

Terms of Reference (TOR)
Internal Mid-term Evaluator

**for the Project: “Bringing Back Jobs Safely under the COVID-19 Crisis in the Philippines:
Rebooting Small and Informal Businesses Safely and Digitally”**

Project Title:	BRINGING BACK JOBS SAFELY UNDER THE COVID 19 CRISIS IN THE PHILIPPINES: REBOOTING SMALL AND INFORMAL BUSINESSES SAFELY AND DIGITALLY
Project Code	PHL/21/02/JPN
Administrative Unit	CO-Manila
Donor	Ministry of Foreign Affairs of Japan
Budget	2.227 Million US Dollars / USD 2,227,272
Implementation period	15/06/2021-31/03/2023
ILO Technical Units	ENTERPRISES, LABADMIN/OSH, SOCIAL FINANCE
Type of evaluation	Internal Mid-term Evaluation
Project duration	15 June 2021 to 31 March 2023
Date of the evaluation	August-October 2022
Evaluation Manager	Tonilyn Lim, Chief Technical Adviser

1. Introduction and rationale for evaluation

Since 15 June 2021, the ILO Country Office in Manila has been implementing the project [“Bringing Back Jobs Safely Under the COVID 19 Crisis in the Philippines: Rebooting Small and Informal Businesses Safely and Digitally”](#) (**Bringing Back Job Safely Project**). The project received 2.227 Million US Dollars from the Ministry of Foreign Affairs of Japan and was designed as an emergency response to the pandemic with an initial period of implementation until March 2022.

However, the project met several delays at the onset in terms of recruiting the project team and mobilization, as well as experienced downtime in implementation due to COVID 19 surge in the country in September 2021 and ravage caused by Typhoon Odette (Rai) at the end of the same year. The inception phase of the project took longer than initially foreseen, with analytical work and stakeholder consultations needed to develop the training content and establish coordination mechanisms with various partners from ILO’s tripartite constituency. As such, the ILO requested for an extension of the project, which was eventually granted by Japan. The new end date is on 31 March 2023.

Since the type and timing of evaluations, per ILO requirements, vary depending on the amount and duration of projects, there was a change in the types of evaluations required for this project, with the extended project duration. While the Project Document planned only for a final evaluation, a

mid-term evaluation is being carried out since the project has now been categorized as having a funding between 1M-5M USD and with a duration of between 18-30 months, and thus requiring both a mid-term and final evaluation. Upon further advice by the Evaluation Team in Geneva, the mid-term evaluation will be carried out as an internal evaluation. It will follow a formalized evaluation process but will be managed by project staff and conducted by an external consultant.

The internal mid-term evaluation will be conducted for project improvement and organizational learning. It will assess the continued relevance of the project and progress made towards achieving its planned objectives; continued alignment with ILO's strategic objectives; relevance and usefulness to key stakeholders; efficiency in implementation based on ILO standards and the Project Document. Based on the result of evaluation, modifications to the project will be made to ensure achievements of objectives within the period of implementation.

2. Project Background and Brief

Contextual background

The COVID-19 crisis has brought unparalleled impacts on the people of the Philippines. Strict lockdown measures imposed throughout 2020 has led to the contraction of GDP growth (- 9.6%). Despite a steep rise in the number of cases and continued mobility control measures, the economy rebounded in 2021, with a 5.6% growth. However, the ravage caused by Typhoon Odette (Rai) at the end of 2021, affecting 10 Regions and an estimated 2.2 Million workers¹ in the country, coupled with the surge in cases due to the Omicron variant at the start of this year, posed yet further challenges despite an optimistic forecast for 2022. Mobility restrictions and containment measures had detrimental effects on the labor market both due to slowdown in domestic production and consumption, as well as disruptions in global supply chains. The highest transition out of employment came around May 2020 when approximately 12.5% of the working population either became unemployed or exited the labor force.² At the peak of job losses in 2020, the sectors mostly affected were from the wholesale and retail, construction, and manufacturing.³ Those in the micro, small and medium-sized enterprises (MSMEs), comprise the backbone of the economy and employment, have been the hardest hit. MSMEs comprise 99.58% of total listed establishments in operation as of 2021 and contributes to about 63% of jobs. As of 2021, there were 316,330 MSMEs reported to be either in "permanently closed" or "temporarily stopped" status, mostly from the period 2020-2021, and owning a substantial share of the 1.467 Million total employment from establishments with halted operations.⁴

With the continued easing of restrictions and opening of the economy, economic managers are

¹ (International Labor Organization, 2021)

² (Asian Development Bank, 2021)

³ ibid

⁴ (Philippine Statistics Authority, 2022)

forecasting GDP to grow by 6.5%-7.5% in 2022 “despite quickening inflation, government debt bloated by pandemic-era spending and a worsening global outlook”⁵. As of end of May 2022, Metro Manila and 73 other areas have been declared to be in Alert level 1 – “refers to areas wherein case transmission is low and decreasing, total bed utilization rate, and intensive care unit utilization rate is low”, and where “private establishments and government agencies are allowed to operate at full on-site capacity, subject to minimum public health standards”. The vaccine programme is progressing, with 70.8 Million⁶ of the country’s population having been fully vaccinated, as of early July 2022, or about 64% based on total population of 110.8 Million⁷.

New strains of virus are still spreading, which further complicates the containment scenario. At the end of June, COVID 19 positivity rates have again increased in all Regions of the country, although the Department of Health has maintained that all Regions are in low-risk situation. All these, still, contribute to the continuing uncertainty for the businesses, particularly for the small and informal ones with limited resources to cope with the external shock; and for them to get back into pre-pandemic operational levels.

