

## CALL FOR EXPRESSIONS OF INTEREST

▶ The ILO Evaluation Office (EVAL) seeks expressions of interest (Eols) from qualified independent evaluator teams with experience in strategy, corporate and institutional level evaluations for the following evaluations selected from its rolling work plan (2020), as endorsed by the Governing Body:

1. Independent High-Level Evaluation of ILO's Gender Equality and Mainstreaming efforts, 2016-2021
2. Independent High-Level Evaluation of the ILO's Programme of Work in Support of Decent Work in the Asia, 2016-2020
3. Independent High-Level Evaluation of ILO's Strategy and Action on Migration (Outcome 9), 2016-2020

The deadline to submit expressions of interest for any of the assignments or a combination thereof is by close of business (Geneva time) on **4 December 2020**.

Interested consultants/teams or companies should send EVAL an expression of interest. Each expression of interest should contain:

- A one-page cover letter indicating relevant expertise and availability during the aforementioned evaluation/study time-frame.
- Full CV(s) of the applicant team members clearly indicating the lead evaluator/researcher.

Fees will be based on competitive UN system relevant levels.

Applicants should submit their Eols via e-mail to [eval@ilo.org](mailto:eval@ilo.org) and indicate the assignment for which they are applying in the e-mail's subject line. Short-listed expressions of interest will be asked to prepare a brief proposal based on TORs to be provided by EVAL. Expressions of Interest are welcome from individual consultants, teams of consultants and companies. Fluency in English and capacity of the team to process material in French and Spanish is required for most assignments.

Given the ongoing pandemic, it is premature to determine whether field visits will be feasible. [ILO EVAL's guidance for conducting evaluations during the pandemic will apply should travel restrictions still be in force.](#)

**Please note that due to the volume of applicants; only short listed candidates will be contacted.**

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## 1. Independent High-Level Evaluation of ILO's Gender Equality and Mainstreaming 2016-2021 (institutional evaluation)

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The ILO's Evaluation Office (EVAL) is preparing for an independent institutional evaluation of the ILO's Gender Equality and Mainstreaming work.

ILO is committed to gender equality and non-discrimination, including as core labour standard, and as integral and mainstreamed into its work at all levels, both as an institution and in the services, programmes and projects in support of the work of constituents. ILO Conventions and Recommendations (including the most recent on The Violence and Harassment Convention, 2019 (No. 190), and its accompanying Recommendation (No. 206) [The Violence and Harassment Convention, 2019 \(No. 190\), and its accompanying Recommendation \(No. 206\)](#); Declarations such as the [Centenary Declaration for the Future of Work \(2019\)](#); and initiatives such as "[the Women at Work Initiative](#)" sets out the normative and policy framework for action on gender equality and is implemented through its normative and development cooperation work.

ILO's policies, strategic plans, programme and budgets and specific institutional plans such as the ILO Action Plan for Gender Equality, which has been in place since 2010 with the current plan covering 2018-21, identifies the specific work on gender equality.

ILO is committed to the *UN System-wide Action Plan (UN-SWAP) on Gender Equality and the Empowerment of Women (GEEW)*, reporting on the performance indicators. The current UN-SWAP started in 2018 and this evaluation constitutes the evaluation to assess corporate performance on gender mainstreaming or equivalent required by the current UN-SWAP.

The ILO Action Plan for Gender Equality is reported on to the ILO Governing Body (GB) and Action Plan 2010-15 was evaluated in 2016. The GB has requested a report in March 2022 on the evaluation of the current Action Plan 2018-21 that would inform the subsequent Action Plan for 2022-25. This high-level evaluation of ILO's Gender Equality and Mainstreaming work will constitute that evaluation, covering also the Action Plan 2016-17 and with a scope that includes looking at the outcomes in ILO's programmes and action as a results of implementing the Action Plan.

