

## **Call for Expressions of Interest**

### **Final Independent Evaluation**

The ILO Evaluation Office is seeking expressions of interest for independent evaluation consultants (home-based) for a final independent evaluation of the “LOCAL EMPOWERMENT THROUGH ECONOMIC DEVELOPMENT and RECONCILIATION PROJECT (LEED+ project).

The independent evaluation consultants will conduct the evaluation as described in the Terms of Reference attached.

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 “LOCAL EMPOWERMENT THROUGH ECONOMIC DEVELOPMENT and RECONCILIATION PROJECT (LEED+ project) funded by DFAT and the Government of Norway nor have a personal relationship with any of the ILO Officials who are engaged in the project.
- 6) 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 27 January 2023.

Please send an e-mail with the subject header “Evaluation of the LEED+ project” to Evaluation Manager at [ngocn@ilo.org](mailto:ngocn@ilo.org), copied to [russon@ilo.org](mailto:russon@ilo.org)



International Labour Organization

20 Dec

## TERMS OF REFERENCE (TOR)

### INDEPENDENT FINAL EVALUATION

#### PROJECT "LOCAL EMPOWERMENT THROUGH ECONOMIC DEVELOPMENT and RECONCILIATION PROJECT (LEED+)

##### 1. Key facts

Title of project being evaluated	LOCAL EMPOWERMENT THROUGH ECONOMIC DEVELOPMENT AND RECONCILIATION PROJECT (LEED+)
Project DC symbol	LKA/18/01/MUL
Programme Date	01-JUL-2018 - 30-JUN-2023
Type of evaluation	Final Independence Evaluation
Date of Evaluation	February – March 2023
Donor	Department of Foreign Affairs and Trade of the Government of Australia (DFAT) and the Government of Norway
Administrative Unit in the ILO responsible for administrating the project	ILO Country Office for Sri Lanka and the Maldives (CO-Colombo)
Technical Unit(s) in the ILO responsible for backstopping the project	The Development and Investment Branch (DEVINVEST), ILO Cooperatives Unit (COOP), Small and Medium Enterprises Unit (SME)
P&B outcome (s) under evaluation	ILO P&B 2022-23, Outcome 3: Economic, social and environmental transition for full, productive and freely chosen employment and decent work for all.  ILO P&B 2022-23, Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work
SDG(s) under evaluation	The project simultaneously supports Sri Lanka's obligations under the SDGs including on Goal 8 on promoting decent work, Goal 5 on supporting gender equality, Goal 10 on reduced inequality, Goal 13 on climate change and Goal 16 on peace and justice and strong institutions.
External Implementing Partners	Ministry of Labour & Trade Union Relations, Employers' Federation of Ceylon, Department of Cooperatives, Department of Agriculture, Department of Fisheries, Cooperatives, Producer Organizations, Sea Food Exporters Association, District and Provincial Departments, National Aquaculture Development Authority of Sri Lanka (NAQDA)
Budget	Joint Proposal Australia/Norway USD 6.5 M

## List of Abbreviations

CO-Colombo	ILO Country Office for Sri Lanka and the Maldives
COOP	ILO Cooperatives Unit
CTA	Chief Technical Advisor
DEVINVEST	The Development and Investment Branch
DFAT	Department of Foreign Affairs and Trade of the Government of Australia
DWCP	Decent Work Country Programme
EVAL	ILO Evaluation Department
HQ	Headquarters
ILS	International Labour Standards
LEED+	Project Local Empowerment through Economic Development
MSME	Micro Small and Medium Enterprises
NAQDA	National Aquaculture Development Authority of Sri Lanka
OECD / DAC	Organisation for Economic Co-operation and Development/ Development Assistance Committee
P&B	Programme and Budget
PwDs	Persons with Disabilities
ROAP	ILO Regional Office for Asia and Pacific
REO	Regional Evaluation Official
SDGs	Sustainable Development Goals
SME	Small and Medium Enterprises Unit
TOR	Terms of Reference
UNEG	United Nations Evaluation Group
UNSDCF	United Nation Sustainable Development Cooperation Framework

## 2. Background information

### Background of the project to be evaluated

The Local Empowerment through Economic Development (LEED) project has been implemented since 2011 through continuous phases in the Northern Province of Sri Lanka.

Funded by Department of Foreign Affairs and Trade of the Government of Australia (DFAT) and the Government of Norway, implemented by ILO and its constituents (Government, Employers and Workers Organizations), the overall project intervention is broadly conceptualized as embedded on an evolution of peace and reconciliation institutional context in the long run.

Phase I of the project focused its response to contribute to reducing fragility in the post conflict setting of Sri Lanka by creating decent work opportunities and supporting inclusive growth and reconciliation for vulnerable communities. In its first phase the project worked with a wide range of public and private sector partners, producer organizations, National Chamber of Exporters, Chambers of Commerce, National Sea Food Exporters Association, Employers' Federation of Ceylon, national and local organizations, national and provincial governments.

It aims to promote resilient, inclusive and sustainable growth strategies for conflict affected communities in the Northern and North-Central provinces of Sri Lanka. The project is an ILO response to the need to reduce fragility in the post conflict setting of Sri Lanka by creating decent work opportunities and supporting inclusive growth and reconciliation for vulnerable communities.