While tremendous efforts have been made to address the extreme vulnerability of MSMEs and informal businesses under the pandemic, there are two areas identified which would merit further support in the world of work– the occupational safety and health (OSH) including the prevention and mitigation of the COVID-19 risks (COVID OSH) and the digitalization of business operations for those currently left behind the big wave of digitalizing economy. Digitalization is being promoted both to improve productivity and to prevent risk of workplace-related infections. On COVID OSH, microenterprises and informal businesses remain to have low awareness and limited guidance as they are not normally coming to, or have various challenges in attending, the mandatory trainings on OSH as prescribed by the government for MSMEs. On digitalization, the Department of Trade and Industry disclosed survey results on how digitalized SMEs are in the Philippines, where almost half of respondents believe no technology is needed for their business; 2 out of 5 said they do not access the internet because it is not needed or it is costly; majority respondents do not use online sites to purchase or sell; and, more than half do not know what mobile or digital wallets are, and even if they do, they only use for personal transactions. Clearly, customized assistance to MSMEs and informal businesses, to complement ongoing programmes, is needed to improve their level of awareness in preventing the spread of COVID 19 at and through workplaces, and in digitalizing their operations even beyond e-commerce.

Project brief

The Bringing Back Jobs Safely project aims at contributing to improving the safety and health of workers in MSMEs in the non-metropolitan regions of the Philippines and mitigating the negative socioeconomic impact of the COVID-19 crisis. To achieve this goal, the project will work with the

⁵ (Alegado, 2022)

⁶ (World Health Organization, 2022)

⁷ (Commission on Population and Development, 2022)

national network of training service providers to deliver COVID OSH and digital entrepreneurship training. The ILO's training programmes in respective areas will be translated into the specific local and sector context and transmitted through training-of-trainers (ToT) seminars, mostly online. To win the mind of the massive MSMEs not directly benefiting from the training, the successful experiences will be compiled into case studies and disseminated in ways attractive to the non-metropolitan MSMEs. To bridge the digital divide outside Metro Manila, the project will also support the pilot implementation of the three Innovation Hubs, and provide the internet connectivity, co-working spaces, back-office services, and linkage to the support programmes for the non-metropolitan MSMEs through these Hubs and the affiliated satellites. To support agile learning to respond to the rapidly changing situation of the pandemic and to make the interventions sustained beyond the life of the project, an interdisciplinary knowledge management system will be established, and the institutional capacity of key partner organizations will be strengthened.

The key project results (as reflected in the Project Document) to be achieved up to 31 March 2023 are as follows (see Annex B – Project Logical Framework):

Outcome 1: Workplace of the Regional MSMEs is made safer and more productive in the New Normal environment with the COVID 19 risks

Output 1.1: Quality OSH cum-productivity training, including COVID 19 prevention and mitigation measures, is delivered to MSMEs outside the metropolitan area

Output 1.2: Interdisciplinary knowledge management system is established and institutional capacity of 3 key partners strengthened for the sustainable delivery of COVID OSH expertise in the Philippines

Outcome 2: Regional MSMEs and alternative livelihoods have reduced the risk of COVID 19 infection and enhanced productivity with digital modalities for business operations

Output 2.1: Regional MSMEs and alternative livelihoods are provided with internet connectivity and related business support services via the first pilot of the Innovation Hubs and Satellite network

Output 2.2: Regional MSMEs and alternative livelihoods are trained on digital entrepreneurship

Outcome 3: Strengthened awareness and/or promoted knowledge exchange among non-beneficiary MSMEs on the advantages and modalities of safe workplace and digitalized business operations.

Output 3.1: Case studies produced of the MSMEs with improved safety and health and/or digital operations combined with contributing support services

Output 3.2: Effective communication materials produced and shared with key stakeholders and media

Outcome 1 of the project fits within the [Safety + Health for All Flagship](#) Programme of the ILO. This Programme is aimed at improving the safety and health of workers by reducing the incidence of work-related deaths, injuries & diseases worldwide. It has a particular focus on the promotion of OSH in MSMEs and has notably developed several research products and tools to improve the delivery of OSH services to

MSMEs. Outcome 2 of the project is aligned with the ILO's flagship program, [Start and Improve Your Business](#) (SIYB), and [Global Program on Financial Education](#) (Financial Education). SIYB is one of the largest global business management training programmes to help small-scale entrepreneurs to start and grow their business, as a strategy to create more and better employment for women and men. Financial Education supports countries in achieving financial inclusion for social justice, by enhancing financial capabilities of workers, entrepreneurs, migrant workers and their families, farmers, families with working children, youth, to make informed decisions about earning, spending, savings, borrowing, and using financial services.

Management arrangements

The ILO Country Office in Manila is responsible for the overall implementation of the project. The project is managed by a Chief Technical Adviser (CTA), responsible for overall project management based in Manila, Philippines, and reports to the Director of the ILO Manila Office, with technical guidance of the in-country Enterprise Development Specialist. The Project Management Team is further comprised of the following staff:

- National Coordinator for Occupational Safety and Health*;
- National Coordinator for MSME Digitalization; and,
- Admin and Finance Assistant.

**Note: The OSH Coordinator is the only field-based PMU staff, currently posted in Davao City. The rest of the PMU holds office at the ILO CO Manila.*

The project is technically backstopped by the ENTERPRISE Department LABADMIN/OSH, the ILO Decent Work Team for East and South-East Asia and the Pacific in Bangkok, and the ILO Enterprise Specialist based in the Country Office in Manila.

Implementation arrangements

The project implementation is carried out by the ILO in close collaboration with the Department of Labor and Employment (DOLE), Department of Information and Communications Technology (DICT), and the Department of Trade and Industry (DTI). The ILO is responsible for the managing the overall project delivery, overseeing the technical and administrative aspects of the project implementation; while the DOLE leads the coordination with partners and other constituents.