As a strategic high-level evaluation, it will take a retrospective and a forward-looking approach. The evaluation will follow the standard OECD-DAC criteria for evaluations, and will take a specific focus to respond to the ILO's normative and tripartite mandate, gender equality responsiveness and contribution of the ILO to the relevant targets set in the 2030 Agenda for Sustainable Development. The recommendations from the evaluation are expected to inform ILO's work.

The evaluation will be undertaken in line with [Protocol 1: High-level Evaluation Protocol for Strategy and Policy Evaluation](#). Examples of similar types of evaluations can be found on EVAL's website under [Strategy and Policy Evaluations](#). The evaluators will work in accordance with the [Code of Conduct for evaluators](#).

The evaluation of ILO's Gender Equality and Mainstreaming covering the period 2016-2021 will look at the achievements and outcomes of gender equality and mainstreaming action at the institutional level. The evaluation will look at how gender equality and mainstreaming action is identified, designed, implemented and used in support of ILO's policy and technical work. The evaluation has a proposed focus on strategies, approaches, outcomes and achievements related to gender equality and mainstreaming with a formative purpose.

The evaluation will be carried out by an evaluation team with experience in evaluation of gender equality and mainstreaming, with preferably experience with strategy evaluations for UN agencies and/or in the multilateral context. Thorough understanding of the unique mandate and role of gender equality and mainstreaming, in the UN system and in similar organisations is required. Familiarity with ILO's normative work and tripartite structure is preferable. EVAL as the independent evaluation function will be a team member of the evaluation.

The team of evaluators is expected to carry out a thorough scoping and consultation process as a first phase. This will lead to an inception report with an evaluation plan for the implementation of a global institutional level evaluation as the second phase. A separate synthesis review of a sample of relevant evaluations of ILO implemented development cooperation projects will be carried out by separate contractor to provide complementary information.

The global institutional evaluation will consist of visits to structures and locations at all levels, the evolution of Covid19 pandemic permitting. Up to 10 different locations will be visited, covering ILO worldwide structures and requiring knowledge of English, French and Spanish. The evaluation is expected to be a global institutional evaluation with strong evidence and examples from actual work on gender equality and mainstreaming.

The level of effort covering both phases is expected to be between a total of 80-100 workdays spread over a team of minimum two persons, with a dedicated team leader. Deliverables include an inception report with detailed scoping; field visits and surveys as required; a first, second and final draft evaluation report; and a PowerPoint presentation of key findings. The work will include up to three scoping and consultation visits to Geneva.

ILO welcomes expressions of interest from teams or individual consultants who are willing to work in a team with other consultants. Given the large scope of work, teams of consultants who have proven experience working together would be welcome. The applicant teams and/or companies should have the following profile:

- At least 10 years' experience in evaluation of policies, strategies and organizational effectiveness;
- Sound understanding of the concepts and issues related to gender equality and mainstreaming, and demonstrated knowledge and expertise from evaluation and organisational assessments of gender equality and mainstreaming;
- Adequate contextual knowledge of the UN, including SDGs, and proven past work on strategy evaluations for UN agencies;

- Familiarity with ILO's normative work, tripartite structure and other cross cutting policy drivers desirable;
- Expertise in qualitative and quantitative evaluation methods and an understanding of issues related to validity and reliability;
- Familiarity with relevant UNEG guidance, particularly on integrating gender and human rights; and
- Fluency in spoken and written English, Spanish and French (to the degree that the team should be able to include country case studies of various regions using Spanish and French).

The detailed Terms of Reference are being finalized. EVAL would like to seek expressions of interest from individuals or companies who would be interested to undertake this evaluation (*please indicate "HLE of ILO Gender Equality and Mainstreaming" in the e-mail's subject line*). The evaluation will begin as early as possible in 2021. Should international health regulations allow, country visits (to be determined see above) would take place in April-May 2021. A draft summary of the report for the ILO Governing Body will be produced by the end of June 2021. A full and final report will be submitted by the end of August 2021. Please address any questions you may have to the senior evaluation officer responsible for this evaluation Peter E. Wichmand: [wichmand@ilo.org](mailto:wichmand@ilo.org) with a copy to [eval@ilo.org](mailto:eval@ilo.org).