The project approach is pragmatic, conflict-sensitive, gender-responsive and ultimately aimed at empowering local farming, fishing communities, producer's organizations and Small and Medium Enterprises (SMEs) so that they can both benefit from as well as participate in, post conflict development of Sri Lanka. The project intends to harness this untapped potential to strengthen the resilience and dynamism of post-conflict communities.

Built on the results of Phase I, LEED+ project aims to continue scaling up of the activities in the fruits and vegetable and the fishery sectors targeting the vulnerable communities, with a special focus on women in the Project on Employment Generation and Livelihoods through Reconciliation funded by the Government of Norway and launched in March 2017.

In its new phase, LEED+ project's emphasis continued to be on working with a wide range of stakeholders but with a focus on up-scaling and policy development to have the widest possible impact in the target regions.

Economic empowerment remains the key strategic pillar in LEED+. However, the new emphasis in the new phase had been sustainability. The emphasis of this Phase II is shifted to up-scaling and policy development as well as ensuring the sustainability of the business elements of the LEED approach and to have the widest possible impact in the target regions.

The Mid Term Evaluation was carried out in August and September 2020 amidst the raging COVID 19 pandemic and political crisis with all its adverse impact on socio, economic and political context of countries all over the world and Sri Lanka is also faced with such challenges. The Mid-Term Evaluation evaluated all activities implemented by the project covering all the outputs and outcomes for the period between 1st of November 2018 and end of July 2020. Gender equality and non-discrimination, mainstreaming of persons with disabilities (PWDs), promotion of International Labour Standards (ILS), Tripartite processes and environmental issues were also considered throughout this evaluation.

Main findings and conclusions of the Mid Term Evaluation of the project show that, overall, the project scores very high on its relevance vis a vis the needs of the Northern context; The project also embeds well within the ILO overall policies, frameworks and priorities; and project scores very high in terms of reaching out the vulnerable and marginal groups of communities and geographic areas.

Highlights of the recommendations of the project include revisiting the design and strategy for the remaining project period and having a strategy to catch up the work that had been disrupted due to COVID, political crisis and other factors in 2019 and 2020. ILO's key emphasis on areas of Decent Work, Jobs for Peace & Reconciliation and Climate & Resilience have been the overall policy frameworks on which LEED+ is premised upon.

### **Project strategy**

LEED+ project rests upon three main pillars of intervention, which are (i) sustainable income generation; (ii) gender and disability inclusion; and (iii) scaling up. All three pillars are interlinked.

To generate sustained income, the LEED project capacitates government and private partners through capacity development programmes and skills for MSMEs, Coops in fruit, vegetable, fishery and processed food sectors, provides them with appropriate technology and economic infrastructures. It then supports them to connect with exporters and other national investors to diversify markets and maximise profits.

In parallel, the LEED+ project brings in an element of inclusion in the sphere of gender and disability. It provides the necessary skills and knowledge of women and persons with disabilities to enable them to effectively participate in decision-making and to better mainstream women and persons with disabilities into economic activities so that they can equally benefit from the outcomes of the projects.

For sustainability, the LEED+ project brings in the emphasis as well as the challenge of institutionalizing by way of scaling-up the relatively small interventions in to a wider web of business relations that would sustain on its own. It has initiated and developed interventions with the various partners by the project. It aims that by the end of the project period a sufficiently trained government cadre with appropriate guidelines, technical manuals will be in place, policy makers will be aware and the elements of the LEED projects will be adapted into development programmes by relevant national, provincial and local level ministries, departments, institutions and private sector organizations.

### **Stakeholders and target groups/beneficiaries**

The target beneficiaries are women and persons with disabilities within the MSMEs in primary industries and informal sectors, Coops in fruit, vegetable, fishery and processed food sectors and community, youth, the poor and vulnerable who have been identified by the LEED+ project.

The project has a wide range of stakeholders including public and private sector partners, producer organizations, Jaffna Chambers of Commerce, Employers' Federation of Ceylon, national and local organizations, national and provincial governments. Department of Manpower, Department of Industries, Social Service Department, National Aquaculture Development Authority of Sri Lanka (NAQDA), and private sector companies (Tropi Coir Pvt Ltd, Sunfrost Pvt Ltd, Crysbro Pvt Ltd, Ceylon Biscuit Limited, David Gram company). The focus is on stakeholders for up-scaling and policy development to have the widest possible impact in the target regions.

### **Project alignment with the DWCP, P&B, UNSDCF, SDG, and National strategies and donors' interests**

The LEED+ project contributes to DWCP 2018-2022 country priority 1: Creation of sustainable, inclusive and decent employment.

The Project is aligned to ILO P&B 2022-23, Outcome 3: Economic, social and transition for full, productive and freely chosen employment and decent work for all.

It also contributes to the ILO's flagship programme "Jobs for Peace and Resilience", Recommendation 193 (cooperatives), Recommendation 205, (Employment and Decent Work for Peace and Resilience), as well as Job Creation in Small and Medium-Size Enterprises Recommendation 1998 (No. 189).