A Project Advisory Committee (PAC), co-Chaired by DOLE and DICT, was established to promote successful implementation of the project. *(See Annex C: Terms of Reference of the Project Advisory Committee)*

The project contracted individual international and national consultants/institutions to conduct specific research products; to develop the training modules; to serve as trainers that will provide knowledge, good practices and practical tools and methodologies for target groups; and, to develop

IT and physical infrastructure required for the knowledge management system and innovation hubs, respectively.

Progress to date

Four capacity building programs are currently in various stages of implementation: WISE for COVID Plus (Training on the prevention of COVID 19 and other safety and health concerns at the workplace using the Work Improvements in Small Enterprises methodology); SCORE (Sustaining Competitive and Responsible Enterprises); SIYB (Start and Improve Your Business); and Financial Education. The training materials from ILO's global programs were adapted and customized to suit the requirements of target beneficiary MSMEs and informal businesses in the Philippines and contextualized for the pandemic situation with due inputs from ILO specialists and international consultants. Training of Trainers for WISE for COVID Plus, SIYB, and Financial Education, have progressed, targeting to develop the capacity of 200, 200, and 80 trainers respectively, to reach the target number of MSMEs and informal businesses accordingly. The Training of Enterprises /Beneficiaries are also ongoing for WISE for COVID Plus and SIYB. Initial set of indicators for monitoring progress of beneficiaries, after applying the knowledge from ILO trainings, have also been developed, in relation to strengthening the M&E Framework of the project. For SCORE, which is being rolled out for the first time in the Philippines, with the Philippine Trade Training Center (PTTC) - MSME Academy, and ECOP, two massive promotional campaigns have been launched, which attracted a good number of manufacturing-oriented enterprises intending to improve their levels of productivity and competitiveness. For Financial Education, the ILO is strengthening cooperation with non-traditional partners such as the Bangko Sentral ng Pilipinas (Central Bank of the Philippines) and the Association of Development Financing Institutions in Asia and the Pacific, to build a solid collaboration for ILO to institutionalize its training programme in the country, and thereby contributing to the National Financial Education program and in widening the outreach to micro and informal businesses aligned with the National Strategy on Financial Inclusion.

Coordination on progress towards the development of the inter-disciplinary knowledge management system (KMS) has started, first with the conduct of a social dialogue on "Public Health-Labour Collaboration Meeting for the Prevention and Mitigation of COVID 19 At and Through the Workplace", and, with the formal organization of working groups to tackle follow-up mechanisms, social protection, and KMS dashboard development. For the construction of the three innovation hubs, one for each main island of the country, the 3 potential sites have been identified based on established criteria. The general technical specifications of the innovation hubs have been made available as reference for procurement, and procurement modality through ILO has also been agreed with the counterpart. Initial designs for 2 sites have been submitted to DICT for approval and afterwards will be processed for procurement of construction services.

The Project Advisory Committee has already conducted 3 quarterly meetings and a supplementary strategic mid-term planning meeting was recently held between the ILO and DOLE. A Memorandum of Agreement has been signed with the DOLE on May 1, 2022. Similar agreements are being finalized

with the DICT and DTI.

3. Purpose, Scope and Clients of the Evaluation

Purpose

The purpose of this mid-term evaluation is to ensure that progress and results of the project are monitored, analyzed, understood, communicated, and acted upon in a timely, efficient and result-based manner. In particular:

- (1) It will assess progress towards the project objectives and targets, identify key challenges and any factors that may have affected the project and its implementation, including recommending adjustments necessary to project design or implementation. It will present an objective assessment of the extent to which the project remains relevant to the beneficiaries and partner organizations, the efficiency of project implementation including budget utilization, the effectiveness of strategies employed, quality of outputs and sustainability of interventions beyond the project's life.
- (2) The evaluation findings and suggestions will inform of any adjustments and improvements to the project's strategy and plan, necessary to ensure the attainment of success indicators by the end of the project period.

Scope

The evaluation will cover the period of project implementation from June 2021 to June 2022, to create an accurate and comprehensive picture of the project implementation, generating findings on evaluation criteria and documenting good practices and lessons learned. The evaluation will integrate gender equality and non-discrimination as a cross-cutting concern throughout its methodology and all deliverables including the final report.

Clients

The clients and users of this mid-term evaluation include the ILO project team, management and specialists at country, regional and Headquarters levels, donor, the PAC, and other partners.

4. Evaluation criteria and questions

The evaluation will examine project implementation against the hereunder criteria by addressing the following questions. The evaluator will develop a more detailed analytic framework of questions and sub-questions to carry out the evaluation.



RELEVANCE and strategic fit of the project

-Are the objectives of the project intervention in line with ILO's and donor's priorities?

- *For outcome 1 - Are the outputs and activities consistent with the ILO's Safety + Health for All Flagship Programme? Are they complementary to other projects implemented in the country?*
- *For outcome 2 – Are the outputs and activities consistent with the ILO's flagship program Start and Improve Your Business and Global Program on Financial Education?*
- *To what extent does the project contribute to the achievement of the ILO response to Covid-19? (Global Call to action for a human-centered recovery)*

-To what extent the project objectives/outcomes are relevant to the needs of the project partners and beneficiaries? Specifically:

National and local tripartite constituents (government, workers, and employers)

Disadvantaged vulnerable groups of workers (e.g., women workers, migrant workers, youth, persons with disabilities, workers in the informal economy) – how to reach out to these groups?

-How has the project adapted to intervening concerns and changing needs of partners and beneficiaries (e.g., support to areas affected by Typhoon Rai)?