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## **2. Independent High-Level Evaluation of the ILO's Programme of Work in Support of Decent Work in the Asia, 2018-2020**

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The ILO Evaluation Office is preparing for an independent evaluation of the ILO's Programme of Support Decent Work in Asia and the Pacific, 2018-2020.

The present evaluation has a dual-purpose: assess achievements of programme outcomes and organizational learning. The evaluation will attempt to contribute to organizational learning by identifying lessons that have been learned and emerging good practices. This information will inform future ILO strategies and the design of new DWCPs.

DWCPs are the main vehicle for delivery of ILO support to countries. They have two basic objectives: promote decent work as a key component of national development strategies. At the same time, they organize ILO knowledge, instruments, advocacy and cooperation for tripartite constituents in a results-based framework to advance the Decent Work Agenda within the fields of comparative advantage of the Organization.

The evaluation will be based upon the ILO's evaluation policy that adheres to international standards and best practices, articulated in the OECD/DAC Principles and the Norms and Standards for Evaluation in the United Nations System approved by the United Nations Evaluation Group (UNEG). More specifically, the evaluation will be conducted in accordance with [EVAL Protocol No 2: High-level Evaluation Protocol for DWCP Evaluation](#).

The number of work days needed for the completion of the work is estimated to be 60-70 days input of expert level effort. A separate synthesis review of a sample of relevant evaluations of ILO implemented development cooperation projects will be carried out by separate contractor to provide complementary information as per standard EVAL approach. Deliverables include an inception report with detailed scoping; field visits and surveys as required; a first, second and final draft evaluation report; and a PowerPoint presentation of key findings

ILO welcomes expressions of interest from teams or individual consultants who are willing to work in a team with other consultants. Given the large scope of work, teams of consultants who have proven experience working together would be welcome. The applicant teams and/or companies should have the following profile:

- Adequate contextual knowledge of the UN, the ILO, and Asia and the Pacific region;
- Adequate technical specialization: Demonstrated knowledge and expertise of labour and industrial relations topics;
- At least 10 years' experience in evaluation policies, strategies, country programmes and organizational effectiveness;
- Experience conducting country programme evaluations for UN organizations;
- Expertise in qualitative and quantitative evaluation methods and an understanding of issues related to validity and reliability;
- Fluency in spoken and written English; and
- An understanding of ILO cross-cutting issues.

The detailed Terms of Reference are being finalized. EVAL would like to seek expressions of interest from individuals or companies who would be interested to undertake this evaluation (*Please indicate "HLE of ILO in Asia and the Pacific" in the e-mail's subject line*). The evaluation will begin as early as late 2020 or very early 2021. Should international health regulations allow, country visits (to be determined see above) would take place in April-May 2021. A draft summary of the report for the ILO Governing Body will be produced by the end of June 2021. A full and final report will be submitted by the end of August 2021. Please address any questions you may have to the senior evaluation officer responsible for this evaluation Craig Russon: [russon@ilo.org](mailto:russon@ilo.org) with a copy to [eval@ilo.org](mailto:eval@ilo.org).

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### **3. Independent High-Level Evaluation of ILO's Strategy and Action on Migration (Outcome 9), 2016-2020**

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The evaluation focusses on ILO's work on fair and effective labour migration 2016-20. The scope of the evaluation will cover all of ILO's work on fair labour migration with an in-depth focus on fair recruitment. Further scoping of the work will take place during the inception phase in early 2021 in consultation with the evaluation team, technical department and EVAL.

#### **Scope:**

The evaluation will cover the time-period 2016-2020 (two full biennia 2016-17; 2018-19; and 2020). It will consider all efforts of the Office in supporting the achievement of its commitment towards promoting fair labour migration during this period. The evaluation will also be forward-looking providing the ILO with recommendations on its work on migration in the post-pandemic world.