Regarding SDGs, the project simultaneously supports Sri Lanka's obligations under the SDGs including on Goal 8 on promoting decent work, Goal 5 on supporting gender equality, Goal 10 on reduced inequality, Goal 13 on climate change and Goal 16 on peace and justice and strong institutions.

The project supports the Government of Sri Lanka's development strategy "Vision 2024 to achieve sustainable economic and social development and the United Nations Sustainable Development Cooperation Framework (UNSDCF). It also aligns with the Sri Lanka's Peace building Priority Plan (PPP) and is in line with the National Export Strategy (NES) of 2018-2022.

For Australia, the project remains relevant to the rationale and the three objectives that are set forth under the DFAT "Aid Investment Programme for Sri Lanka 2015-2019"<sup>1</sup>, namely expanding livelihood opportunities of the poor, holding government accountable and responsive to private sector needs, and enhancing gender equality.

For Norway, the LEED+ approach is closely aligned with Norway's development priorities including the promotion of better understanding between population groups and contributes to peaceful development in local communities as well as support to resettled communities and livelihood support.

### **Project governance and management arrangements**

At the provincial level, there is an advisory committee and a steering committee to support the implementation of the LEED+ project. The LEED+ project will also report to the ILO's Decent Work Country Programme Task Force meeting, which is held every four months.

For management and staffing of the LEED+ project, there is one Chief Technical Advisor (CTA) who is based in Colombo (whose services cost shared with the ILO). The CTA reports to the Director of the ILO Country Office for Sri Lanka and the Maldives. Other key personnel include a National Project coordinator, Marketing and Supply Chain Specialist, Gender and Peace Building Officer, National Coordinator for Monitoring and Evaluation, and National project officer (for upscaling), and a National Coordinator for Communication.

## **3. Purpose, objectives, and scope of the evaluation**

### **3.1. Evaluation background:**

ILO considers evaluation as an integral part of the implementation of technical cooperation activities. As per ILO evaluation policy and procedures all programmes and projects with a budget of USD 5 million and above must have to go through two independent evaluations. Both evaluations are managed by an ILO certified evaluation manager and implemented by independent evaluators.

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<sup>1</sup> <http://dfat.gov.au/about-us/publications/Pages/aid-investment-plan-aip-sri-lanka-2015-19.aspx>

The ILO applies the evaluation criteria established by the Organisation for Economic Co-operation and Development (OECD) / Development Assistance Committee (DAC) Quality Standards for Development Evaluation and the United Nations Evaluation Group (UNEG) Code of Conduct for Evaluation in the UN System. This evaluation will follow guidelines on results-based evaluation of the ILO Evaluation Department (EVAL) contained in the “ILO Policy Guidelines for Evaluation (4<sup>th</sup> edition)” and, more specifically, the checklist "Preparation of the Evaluation Report".

### **3.2. Evaluation purposes:**

The primary purpose of the evaluation is to ensure accountability and learning to the ILO constituents and stakeholders and learning for future programming. The findings and recommendations are to be used as organizational learning to improve the future relevant projects and programmes.

The final independent evaluation will assess the relevance, coherence, efficiency, effectiveness and sustainability of proposed outcomes, and test underlying assumptions about contributions to broader economic and social impacts.

In addition, the evaluation will also assess unintended both negative and positive results, and identify major factors that facilitate or hinder the progress in achieving the overall objectives, outcomes both in terms of environment and those internal to the portfolio of interventions.

It will also assess the adverse impact of COVID 19, and the political and economic crisis on the project's ability to achieve planned results and objectives and measures taken to mitigate the negative impact.

### **3.3. Users of the evaluation:**

Key users of the evaluation are ILO's constituents, national and international partners, such as:

- Government of Sri Lanka and External project stakeholders including Ministry of Labour & Trade Union Relations, Employers' Federation of Ceylon, Department of Cooperatives, Department of Agriculture, Department of Fisheries, Cooperatives, Producer Organizations, National Chamber of Exporters, Sea Food Exporters Association, District and Provincial Departments, and private sectors.
- ILO Country Office in Colombo
- ILO HQ, DEVINVEST, COOP and SME Units
- Donors –DFAT and Norwegian government
- ILO Regional Office for Asia and Pacific (ROAP)
- The project team and other relevant ILO policy departments, branches and programmes

### **3.4. Scope of the evaluation**

The final evaluation will cover activities implemented by the project covering the outputs and outcomes for the period between 01-JUL-2018 to 30-JUN-2023. The evaluation will cover all the planned outputs and outcomes under the project to achieve the overall objective of the LEED+ project which is “Enhanced resilience, inclusive and sustainable growth of targeted communities in selected areas of the Northern Province”. The evaluation will also examine the social cohesion in the target regions - the extent that the project has contributed to building peace and promote social cohesion ultimately .

The evaluation will assess how capacity building and the provision of appropriate technology and economic infrastructures for members of Coops farmer organizations, MSMEs, have effectively contributed to generate sustained income , decent working conditions and inclusion of women and PwDs in economic activities for the target beneficiaries as well as for scaling up.

The evaluation will integrate ILO's rights-based cross-cutting issues, including gender equality, disability inclusion, norms and social dialogue and environment/climate change impact. To the extent possible, the evaluation will also attempt to assess the project's impact on mental health and well being of the beneficiaries, including if the project could set up mechanisms to prevent and report of exploitation and abuse related to work.