-Should the project design and methodology be modified to improve its relevance in the remaining period of the project? If so, how?

Project PROGRESS and EFFECTIVENESS

- To what extent has the project been making progress towards its planned objectives?

- *What have been achieved so far?*
- *What are the major constraints so far and what can be done to overcome them?*
- *What corrective action does the project need to take to achieve its objectives?*

- What emerging opportunities and risks can be identified at this stage in the current project implementation strategy?

- Are there any positive or negative unintended outcomes of the project at this stage?

- To what extent has the project secured the commitment of the project partners and built-up national ownership?

- How do the national project partners and the project team explain the delay in delivery?



- *Have the project approaches appropriately matched the capacity (including political space) of the project partners and the project team for their action?*
- *How effectively has the project built necessary capacity of people and institutions (of national partners and implementing partners) and what measures are required to improve the capacity of project partners and the project team in the remaining period of the project?*
- *To what extent has the project ensured that the needs of disadvantaged groups of workers (e.g., women, youth, PWDs) are fully considered in developing project outputs and carrying out project activities?*
- *To what extent have the project's interventions so far contributed to promoting safety and health in workplaces?*
- *To what extent have the project's interventions so far contributed to the digitalization of MSMEs and informal businesses?*
 - *To what extent are the interventions contributing to build the capacity of Business Development Services to provide training sustainably beyond the project's life*
 - *To what extent is the project contributing to the creation of new and better jobs among MSMEs*
- *To what extent has the project enabled women and men to participate in, and benefit equally from interventions?*
- *How far has the project used social dialogue and tripartism in driving and guiding the intended development result?*
- *How has the project promoted environmental sustainability in MSMEs, in conjunction with safer workplaces and digitalization?*
- *How has the project supported the country in promoting (1) OSH standards in relation to the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187), and (2) relevant standards referred to guide the overall recovery from the COVID-19 crisis such as the ILO Recommendation R205 – Employment and Decent work for Peace and Resilience Recommendation, and the ILO Recommendation R204 – Transition from the Informal to the Formal Economy Recommendation?*



EFFICIENCY of resource use

- Have resources (funds, human resources, time, expertise etc.) been allocated strategically to achieve outcomes?
 - Is the implementation strategy cost-effective?
 - Is the distribution of resources between staff and activities optimal?
 - Were the intervention resources used in an efficient way to address gender equality in the implementation?
- To what extent are the quality and quantity of outputs produced by the project consistent with the resources consumed?
- How can the project catch up in terms of delivery until the end of the implementation period?

EFFECTIVENESS of management arrangements (including monitoring and evaluation)

- Has the project team effectively mobilized national resources and support to deliver the outputs and outcomes?
- How effectively has the project built national ownership and capacity?
- How are deviations from approved work plans and contingency measures dealt with? To what extent has corrective action been taken when required?
- Was there a clear understanding of the roles and responsibilities by all parties involved?
- How effective is communication between the project team, the ILO, and the project partners, as well as the donor?
- What challenges and opportunities for project implementation have been presented with the fact that the project falls under two distinct technical areas of work (ENTERPRISE + OSH)?
- What should be improved in the remaining period of the project?



SUSTAINABILITY And IMPACT of the project

- How have sustainability considerations been taken into account in the implementation of project activities?
- Has the project established methodologies for potentially capturing impact beyond the project's implementation period?
- Are there any observed trends in changes in attitudes, skills, institutions, living conditions, etc. that can be attributed to the project interventions?
- What lessons learned and good practices can be drawn from the current state of project implementation for application in the future and in similar future projects?
- How likely the project will achieve its objectives in the remaining period of the project and what elements need to be considered to ensure sustainability of outcomes?

5. Methodology

The evaluation will be carried out in accordance with ILO standard policies and procedures, comply with evaluation norms and follow ethical safeguards. The evaluation will address the overall ILO evaluation criteria as defined in the [ILO Policy Guidelines for results-based evaluation: principles, rationale, planning and managing for evaluations \(4th ed. 2020\)](#). The evaluation will also take into account the gender issues into the evaluation process as guided by the [Guidance Note 3.1: Integrating Gender Equality in Monitoring and Evaluation \(dated June 2020, v.3\)](#). The ILO adheres to the United Nations system evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards.

The evaluation will be carried out in a participatory manner to ensure the involvement of key stakeholders in particular national project partners and the donor, in all phases of the evaluation, including preparation, field visits, report preparation and dissemination.

The evaluation will be carried out from July to September 2022, with a final report being available by 15 October 2022.

The following methods will be used as a minimum to collect information:

Desk review: Review and analysis of documents related to the project, including

Project Documents: initial Project Document, MOUs, and work plans

Periodic Progress Reports submitted to the donor by ILO as per PARDEV reporting guidelines

Project outputs: inception reports, interim and final reports of national and international consultants, training modules developed, and other relevant studies

Project records: workshop reports, PAC meeting reports, consultation meeting reports,

concept notes, discussions/meetings with the Donor, and relevant correspondence

Other relevant documents such as national policy/programme frameworks, the Philippines DWCP, UN Socio-Economic and Peace Building Framework Philippines.

The desk review will suggest a number of initial findings that in turn may point to additional or fine-tuned evaluation questions.

Field visits and interviews

The internal mid-term evaluation will be carried out by a National Consultant who will undertake group/individual discussions with the ILO project staff, supporting staff and management in CO-Manila. The evaluator will also have teleconference sessions with the ILO specialists in Geneva and Bangkok.

The Consultant will have group/separate meetings with project partners and national experts that have been actively engaged in the project activities.

The evaluator may also participate in the project activities to gain more understanding of trainings being conducted and working group dynamics among project partners.

