (outputs and outcomes) with the available inputs?*
- 4) *Has the project received the necessary institutional, technical, and administrative guidance from different decision-making levels for successful execution?*
- 5) *How efficient were the management and accountability structures of the project?*

Progress towards impact (WHAT DIFFERENCE DOES THE INTERVENTION MAKE?)

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

Note: Impact addresses the ultimate significance and potentially transformative effects of the intervention. It seeks to identify social, environmental and economic effects of the intervention that are longer term or broader in scope than those already captured under the effectiveness criterion. Beyond the immediate results, this criterion seeks to capture the indirect, secondary and potential consequences of the intervention. It does so by examining the holistic and enduring changes in systems or norms, and potential effects on people's well-being, human rights, gender equality, and the environment.

Sustainability (*Will the benefits/changes last or be used for further changes?*)

- 1) *How effectively is the Project building the necessary capacity of people and institutions?*
- 2) *To what extent are planned results of the project likely to be sustained and/or scaled-up and replicated by stakeholders?*
- 3) *What further concrete steps could be taken to increase the perspectives of the sustainability of the results?*

Evaluator`s responsibilities and deliverables

1. Key responsibilities:

- 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;
- Consulting and liaising, as required, with ILO, stakeholders and partners to ensure satisfactory delivery of all deliverables; and
- Making herself/himself 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 Terms of References, details of which will be worked out by the end of the inception phase.

2. Key deliverables:

i. Deliverable 1: Inception report with methodology⁷

The inception report should detail the Evaluators' 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 assessing the project across locations;
- A methodology to select and evaluate, among the Project Countries, a sub-set of countries to be reviewed in depth, as mentioned in the evaluation scope section above.

ii. Deliverable 2: Draft Evaluation Report

To be submitted to the Evaluation Manager in the format prescribed by the ILO checklist number 5⁸.

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 formatted⁹. The quality of the report will be determined based on quality standards defined by the ILO Evaluation office¹⁰ who will have final approval of the report. The report should also, as appropriate, include specific and detailed recommendations by the Evaluator based on the analysis of information obtained. All recommendations should be addressed specifically to the organization or institution responsible for implementing it. The report should also include a specific section on lessons learned and good practices¹¹ from that aspect of the project that the evaluation is focusing on, either that could be replicated or those that should be avoided.

v. Evaluation summary

A standalone summary of the evaluation in the template provided by EVAL for wider dissemination¹².

Proposed workplan and timeframe

The evaluation is foreseen to be undertaken in the time period, 15 August 2020 to 30 September 2020 (TBC), with the aim to submit the final evaluation report to the donor no later than 30 October 2020. The total effort is expected to be 20 work days to complete the full assignment.

Phase	Tasks	Responsible Person	Timing	Days Proposed
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⁷ http://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165972.pdf

⁸ http://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165967.pdf

⁹ http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm

¹⁰ http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm

¹¹ http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm

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

¹² http://www.ilo.org/eval/Evaluationguidance/WCMS_166361/lang--en/index.htm

I	Inception phase: Desk review, initial briefing with Evaluation Manager, internal briefings with the IPS and Project Coordinators, development of a draft inception report and agenda for meetings	Evaluator	15-21 August	5 working days
II	Circulate draft inception report to Project stakeholders, consolidate comments and send to Evaluator	Evaluation Manager	24 August -27	4 working days
III	Final Inception report and evaluation plan	Evaluator	By August 30	1 working day
IV	Data collection phase: Meetings with key stakeholders, facilitate stakeholder meetings and interviews, debriefing with ILO Field Offices	Evaluator	31 August – 11 September	7 working days
V	Report writing phase: Draft evaluation report based on desk review and consultations from field visits	Evaluator	By 18 September	5 working days
VI	Circulate draft evaluation report to Project stakeholders, consolidate comments of stakeholders and send to Evaluator	Evaluation Manager	21-25 September	
VII	Finalize report including explanations on comments not included	Evaluator	By 30 September	2 working days
VIII	Approval of report by EVAL	EVAL		
IX	Official submission to PARDEV	Evaluation Manager		
Total				20 working days

Evaluation Management Arrangements

The evaluation will be led by an Independent Evaluator under the general supervision of the Evaluation Manager and ILO EVAL Office. The Independent Evaluator will be responsible for the deliverables under the TOR and required to ensure the quality of data (validity, reliability, consistency, and accuracy) throughout the analytical and reporting phases.

For this independent final evaluation, the final report and submission procedure will be as follows:

- The Evaluation Consultant will submit a draft evaluation report to the Evaluation Manager;
- After reviewing compliance with the TORs and assessment of required quality and completeness, the Evaluation Manager will forward a copy to the project staff and other key stakeholders for comment and factual check;
- The Evaluation Manager will consolidate the comments and send these to the Evaluation Consultant;
- The Evaluation Consultant will finalize the report, incorporating any comments deemed appropriate and providing a brief note explaining why any comments might not have been incorporated. He/she will submit the final report to the Evaluation Manager;
- The Evaluation Manager will forward the report to EVAL for approval after which is submitted to ILO responsible official, key stakeholders and donor as per established process applying to the project;

Administrative and logistical support

The Project management, together with the ILO Country Offices will provide relevant documentation and logistical support to the evaluation process, i.e. assist in organizing meetings with stakeholders.

Annexes

Annex 1: Preliminary list of documents to be reviewed:

- GLO/17/29/EUR relevant Project documents (project document as approved, including logical framework, Financial Statement, Narrative Interim Report)
- ILO Decent Work Country Programmes, where available.
- List of stakeholders