The evaluation will attend to how the intervention is relevant to the ILO's programme and policy frameworks at the national and global levels, UNSDCF and national sustainable development strategy or other relevant national development frameworks, including any relevant sectoral policies and programme.

#### **4. Evaluation criteria and questions (including Cross-cutting issues/ issues of special interest to the ILO)**

##### **4.1. Evaluation criteria:**

The evaluation will be based on the following evaluation criteria: Relevance, coherence, effectiveness, efficiency, impact and sustainability as defined in the ILO Policy Guidelines for results-based evaluation, 2020:

- Relevance and validity of design
- Coherence
- Effectiveness
- Efficiency
- Impact
- Sustainability

Assessment on coherence is integral to the evaluation. The evaluation also conducts evaluation of cross cutting issues/issues of special interest to the ILO. It will comply with evaluation criteria related to ILO's mandate in cross-cutting policy drivers and pro-poor focus and inclusion issues, namely, project's responsiveness to issues relating to gender equality and disability inclusion and project's relevance and contribution to SDG and related targets as prioritized by the national sustainable development strategy and DWCP.

##### **4.2. Evaluation questions:**

The following are indicative evaluation questions that can be used to guide the evaluation. These questions are not intended to be exhaustive and can be adapted or other questions or aspects of the questions can be added as proposed by the evaluators.

The evaluators may adapt the evaluation criteria and questions, but any fundamental changes should be agreed between the evaluation manager and the evaluators, and reflected in the inception report.



**Relevance and validity of design (is the intervention doing the right things)**

1. How have the project's objectives been aligned and contributed to the needs and expectation of primary stakeholder ( Community ), specifically the marginalized men, women, people with disabilities and policies of donors?
2. To what level desired aspiration of the target groups has been met? i.e. economic wellbeing of the community will facilitate longer term peace and reconciliation.
3. To what extent did the project strategies, within their overall scope, contribute to the creation of decent work opportunities and inclusive growth and reconciliation for vulnerable communities?
4. How did the project contribute to the relevant International Labour Organisation Programme & Budget Outcomes, Sri Lanka's DWCP and to the UNSDCF?
5. Does the Theory of change exist? And to what extent it is used to guide project implementation towards the project objectives? Were the indicators clearly defined, describing the changes to be brought about ? Were the risks properly identified, assessed and what recommended risks can be added to be mitigated against?
6. To what extent did the COVID-19 pandemic and political and economic crisis of Sri Lanka have adverse impact on the planned achievements and strategy etc. and the extent to which the project has been able to adapt and to respond to the unexpected consequences of the above events?
7. Has the project design still been valid vis-à-vis the COVID-19 pandemic and the political/economic crisis? To what extent have the COVID-19 pandemic and political and economic crisis affected the project? and whether the project adjusted its design to respond to the challenges?

**Coherence (The extent to which ILO strategy and actions have been coherent and complementary to the related efforts and creating synergies and interlinkages)**

1. To what extent have the strategy and interventions created synergies and interlinkages with other interventions being carried out by ILO?
2. Were the strategy and interventions consistent with the relevant international norms and standards to which the ILO adheres to?
3. To what extent have the interventions been coherent and complementary to activities being carried out by constituents, United Nations (UN) partners, and other multilateral and bilateral organizations?
4. What are the contributions of the project to National Development framework and other relevant policies and strategies, and the donors' programme strategies?

**Effectiveness (is the intervention achieving its objectives, and effectiveness of project governance)**

1. To what extent have the project objectives been achieved, including in its work on peace and reconciliation?
2. To what extent did the results benefit women and PwDs?

3. What were the main internal and external factors that influenced the achievement or non-achievement of results?
4. To what extent were the institutional set-up, capacity for project implementation, coordination mechanisms and the use and usefulness of management tools effective?
5. What are the constraints/limitations in various types of partnerships that the project had made used of? E.g. broader partnership such as partnership with lead companies, partnership with Government entities, partnership with SMSE, Coops etc.
6. Have the project partnership strategies been appropriate and effective towards achieving the expected results? E.g. by assessing how the private sector, public sector continue to work with communities in the North beyond the project by giving specific attention to the private partnership strategy, of the partnership strategies?
7. How effective was the project in stimulating interests and participation of meso level partners? (E.g. SANASA, CCIY and Cooperative council) To what extent were the meso level partners instrumental in achieving project objective?
8. To what extent the project benefited by the extra resource allocation for reintegrating the people in demining areas?
9. How the M&E strategy that the project developed has enhanced accountability, learning and fed into management? Including how the behavioural change anticipated vs. achieved to contribute to the effectiveness.

#### **Efficiency (how well are resources being used)**

1. To what extent did the project leverage resources (financial, partnerships, expertise) to achieve outcome and outputs?
2. Was the project implemented as planned, what have been the factors that affected timely delivery of activities and finance? How did the project adapt to challenges to project implementation?
3. Does the project allocate sufficient resources to integrate gender, gender disability and for M&E?
4. How effectively is the project using allocated funding. Could resources have been allocated in a more cost-effective manner ?