6. Main outputs

The main outputs of the evaluation will be comprised of:

- **Refined evaluation questions**
Upon review of the available documents and an initial discussion, through online interviews, with relevant ILO officials/specialists in Manila, Geneva and Bangkok, the Evaluator will develop a detailed analytic framework of questions and sub-questions, based on the evaluation questions defined in this ToR, and consistent with Results-Based Management (RBM) and the OECD/DAC criteria.
- **Evaluation report** as per the proposed structure in the ILO evaluation guidelines (see [Checklist 4.2: Preparing the evaluation report, dated February 2021, v.2](#)) should include:
 1. Title page (standard ILO template)
 2. Table of contents
 3. Executive summary
 4. Body of the report
 - Project background
 - Evaluation background
 - Criteria and Questions
 - Methodology
 - Main findings
 - Gender issues assessment
 - Tripartite issues assessment
 - International labour standards assessment



- Environmental sustainability
 - Capacity development
5. Conclusions
 6. Lessons learned and emerging good practices
 7. Recommendations
 8. Appendices

The main evaluation report should be concise and not exceed 25 pages excluding annexes (supporting data and details can be included in annexes).

- **A PowerPoint presentation with the preliminary findings and recommendations** to be presented with ILO and key stakeholder group

All draft and final outputs, including supporting documents, analytical reports and raw data should be provided in electronic version compatible with WORD for Windows. Ownership of the data from the evaluation rests jointly with the ILO and the ILO consultants. The copyright of the evaluation report will rest exclusively with the ILO. Use of the data for publication and other presentation can only be made with the agreement of ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

7. Management arrangements and work plan

Management arrangements

The evaluation manager is Ms. Tonilyn Lim, Chief Technical Adviser, Bringing Back Jobs Safely Project, ILO Country Office in Manila. She will ensure the evaluation takes place according to the ToR and select the Evaluator for the approval of the Director of ILO Manila.

The Evaluation Manager will facilitate organization of the programme of the Evaluator for meetings and interviews and ensure that ILO constituents and all relevant stakeholders are consulted throughout the evaluation process. The project team will handle all contractual arrangements with the Evaluator and provide any logistical and other assistance as may be required.

The Evaluation Manager will provide the necessary support to the Evaluator and discuss any technical, methodological, or organizational matter that may arise with the Evaluator. The evaluator will be responsible for delivering the above evaluation outputs using a combination of methods mentioned above. The evaluator should have experience with conducting international evaluations. She/he should have a proven track record in the evaluation of similar complex projects. Experience in the field of labor relations will be an advantage. Proficiency in English and Filipino is required.

Time frame and work plan for the evaluation:

The evaluation process will encompass the approximate duration of about 3 months, from August to end of October 2022. The total effort is expected to be 15 person days to complete the full

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assignment.

Work plan and timeframe:

Phase	Responsible person	Tasks/Activities	Days	Proposed time frame
1	Evaluator/evaluation manager	Brief by evaluation manager, ILO Country Office, and ILO specialists (virtual or face-to-face meeting) Develop list of interviewees Desk review of project related documents Refine evaluation questions	3	01-03 August 2022
2	Evaluator	Consultation meetings with project partners and experts Consultation meeting with Japan embassy representatives in Manila	3	Between August 5-31 2022
		Participate in selected project activities	2	
		Debriefing: present preliminary findings to ILO and the Project Advisory Committee members	1	
3	Evaluator	Prepare draft evaluation report	5	By 01 September 2022
	Evaluation manager	Organize review of the draft report (by ILO and partners) and consolidate comments	0	
4	Evaluator	Finalize the report	1	By 01 October 2022
Total			15 days	

8. Legal and Ethical matters

The evaluation will comply with UN Norms and Standards. It must not reflect personal or sectorial interests. The Evaluator must have professional integrity and respect the rights of institutions and individuals to provide information in confidence and to verify statements attributed to them. Evaluations must be sensitive to the beliefs and customs of local social and cultural environments and

must be conducted legally and with due regard to the welfare of those involved in the evaluation, as well as those affected by its findings.

The project evaluation will operate under the guiding principles based on the norms for evaluation in the United Nations system, as follows: structural independence from the operational management and decision-making functions in the organization, clear intent to use evaluation findings, transparent approach, impartiality, minimum quality standards defined by the Evaluation Office, timeliness, usefulness of the findings and recommendations.

9. Expression of Interest / How to Apply

Interested female and male candidates must submit a Letter of Intent expressing willingness and availability to take on the assignment, including an indication of the applicable daily rate, with enclosed Curriculum Vitae showing how the qualification requirements in this ToR are met. The documents must be submitted to Ms. Tonilyn Lim, Chief Technical Adviser, for the project “Bringing back jobs safely under the COVID-19 crisis in the Philippines: Rebooting small and informal businesses safely and digitally” at limt@iloguest.org, with copy to Mr. Jayson Umaguig at umaguig@ilo.org, Programme and Administrative Assistant, on or before 09 August 2022, 5:30 pm (Manila Time). Only shortlisted candidates will be contacted for the final selection.