The evaluation will include a review of:

- The role and relevance of the ILO's work in creating an enabling environment for fair labour migration as a key element of global and national development strategies and as a means to create more and better jobs;
- Evidence on how the Office has increased the coherence, and effectiveness (with respect to achieving results) of its support to Member States and constituents through various forms of direct services and support;
- The Office's capacities and performance regarding the implementation of this approach from headquarters, regional offices and field offices (in selected countries), including management arrangements and global and national partnerships involving constituents and other UN agencies, international allies, development agencies and civil society organizations;
- The results-based framework, the choice and the use of indicators, and the reviewing and reporting of progress with the Programme and Budget (P&B) frameworks as well as the capacity building related initiatives will be discussed; and
- Coordination and collaboration across the ILO and between ILO headquarters and the field to maximize the support to constituents in improving fair labour migration, fostering a favourable environment and decent work.

This would entail an analysis of CPOs, global products, programmes and projects that contribute to this outcome in terms of their strategic fit, effectiveness, efficiency, results, sustainability and potential impact. Analysis of resource portfolio (Development cooperation and other funding modalities) would be an integral part of the scope.

Efforts made to promote the normative framework that apply to this theme should be covered and emerging lessons in this regard should be documented. At the same time, the evaluation should include in its spectrum, the SDG dimension. ILO's role in inter-agency networks/other relevant global networks and partnerships at national, regional and global levels should be assessed. The Global Commission on the Future of Work and the [ILO Centenary Declaration for the Future of Work](#) should also be considered especially about the focus and future direction of this policy outcome.

Preliminary discussion with the Migrant department and past requests from the constituents suggests that the evaluation should focus particularly on the fair recruitment agenda, governance of migrant work at the bilateral and multilateral level and ILOs work within that context with a view to providing information on ILOs future work in the post pandemic situation for equitable and inclusive decent work for migrant workers.

The evaluation will also cover contributions made by other departments and units (both at the HQ level and at the level of field offices).

The work is expected to take place over January to September 2021 and the level of effort has been calculated at 80- 100 days to be split between evaluation team members. A separate synthesis review of a sample of relevant ILO implemented development cooperation projects will be carried out by separate contractor to provide complementary information as per standard EVAL approach. Deliverables include an inception report with detailed scoping; field visits and surveys as required; a first, second and final draft evaluation report; and a PowerPoint presentation of key findings.

ILO welcomes expressions of interest from teams or individual consultants who are willing to work in a team with other consultants. Given the large scope of work, teams of consultants who have proven experience working together would be welcome. The applicant teams and/or companies should have the following profile:

- At least 10 years' experience in evaluation of policies, strategies and organizational effectiveness;
- Sound understanding of concepts and issues related to labour migration and fair recruitment evidenced by past evaluation work on the topic
- Proven high level strategy evaluation experience with UN agencies, ILO experience would be welcome
- Familiarity with ILO internal processes, tripartite mandate and cross-cutting issues of gender and inclusion, and decent work
- Language ability in the official languages of the ILO (English, Spanish and French) including the ability of the team to conduct interviews in the three languages and draft surveys and analyse survey results. The report will be drafted in English
- Available for work between January and September 2021 including possible travel to field visit countries should international health regulations allow.

The detailed Terms of Reference will be shared with consultants who are selected for the second round. EVAL would like to seek expressions of interest from individuals or companies who would be interested to undertake this evaluation (*please indicate "HLE of Labour*

*Migration* the e-mail's subject line) to [eval@ilo.org](mailto:eval@ilo.org). The evaluation will begin as early as late 2020 or very early 2021. Should international health regulations allow, country visits (to be determined see above) would take place in April-May 2021. A draft summary of the report for the ILO Governing Body will be produced by the end of June 2021. A full and final report will be submitted by the end of August 2021. Please address any questions you may have to the senior evaluation officer responsible for this evaluation Naomi Asukai: [asukai@ilo.org](mailto:asukai@ilo.org) with a copy to [eval@ilo.org](mailto:eval@ilo.org).