#### **Impact (what differences does the intervention make?)**

1. To what extent did the project bring lasting changes in norms and policies that promote connection with exporters and other national investors to diversify markets and maximise profits?
2. Has the intervention made a difference to providing key beneficiaries, including youth with appropriate technology and economic infrastructures? If so, how has the intervention made a difference? (explicitly or implicitly)
3. What were the intervention's long-term effects in terms of generating sustained income, access to market, financial services, decent working conditions, creation of jobs, through building capacity and skills of MSMEs, members of Coops.

4. What are the contributions of the LEED+ to build peace, resilience and social cohesion, and promote gender equality and access for persons with disabilities in the target areas?
5. What are the unintended and intended impacts (and outcomes) of the interventions?

**Sustainability (will the benefits last?)**

1. How likely have the results of the intervention to be incorporated into development strategies and policies of various ministries, departments and private sector organisations at the national level and even grass root levels organisations like cooperatives?
2. To which extent have the results of the intervention been likely to have a long term, sustainable positive contribution to scaling-up from grass-root level to provincial or national level? To what extent is the project able to make changes which last longer for vulnerable women and persons with disabilities?
3. How far project exit strategy including upscaling and private sector approaches are sustainable after the project is over?
4. To what extent targeted public and private institutions have changed institutional level practices, system , approaches, and targeting, in order to provide better services for women and PwDs ?
5. What are the factors that may hinder sustainability?

**Project's responsive and transformative approaches aimed at gender equality and disability inclusion**

1. To what extent did the project design identify and integrate specific targets and indicators to capture:
  - i. Gender equality and non-discrimination concerns through an intersectional lens?
  - ii. Concerns regarding persons with disabilities through an intersectional lens?
2. What are the key achievements of the project on gender equality and women's empowerment so far?
3. Within its overall objectives and strategies, what specific measures were taken by the project to address issues relating to:
  - i. Gender equality and non-discrimination through an intersectional lens?
  - ii. Inclusion of persons with disabilities through an intersectional lens?
4. To what extent did the project bring lasting changes in norms and policies that favour/promote:
  - i. Gender equality and non-discrimination through an intersectional lens?
  - ii. Inclusion of persons with disabilities through an intersectional lens?
5. How has the project been able to leverage the ILO contributions, through its comparative advantages including ILS, social dialogue and tripartism?

## Project's responsiveness to SDGs

1. To what extent the project considered relevant SDG targets and indicators?
2. To what extent did the project increase stakeholders' awareness on SDG targets and indicators relevant to Decent Work Agenda? (explicitly or implicitly)
3. To what extent did the project leverage partnerships (with constituents, national institutions and other UN/development agencies) that enhanced projects relevance and contribution to priority SDG targets and indicators? (explicitly or implicitly)

## 5. Methodology

The methodology for the evaluation will follow the EVAL evaluation policy guidelines and the ILO/EVAL checklists. The methodology will include multiple methods, with analysis of both quantitative and qualitative data, and be able to capture intervention's contributions to the achievement of expected and unexpected outcomes.

The methodology will ensure involvement of key stakeholders in the implementation as well as in the dissemination processes, including through meetings, interviews, validation workshops, etc.

The evaluation consultants team will develop the final evaluation methodology in consultation with the evaluation manager. The methods will be selected for their rigor and their ability to produce empirical evidence to meet the evaluation criteria, answer the evaluation questions and meet the objectives of the evaluation.

During the data collection process, the evaluation consultant team will compare and cross-validate data from different sources (project staff, project partners and beneficiaries) to verify their accuracy, and different methodologies (review documentary, field visits and interviews) that will complement each other. The evaluation consultant team will ensure that women's views and perceptions, as well as those of persons with disabilities are also reflected in databases, interviews and that gender-specific questions are included in the questionnaires. All efforts are made to ensure conflict-sensitivity in the methodology (e.g. making sure informants and focus group discussions include representatives from different ethnic, religious, returnee/host community groups, and that interviews are conducted in a respectful way).

The detailed approach and methodology, including the workplan are part of the inception report.

The evaluation methodology will include:

**Desk review:** desk review of all relevant documents, including but not limited to project document and its theory of change. The evaluation consultant team will examine the intervention's Theory of Change with particular attention to the identification of assumptions, risk and mitigation strategies, and the logical connect 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.

Evaluation consultant team will also evaluate the logical framework, funding agreement, relevant minute sheets, implementation plan, performance evaluation plan, progress reports, other relevant documents and studies.

**Meetings with the Chief Technical Advisor (CTA) and project staff in Colombo and Kilinochchi:** the evaluation consultant team will meet the CTA and relevant project staff to secure a thorough common

understanding, support and engagement for the evaluation of the project. These meetings can be in person or virtually as conditions warrant.

**Meetings with backstopping units and the donor:** the evaluation consultant team will meet with the relevant regional technical backstopping units and, if necessary, relevant units in HQ virtually. These meetings aim to reach a common understanding in relation of the technical and financial status of the project.

**Field visits, collection of data, and interview with stakeholders:** the evaluation consultant team will carry out a field work in the five districts where LEED+ is implemented (Jaffna, Kilinochchi, Mannar, Mullaitivu and Vavuniya where ILO project interventions took place in the North), and interviews in Columbo with national level key partners, stakeholders and partners including long-distance communications with relevant ILO staff based in Colombo, Delhi and Geneva. The evaluation consultant team will meet with relevant project beneficiaries and organize interview or focus group discussions with them.