Annex A: Relevant ILO evaluation guidelines and standard templates

ILO Policy Guidelines for results-based evaluation: principles, rationale, planning and managing for evaluations (4th ed. 2020)

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

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

http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm

Checklist 4.8 Writing the inception report

[wcms_746817.pdf \(ilo.org\)](#)

Checklist 4.2 Preparing the evaluation report

[wcms_746808.pdf \(ilo.org\)](#)

Checklist 4.9 Rating the quality of evaluation report

https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746818.pdf

Guidance Note 4.5 Stakeholders engagement in the ILO evaluation

https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746724.pdf

Guidance Note 3.1 Integrating gender equality in M&E of projects

https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746716.pdf

Templates:

Template 4.1 Lessons Learned-Word version

Template 4.2 Emerging good practices -Word version

Template 4.3 - Summary EN

Template 4.4 - Title page EN

Annex B: Project Logical Framework

Beneficiaries: Micro, small and medium-sized enterprises (MSMEs) and the unemployed/underemployed resorting to alternative livelihood with preference to those with higher needs of assistance (e.g., unemployed youth) outside Metro Manila			
Project title: Bringing Back Jobs Safely under the COVID-19 Crisis in the Philippines: Rebooting Small and informal business safely and digitally			Project duration: 1 year from March 2021
Results chain	Indicators	Means of verification	Assumptions
Impact (Development Objective) The project will contribute to improving the safety and health of workers in MSMEs in the non-metropolitan regions of the Philippines and mitigating the negative socioeconomic impact of the COVID-19 crisis			
Outcome 1: Workplace of regional MSMEs is made safer and more productive in the New Normal	<ul style="list-style-type: none"> Nb of targeted economic units taking corrective and preventive actions to improve OSH (10,000+) 	<ul style="list-style-type: none"> Data collected through the information management system 	<ul style="list-style-type: none"> Most of the training beneficiaries actually implement the COVID OSH at their own workplaces. The COVID OSH training combined with the workplace risk assessment
environment with the COVID-19 risks	<ul style="list-style-type: none"> Nb of enterprises conducting risk assessments Nb of workers that have benefitted from the adoption of the concrete and documented actions to improve OSH Various productivity indicators of MSMEs (e.g., sales, defect/return rate, timely delivery rate, absentee rate) – t.b.d. prior to the interventions 		and solution development will help MSMEs effectively identify the weak spots and minimize the COVID-19 risks.
Output 1.1: Quality OSH-cum-productivity training, including COVID-19 prevention and mitigation measures, is delivered to MSMEs outside the metropolitan area	<ul style="list-style-type: none"> Number of COVID OSH training and advisory services delivered 	<ul style="list-style-type: none"> Project monitoring document Operational records of the implementing partners 	<ul style="list-style-type: none"> Implementing partners have sufficient budget and technical staff to deliver the agreed number of training of beneficiaries with limited support from the project. The total outreach capacity of the implementing partners and other collaborators (e.g., the supply chain lead firms) is large enough. The target MSMEs and their employees in the regions find the training attractive and beneficial to their business operations.



Activity 1.1.1: Sector-specific adjustments, adaptation for local MSMEs, and translation of the COVID-mainstreamed OSH-cum-productivity (COVID OSH) training materials of the ILO.			
Activity 1.1.2: Production of the online/video materials and the printed version of the COVID OSH training and its promotional materials.			
Activity 1.1.3: Promotion of the training-of-trainers (ToT) workshops on COVID OSH for MSMEs and inscription of the 200+ national OSH and productivity experts.			
Activity 1.1.4: Conduct of in person ToT workshops on COVID OSH including risk assessment and solutions development/remediation planning			
Activity 1.1.5: Conduct of online ToT workshops replicating the initial COVID OSH ToT in person to build the capacity of a total of 200+ national OSH and productivity experts.			
Activity 1.1.6: Support of the training delivery of the national OSH and productivity experts combined with risk assessment and solutions development/remediation planning to cover 10,000+ non-metropolitan MSMEs and alternative livelihood activities of unemployed and underemployed.			
Output 1.2: Interdisciplinary knowledge management system established and institutional capacity of 3 key partners strengthened for the sustainable delivery of COVID OSH expertise in the Philippines	<ul style="list-style-type: none"> The knowledge management system is functioning Completion of the institutional capacity building activities of the 3 key partners 	<ul style="list-style-type: none"> Project administrative records Project monitoring and evaluation reports 	<ul style="list-style-type: none"> The public health authorities and relevant technical agencies are open and willing to collaborate for the interdisciplinary knowledge management system. The selected partners have the sufficient absorption capacity and self-sustainable basis.

Activity 1.2.1: Monitor and analyse achievements of workplace training activities, integrating with other relevant data such as the epidemiological, surveillance, administrative data and other public health and social security interventions			
Activity 1.2.2: Provide feedback and adjustments to training programme and delivery mechanisms on the basis of the knowledge management system established through Activity 1.2.1			
Activity 1.2.3: Provide institutional strengthening support as discussed and agreed with the 3 key organizations for their sustainable delivery of the COVID OSH training.			
Outcome 2: Regional MSMEs and alternative livelihoods have reduced the risk of COVID-19 infection and enhanced productivity with digital modalities for business operations	<ul style="list-style-type: none"> Nb of targeted economic units taking actions to digitalize business operations (20,000+) Sick leave of the employees of the beneficiary MSMEs due to COVID-19 Incidence of health insurance cover of the COVID-19 treatment of the employees Various productivity indicators of MSMEs (e.g., sales, defect/return rate, timely delivery rate, absentee rate) – t.b.d. prior to the interventions 	<ul style="list-style-type: none"> Workplace risk assessment reports before and after the interventions Employee benefit record of the beneficiary MSMEs Health insurance records Project monitoring documents 	<ul style="list-style-type: none"> Most of the training beneficiaries actually implement the digitalization of their own businesses. The digital entrepreneurship in combination of the COVID OSH of Outcome 1 will eliminate the weak contact points to deal with the customers and business partners, hence effectively minimize the risk of COVID-19 at the workplace of MSMEs.