To the extent possible, the data collection, analysis and presentations should be responsive to and include issues relating to ILO's normative work, social dialogue, peace and resilience, diversity and non-discrimination, including disability issues. The data and information will be collected, presented and analyzed with appropriate gender disaggregation.

**Validation and Clarification sessions** will be conducted at the end of the data collection phase. The evaluation consultant team will present preliminary findings to the ILO project team and relevant stakeholders in sessions to clarify, discuss and refine the findings and fill information gaps. The sessions can be held in person or virtually as conditions warrant.

### **3. Main Deliverables**

The evaluation consultant team will produce and deliverer in English the following:

#### **Deliverable 1**

**Evaluation inception report:** provides the evaluation consultant team's plan of action and timeline for conducting the evaluation based on the TOR. The quality of the Evaluation inception report and its adherence to ILO guidance and formatting requirements will follow guidance in the Checklist 4.8 writing the inception report Date: Feb 2021, v. 3 (v.1 -2012).

The evaluation inception report will, among others:

- describe the conceptual framework planned for undertaking the evaluation in line with the scope and purpose described in the evaluation TOR;
- describe the way that the chosen data collection methods, data sources, sampling and indicators will support the evaluation questions
- review evaluation questions in the TOR, add and/or modify based on the initial review of documents and briefings through the use of Evaluation Question Matrix (EQM);
- Interview guides and other data collection tools
- Identify a list of key stakeholders to be interviewed and the tools to be used for interviews and discussions;
- Set the outline for the final evaluation report; and
- contain a work plan, which indicates the phases of the evaluation, the timing, key deliverables and milestones.

#### **Deliverable 2**

**Validation and Clarification sessions:** These sessions are to present the preliminary findings of the evaluation. At the end of the data collection, the evaluation team will present preliminary findings for validation with key stakeholders. The project team will provide necessary administrative and logistic support to the organisation of this stakeholder workshop/debriefing. The session in Tamil can be in person while the session in Colombo can be held in a hybrid format i.e. in person and virtually.

### **Deliverable 3**

**Draft evaluation report:** The draft evaluation report reflects the evaluative reasoning and critical thinking that were used to draw values-based conclusions following the evidence. It answers the questions related to the evaluation criteria, including the recommendations, lessons learned, good practices, technical recommendations for the key stakeholders.

The evaluator will submit the first draft of the report to the evaluation manager, who will circulate it to the EVAL, REO, backstopping units, the donors, the key national partners, and relevant stakeholders for comments. The evaluation manager will collect the feedback on the first draft, consolidate and send it to the evaluation consultant team.

### **Deliverable 4**

**Final evaluation report:** completes the draft evaluation reports according to the TOR and the work plan agreed upon in the inception report. Components of the final evaluation include:

- Cover Page with key intervention and evaluation data
- Executive Summary
- Brief background
- Purpose, Scope and Clients of evaluation
- Methodology
- Review of implementation
- Presentation of findings
- Recommendations
- Lessons learned and Good practices
- Annexes: TOR, Questionnaires, list of informants etc.

**A summary of the final evaluation report** will be sent, together with the final report, to the Evaluation Manager following ILO template. The template is accessible through this link: [<Insert title here Type and timing of evaluation e.g. Child Labour in Lebanon – Independent Midterm evaluation> \(ilo.org\)](#). A power point based on the summary will also be made and sent to the Evaluation Manager together with the summary.

**Lessons learnt and good practices** will be sent, together with the final report, to the Evaluation Manager following ILO template. Template for lessons learned is accessible through this link [wcms\\_746820.pdf \(ilo.org\)](#); and Template for good practices can be found in [wcms\\_746821.pdf \(ilo.org\)](#)

The final evaluation report will ensure full rigor in the method, quality of the data, credible evaluation findings and valid evaluation conclusions as specified in the ILO Evaluation Management Handbook – 3<sup>rd</sup> Edition 2021.

The report and all other outputs of this 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 Microsoft Word for Windows.

#### 4. Work plan (including timeframe) and management arrangements

##### Indicative Work Plan

Activities	Responsible	Number of working days for Int'l Consultant	Number of working days for National Consultant 1	Number of working days for National Consultant 2	Date
Look for an external evaluation consultants, obtain approval for their recruitment from the Evaluation Focal Point, and request a contract based on the ToR.	Evaluation Manager	No	No	No	To be consulted and updated
Inception phase: briefing with the Evaluation Manager, Project Manager on the ILO policy and other relevant internal documents to ensure a smooth evaluation process, documents review and development and approval of the inception report	Evaluation Manager, Project Manager, Consultants	5	3	3	To be consulted and updated
Data collection phase (fieldwork as per agreed itinerary, interviews )	Consultants	12	12	12	To be consulted and updated
Two Validation and Clarification sessions (max 3 hr, 1. At the field in Tamil language; 2. At the national level – English)	Consultants Evaluation Manager	1	1	1	To be consulted and updated
Report writing submitted to the evaluation manager for review and approval (Consultant prepares Final Evaluation Report, full draft with annexes, a summary of the final evaluation report (ILO/EVAL template) and a power point based on the summary, lessons learnt and good practices	Consultants and Evaluation manager	8	4	4	To be consulted and updated
Circulating the draft report for comments from stakeholders	Evaluation Manager	No	No	No	To be consulted and updated
Consolidate feedback from stakeholders and send feedback to the consultants.	Evaluation Manager	No	No	No	To be consulted and updated
Manage the process of preparing the final evaluation report (including circulating the draft report for comments from stakeholders) and review the quality of the draft version of the evaluation report.	Evaluation Manager	No	No	No	To be consulted and updated
Submit the final evaluation report to the REO or DEFP for final review (EVAL provides final approval).	Evaluation manager	No	No	No	To be consulted and updated

Once the approved final evaluation report is sent by EVAL to the ILO project responsible official or to ILO Partnerships and Development Cooperation Department (PARDEV) for submission to the donor, send copies to all other relevant evaluation stakeholders, including national partners.	Evaluation Manager	No	No	No	To be consulted and updated
TOTAL		24	20	20	

## Management arrangements

The evaluation is adhered to and respect the technical and ethical work standards, and the main criteria of professionalism, impartiality and credibility.

### Evaluation Manager

The evaluation manager is responsible for executing the evaluation processes in accordance with the ILO Policy for Evaluation, the ILO Evaluation Policy Guidelines for Evaluation and the UNEG Norms and Standards. The evaluation manager encourages internal communication among the evaluation team and is responsible for promoting participatory processes that lead to the achievement of the common-value goals.

The evaluation manager has the role and function as specified in the Guidance Note 4.1: The Evaluation Manager: Role and Function Date: June 2020, v. 4 (v.1 – 2012), namely:

- Planning the evaluation and drafting TOR
- Selecting and contracting evaluators
- Managing the consultants
- Approve inception
- Finalizing the evaluation

The evaluation will be managed by Jonathan Ngoc Nguyen ([ngocn@ilo.org](mailto:ngocn@ilo.org)) who has no links to the project decision-making, and oversight by Craig Russon, Senior Evaluation Officer, Evaluation Office, ILO.

### The project team

The National Project Manager and the project staff facilitate and support the implementation of the evaluation by:

- Provide inputs to draft TOR, draft evaluation reports and final report.
- Assist in providing data and information within the purview of the project team to facilitate the smooth and effective conduct of the evaluation.
- Coordinate logistics of the evaluation consultant team with the partners during the evaluation, particularly during the field missions and Validation and Clarification sessions.
- Arrange meetings and coordinate exchanges between the evaluation consultant team and partners and participating in evaluation sessions.
- Provide additional information and comments to the evaluation manager and external evaluation consultants.
- Co-ordinate follow-up plans.



After the evaluation, the project manager is responsible for developing management response, preparing a plan for follow-up, taking appropriate action, and disseminating the evaluation outcomes together with the ILO responsible official.

### **Evaluation Focal Point in the region or department**

The Evaluation Focal Point provides support in evaluation oversight, approves the final version of the TOR for independent evaluations and the choice of external evaluation consultants. The Evaluation Focal Point may also provide methodological inputs to the evaluation process and support evaluability studies, scoping missions and planning of evaluation and oversees the overall evaluation process and follow up. At the end of an independent evaluation, the evaluation focal point reviews the final evaluation report prior to submission to EVAL for approval.

### **Evaluation Consultants Team**

The Evaluation Consultants Team will consist of one (01) International Evaluation Consultant and two (02) National Evaluation Consultants.

The International Evaluation Consultant as Team Leader leads the Consultants Team who comprises of one local consultant on Market systems and Value chain development and one local consultant on Gender, Diversity, and Disability Inclusion to promote Economic Empowerment.

The Team Leader leads the development and application of the evaluation's methodology including the evaluation approach used, description of evaluation methods and data collection instruments; description of the sources of information/data used is described; and type of analysis (qualitative data analysis, descriptive statistics. In delivering the deliverables, the Team Leader builds on the complementary expertise of each member of the Team.

The local consultant on Market systems and Value chain development supports the Team Leader in evaluating market system approach used in LEED+ project to develop value chain, such as in addressing main limitations in the targeted value chain; bringing private sector companies to support identified value chains and in identifying necessary value chain tools to mainstream women and PwDs into economic activities.

The local consultant on Gender, Diversity, and Disability Inclusion to promote Economic Empowerment supports the Team Leader in evaluating gender mainstreaming and disability inclusion.