Output 2.1: Regional MSMEs and alternative livelihoods are provided with internet connectivity and business support services via the first pilot of the Innovation Hubs and Satellites network	<ul style="list-style-type: none"> • Number of MSMEs granted internet connectivity (1,000+) • Number of MSMEs accessing business support services at the Hubs and/or online (1,000+) 	<ul style="list-style-type: none"> • Administrative records of the 3 Hubs and Satellites supported by the project • Project monitoring and evaluation reports 	<ul style="list-style-type: none"> • 3 Innovation Hubs are constructed and operationalized in a timely manner with good collaboration of the local governments and the private sector partners. • A sufficient number of Satellite partners agree to play the role and accommodate the agreed number of beneficiaries in a timely manner. • The back-office services and other advisory and support services are provided by the public and private partners in a timely manner.
Activity 2.1.1: Construction of 3 regional Innovation Hubs in collaboration with D-ICT and local governments outside of Metro Manila			
Activity 2.1.1: Operationalization of the 3 Innovation Hubs to provide internet connectivity, co-working space and virtual office backstopping and advisory services.			
Activity 2.1.1: Provide 6-month internet connectivity and business support services to 800 regional MSMEs in collaboration with local internet cafés, co-working spaces, TechED Centers or equivalents as satellite of the regional Innovation Hubs.			
Output 2.2: Regional MSMEs and alternative livelihoods are trained on digital entrepreneurship	<ul style="list-style-type: none"> • Number of digital entrepreneurship training delivered to the target beneficiaries (20,000+) 	<ul style="list-style-type: none"> • Project monitoring document • Operational records of the implementing partners 	<ul style="list-style-type: none"> • Implementing partners have sufficient budget and technical staff to deliver the agreed number of
			<p>training of beneficiaries with limited support from the project.</p> <ul style="list-style-type: none"> • The total outreach capacity of the implementing partners and other collaborators (e.g., the supply chain lead firms) is large enough. • The target MSMEs and their employees in the regions find the training attractive and beneficial to their business operations.
Activity 2.2.1: Adjustments and translation of the digital entrepreneurship training contents of ILO and key national entities for the Philippine New Normal context and for the viewing by mobile phones.			
Activity 2.2.2: Production of the online/video materials and the printed version of the digital entrepreneurship training.			
Activity 2.2.3: Promotion of the training-of-trainers (ToT) workshops on digital entrepreneurship and inscription of the 200+ national entrepreneurship/MSME experts.			
Activity 2.2.4: Conduct of 2 ToT workshops on digital entrepreneurship including solutions development.			
Activity 2.2.5: Conduct of 8+ online ToT workshops replicating the initial ToT in person to build the capacity of a total of 200+ national entrepreneurship/MSME experts.			
Activity 2.2.6: Support of the classroom style delivery of the training of beneficiary MSMEs and unemployed/underemployed at 3 Innovation Hubs for 3 rounds.			



Activity 2.2.7: Support of the training delivery of the national entrepreneurship/MSME experts to cover 20,000+ non-metropolitan MSMEs and alternative livelihood activities of unemployed and underemployed to go digital.			
Outcome 3: Strengthened awareness and/or promoted knowledge exchange among non-beneficiary MSMEs on the advantages and modalities of safe workplace and digitalized business operation	<ul style="list-style-type: none"> Number of communications delivered by the implementing partners and other key stakeholders Number of page-viewing of the success case communication at the project web site and lined sites Number of media exposure 	<ul style="list-style-type: none"> Project administration documents Access analytics of the relevant web sites and SNS News clipping services such as Intestia 	<ul style="list-style-type: none"> Partners and other key stakeholders find it important and beneficial for their own organizations to disseminate the case study communications for replication among other MSMEs. The communication at the SNS and with media is properly managed by the project team and key stakeholders.
	<ul style="list-style-type: none"> Number of case studies produced (10+) Indicators of improved safety vis-à-vis COVID-19 risks covered in the case studies will be determined in conjunction with the knowledge management system to be established under Output 1.2. Indicators of business success covered in the case studies (e.g., increase in 	<ul style="list-style-type: none"> Project deliverable archive Project monitoring documents Employee benefit record of the beneficiary MSMEs Health insurance records 	<ul style="list-style-type: none"> The training of beneficiaries under Output 1 and 2 will produce successful cases with good evidences and narrative stories. The monitoring system will properly capture the relevant indicators.
	sales/profit/income/employment, number of new sales channels)		
Activity 3.1.1: Structuring of the common case study format			
Activity 3.1.2: Conduct interviews with selected beneficiary MSMEs			
Activity 3.1.3: Case writing by the ILO experts and project team			
Activity 3.1.4: Peer review and finalization of the case studies			
Output 3.2: Effective communication materials produced and shared with key stakeholders and media	<ul style="list-style-type: none"> Availability of a communication strategy % of objectives of the strategy met Number of communication materials produced and shared with stakeholders and media 	<ul style="list-style-type: none"> Project deliverable archive 	<ul style="list-style-type: none"> Sufficient photo and video materials have been collected through the monitoring and relevant activities under Output 3.1 with consent of the MSMEs.
Activity 3.2.1: Activity 3.2.1: Develop a communication strategy			
Activity 3.2.2: Produce communication materials			
Activity 3.2.3: Share the communication materials with key stakeholders and media			

Annex C: Terms of Reference of the Project Advisory Committee

Bringing Back Jobs Safely Under the COVID 19 Crisis in the Philippines: Rebooting Small and Informal Businesses Safely and Digitally

Project Advisory Committee

Terms of Reference

I. Background Information

Under the ILO's Safety + Health for All flagship program, the ILO Country Office in the Philippines is implementing the "Bringing Back Jobs Safely Under the COVID 19 Crisis in the Philippines: Rebooting Small and Informal Businesses Safely and Digitally", funded by the Government of Japan.