### **Expected expertise and qualifications of the International Evaluation Consultant (Team leader)**

- Advanced university degree in economics, social sciences, business management or related qualifications
- A minimum of 15 years of proven track record as evaluator ( or in a similar capacity ) in projects and programme
- Extensive experiences in Human Right Based Approaches, Result-based management, Results based monitoring and evaluation methodologies, in evaluating programmes and projects, development initiatives, preferably in economic empowerment and gender/disability empowerment.
- Extensive knowledge of, and experience in applying, qualitative and quantitative research methodologies
- Experience in using the Theory of change approach on evaluation
- Relevant prior experience working in Sri Lanka or the region

- Knowledge of ILO's roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable
- Excellent communication skills
- Proven ability to produce analytical reports in good command of English
- Be flexible and responsive to changes and demand
- Be client oriented and open to feedback

**Expected expertise and qualifications of National Consultant 1** (Market systems and value chain development)

- Advanced university degree in economics, agriculture, business management or related qualifications
- A minimum of 9 years of experience in conducting high quality labour and social affairs analytical research.
- Knowledge/experience on value chains/market systems in farming, agriculture-based SMEs and related fields.
- Track record in producing relevant reports for large international organizations, preferably with the UN and ILO for a diverse audience of development entities, government authorities, private sector actors, etc.
- In-depth knowledge and understanding of Sri Lanka's political, social and economic situation
- Excellent English writing and speaking skills.
- Fluent in Tamil in an advantage

**Expected expertise and qualifications of National Consultant 2** (Gender, Diversity, and Disability Inclusion to promote Economic Empowerment)

- Advanced university degree in social sciences, business management or related qualifications.
- A minimum of 9 years of experience in conducting high quality labour and social affairs analytical research.
- Knowledge/experience on economic empowerment and gender/disability empowerment.
- Track record in producing relevant reports for large international organizations, preferably with the UN and ILO for a diverse audience of development entities, government authorities, private sector actors, etc.
- In-depth knowledge and understanding of Sri Lanka's political, social and economic situation
- Excellent English writing and speaking skills.
- Fluent in Tamil in an advantage

## **5. Legal and ethical matters**

The evaluation will be conducted in full alignment with ethics, respect for human rights and cultural sensitivity as written in accordance with the International Ethical Guidelines for Evaluation UNEG, 2020.

The evaluator will abide by the EVAL's Code of Conduct for carrying out the evaluations, should not have any links to project management, or any other conflict of interest that would interfere with the independence of the evaluation.

## **Annexes**

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

[Microsoft Word - Evaluators\\_code%20of%20conduct\\_Final\\_EVAL\\_7.11.18.doc \(ilo.org\)](#)

2- EVAL's Protocol on collecting evaluative evidence on the ILO's COVID-19 response measures through decentralized evaluation

[https://login.ilo.org/adfs/ls/wia?wa=wsignin1.0&wtrealm=urn%3ailo%3aintranet%3asharepoint&wctx=https%3a%2f%2fintranet.ilo.org%2fcollaborate%2fevalksp%2f\\_layouts%2f15%2fAuthenticate.aspx%3fSource%3d%252Fcollaborate%252Fevalksp%252FPublishingImages%252FPages%252Fdefault%252FProtocol%2520for%2520decentralized%2520evaluations%2520%252D%2520Draft%2520%252D%2520Operating%2520procedures%2520%252D%2520No%252E2%252Epdf&client-request-id=f8975b84-20e7-470b-100c-0080010000d7](https://login.ilo.org/adfs/ls/wia?wa=wsignin1.0&wtrealm=urn%3ailo%3aintranet%3asharepoint&wctx=https%3a%2f%2fintranet.ilo.org%2fcollaborate%2fevalksp%2f_layouts%2f15%2fAuthenticate.aspx%3fSource%3d%252Fcollaborate%252Fevalksp%252FPublishingImages%252FPages%252Fdefault%252FProtocol%2520for%2520decentralized%2520evaluations%2520%252D%2520Draft%2520%252D%2520Operating%2520procedures%2520%252D%2520No%252E2%252Epdf&client-request-id=f8975b84-20e7-470b-100c-0080010000d7)

3- Guidance Note 3.1: Integrating gender equality in monitoring and evaluation, Date: June 2020 v.3 (v.1 - 2013)

[wcms\\_746716.pdf \(ilo.org\)](#)

4- Guidance Note 3.2: Adapting evaluation methods to the ILO's normative and tripartite mandate Date: June 2020 (v.1)

[wcms\\_746717.pdf \(ilo.org\)](#)

5- CHECKLIST 4.8 WRITING THE INCEPTION REPORT X Date: Feb 2021, v. 3 (v.1 -2012)

[wcms\\_746817.pdf \(ilo.org\)](#)

6- Checklist 4.4: Preparing the Evaluation Report Summary X Date: April 2021, v.2 (v.1 2012)

[wcms\\_746811.pdf \(ilo.org\)](#)

7 - Template 4.1: Lessons learned X DATE: MARCH 2021

[wcms\\_746820.pdf \(ilo.org\)](#)

8- Template 4.2: Emerging good practices X DATE: MARCH 2021

[wcms\\_746821.pdf \(ilo.org\)](#)

9- SDG related reference materials

[Evaluation & SDGs \(Evaluation Office\) \(ilo.ch\)](#)

10- Rating the quality of evaluation report

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165968/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm)

11- Guidance note 7: Stakeholders participation in the ILO evaluation

[https://www.ilo.org/global/docs/WCMS\\_165982/lang--en/index.htm](https://www.ilo.org/global/docs/WCMS_165982/lang--en/index.htm)

12- Guidance note 4: Integrating gender equality in the monitoring and evaluation of projects

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165986/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm)

13- Template for evaluation title page

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_166357/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm)

14- Template for evaluation summary

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

15- UNEG Ethical Guidelines for Evaluation

<http://www.unevaluation.org/document/download/548>