The project endeavors to improve the safety and health of workers in MSMEs in the non-metropolitan regions of the Philippines and at the same time mitigating the negative socio-economic impact of the COVID 19 crisis.

Project Results:

Outcome 1: Workplace of the Regional MSMEs is made safer and more productive in the New Normal environment with the COVID 19 risks

Output 1.1: Quality OSH cum-productivity training, including COVID 19 prevention and mitigation measures, is delivered to MSMEs outside the metropolitan area

Output 1.2: Interdisciplinary knowledge management system is established and institutional capacity of 3 key partners strengthened for the sustainable delivery of COVID OSH expertise in the Philippines

Outcome 2: Regional MSMEs and alternative livelihoods have reduced the risk of COVID 19 infection and enhanced productivity with digital modalities for business operations

Output 2.1: Regional MSMEs and alternative livelihoods are provided with internet connectivity and related business support services via the first pilot of the Innovation Hubs and Satellite network

Output 2.2: Regional MSMEs and alternative livelihoods are trained on digital entrepreneurship

Outcome 3: Strengthened awareness and/or promoted knowledge exchange among non-beneficiary MSMEs on the advantages and modalities of safe workplace and digitalized business operations.

Output 3.1: Case studies produced of the MSMEs with improved safety and health and/or digital operations combined with contributing support services

Output 3.2: Effective communication materials produced and shared with key stakeholders and media

The project duration is from June 2021 to March 31, 2023.

This Terms of Reference identifies the purpose, modalities, membership, roles, and responsibilities of the Project Advisory Committee.

II. Purpose and mandate of the Project Advisory Committee

The tripartite Project Advisory Committee (PAC) will provide technical advice, strategic guidance, and oversight to the project. The PAC will ensure that the project remains relevant and aligned with national development agenda priorities.

Specifically, the members of the PAC will:

1. Provide strategic direction and advise the PMU on effective implementation of the project;
2. Review and endorse the annual work plan and progress reports;
3. Facilitate and monitor project implementation, especially addressing issues concerning their respective organizations/affiliations and recommending adjustments to the project design for approval of the donor, as necessary;
4. Review and provide guidance on research and publications; while at the same time providing access to relevant information under their custodianship;
5. Actively participate in thematic discussions and social dialogue concerning OSH at the workplace and workers' rights concerning OSH under the COVID-19 pandemic, and the digital transformation of MSMEs including the informal sector;
6. Cooperate in the conduct of project monitoring and evaluation activities;
7. Promote the project through the members' respective networks and identify opportunities for synergies with other initiatives, especially in increasing outreach to target beneficiaries; and,
8. Share project results, lessons learnt and good practices and whenever relevant, use those to contribute to policy discussions and/or find opportunities for replication and scale-up.

III. Modalities & Membership

The PAC will ideally meet once annually. Extraordinary meetings can be convened by each member with due justification. Whenever practicable, the PAC operates within its established procedures and makes decisions based on consensus. Official minutes of the meetings and specific decisions/agreements on project matters will be documented and circulated for comments and endorsement of the PAC members.

Membership

The PAC will be constituted in accordance with ILO's tripartite constituency and with multiple stakeholders, and will include the following members:

1. Department of Labor and Employment (DOLE) – Office of the Undersecretary for Regional Operations, Labor Standards and Special Concerns Cluster (Chair)
2. Department of Information and Communication Technology (Co-Chair)
3. Government Representatives
 - a. DOLE - Bureau of Working Conditions
 - b. DOLE – Occupational Safety and Health Center
 - c. DOLE – Bureau of Workers with Special Concerns
 - d. DOLE – Regional Offices
 - e. Department of Health (DoH)
 - f. Department of Trade and Industry (DTI)
 - g. National Anti-Poverty Commission (NAPC)
 - h. National Wages and Productivity Commission (NWPC)
 - i. Department of Science and Technology (DOST) – *[New member]*
4. Employers' organizations and industry associations



- a. Employers' Confederation of the Philippines (ECOP)
5. Workers' Organizations
 - a. Trade Unions
 - i. Federation of Free Workers (FFW),
 - ii. Kilusang Mayo Uno (KMU),
 - iii. National Trade Union Center of the Philippines (NTUC Phl),
 - iv. Sentro ng mga Nagkakaisa at Progresibong Manggagawa (SENTRO),
 - v. Trade Union Congress of the Philippines (TUCP)
 - b. Informal Sector Workers: Alliance of Workers in the Informal Sector (ALWIES)
6. Local governments of selected Innovation Hubs
7. Embassy of Japan in the Philippines (Donor)
8. ILO Country Office for the Philippines

Membership of the PAC may change upon the approval of the Co-Chairs.

IV. Roles and Responsibilities of the Co-Chairs and Secretariat

The PAC will be co-chaired by the DOLE and DICT at Undersecretary or Assistant Secretary level. The co-chairs will lead and moderate the PAC meetings and ensure that the mandate of the PAC, as specified in Section II of this ToR, is carried out accordingly. The co-chairs will ensure that the views and opinions of all members present in the PAC meetings are heard and considered in decision-making.

To support the PAC in conducting its work, the project management unit of the ILO will carry out the necessary secretariat function.

The responsibility of the PAC Secretariat includes:

1. Organizing the PAC meetings, setting the schedule based on availability of most members;
2. Propose to the Chair the agenda for the PAC;
3. Prepare project updates and presentations, including other reference documents that may be needed by the PAC members for the meetings;
4. Prepare draft minutes of the PAC meetings and route them for review and endorsement by the PAC members;
5. Ensure that PAC meeting agreements, decision, and advice are integrated into onward project implementation, relevant work plans and other project documents.