**Terms of reference:**
**Midterm Independent Evaluation**

Improving workers’ occupational safety and health in the chili pepper and tomato supply chains, with a focus in Jalisco – A Vision Zero Fund Project

<table>
<thead>
<tr>
<th>Project Code:</th>
<th>MEX/20/05/USA</th>
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</thead>
<tbody>
<tr>
<td><strong>Project title:</strong></td>
<td>Improving workers’ occupational safety and health in the chili pepper and tomato supply chains, with a focus in Jalisco – A Vision Zero Fund Project</td>
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<tr>
<td><strong>Country:</strong></td>
<td>Mexico</td>
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<tr>
<td><strong>P&amp;B Outcome/Output:</strong></td>
<td>Outcome 7: Adequate and effective protection at work for all</td>
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</tbody>
</table>
| **SDGs:**           | Goal 3. Ensure healthy lives and promote well-being for all at all ages  
                     Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all |
| **CPO:**            | MEX CPO152: "Occupational safety and health improved in supply chains, and labour inspection at federal and state level managed more effectively". |
| **Project duration:** | 4 years                       |
| **Project budget:** | 5 million USD                  |
| **Evaluation date:** | 2023 – 4Q                     |
| **Administrative unit:** | CO - Mexico                  |
| **Technical Backstopping Unit:** | LABADMINOSH               |
| **Evaluation Budget:** |                               |
| **Evaluation manager:** | Cybele Burga – EVAL & Erika Flores (Oficial de Programación-Oficina de México) |
Evaluation background

According to the International Labour Organization (ILO) Policy Guidelines for Evaluation, this project requires annual reviews, a mid-term evaluation, and a final evaluation (both independent).

The mid-term evaluation and the final evaluation must be planned and implemented in line with the United States Department of Labor (USDL) and ILO policies for evaluation. Per the Agreement on Management of Evaluations of Sole Source-Funded ILO Projects, one of these evaluations will be led and managed by the ILO through the Evaluation Office (EVAL). The ILO Evaluation Office (ILO-EVAL) will manage the interim evaluation and USDL will manage the final evaluation.

In accordance with ILO evaluation policies, this evaluation corresponds to the mid-term evaluation of the project, whose main objective is to contribute to organizational learning and, based on the findings and recommendations of the mid-term evaluation, to adjust the project’s design, implementation and management strategy.

The objective of this mid-term evaluation is to analyse the level of achievement with respect to the expected and unexpected results by examining the results chain, processes, contextual factors, and causality using OECD-DAC criteria such as relevance, effectiveness, efficiency, impact, and sustainability. This evaluation should be carried out in accordance with ILO evaluation policies and the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation. Similarly, the evaluation should specify the relevance of the implementation of the project in the ILO programmatic framework, as well as in the United Nations cooperation framework and the scope of the sustainable development goals.

This evaluation should be carried out over a period of 16 weeks.

Project background

Regional/National Context regarding the theme of the intervention

Occupational Safety and Health in Mexico

Since 12 September 1931, when Mexico joined the ILO as a Member State, it has ratified a total of 82 of the ILO’s 190 Conventions.1 In respect of OSH, Mexico has to date ratified eight Conventions,2 while a further ten OSH-related Conventions are yet to be ratified.3

Article 123 of the Constitution of Mexico provides for standards and principles to be observed within the employment relations, including duties of the employer in the field of occupational safety and health. The Federal Regulation on Occupational Safety and Hygiene and the Working Environment adopted in 1997 is the leading OSH legislation. It aims to set up the necessary measures to prevent accidents and diseases in

2 Agricola Lead (Painting) Convention, 1921 (No. 13); Underground Work (Women) Convention, 1935 (No. 45); Radiation Protection Convention, 1960 (No. 115); Hygiene (Commerce and Offices) Convention, 1964 (No. 120); Occupational Safety and Health Convention, 1981 (No. 155); Occupational Health Services Convention, 1985 (No. 161); Safety and Health in Construction Convention, 1988 (No. 167); Chemicals Convention, 1990 (No. 170).
3 Guarding of Machinery Convention, 1963 (No. 119); Maximum Weight Convention, 1967 (No. 127); Benzene Convention, 1971 (No. 136); Occupational Cancer Convention, 1974 (No. 139); Working Environment (Air Pollution, Noise and Vibration) Convention, 1977 (No. 148); Asbestos Convention, 1986 (No. 162); Prevention of Major Industrial Accidents Convention, 1993 (No. 174); Safety and Health in Mines Convention, 1995 (No. 176); Safety and Health in Agriculture Convention, 2001 (No. 184); and Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187).
addition to ensuring safe and healthy working conditions for workers. The Federal Labour Law, reformed in 2012 contains provisions on OSH.

There are also Official Mexican Standards regulating OSH issues such as the Standard on the Constitution, Composition, Organization and Operation of Safety and Health Committees. Furthermore, the General Regulations on the Inspection and Application of Sanctions concerning Labour Legislation Violations of 2014 contains OSH related provisions, and the Regulations of the Secretariat of Labour and Social Welfare of 2008 provides for the duties of the Director of Safety and Health at Work.

In Mexico, the Secretariat of Labour and Social Welfare (STPS) is responsible for designing, implementing, and coordinating public policy on job creation, contract relations, workers’ groups and labour and social rights. The STPS conducts those oversight activities pursuant to Article 123 of the Constitution and in accordance with the Federal Labour Law, including by designing and implementing policies and strategic action plans and projects to strengthen OSH. The institution that coordinates the development of OSH standards is the National Advisory Committee on the Standardization of OSH, while the agency responsible for consultation and risk prevention is the National OSH Advisory Commission (COCONASST).

In Mexico, there is a clear lack of statistics regarding OSH. While employers must report to STPS every occupational accident and disease at the workplace, according to the Federal Labour Law, the data collected prove a very important sub registration of occupational accidents and diseases. The most important data source of occupational hazards is the Mexican Institute of Social Security (IMSS). IMSS collects administrative data from the medical services that it provides and classifies as occupational hazards. However, the medical services delivered by IMSS are only available for workers in the formal sector. According to IMSS, a total of 565,573 cases of work accidents and diseases were registered in 2022. Jalisco was the second state with the highest number of registered work accidents and diseases, with 63,009. This includes only workers in the formal economy. In the agro-livestock sector, 13,252 cases were registered nationally. Finally, an alternative OSH data source is the Mexican Institute of Statistics and Geography (INEGI), who applied the National Survey of Employment and Social Security. However, this survey has not been implemented since 2017.

STPS recently produced an important policy document that highlights its main priorities in OSH. In the document, entitled Seguridad y Salud en el Trabajo en México: Avances, retos y desafíos, the following priority areas (among others) are identified:

- Strengthening institutional coordination mechanisms;
- Improving the capacity of the government, employers and workers on OSH;
- Encouraging active collaboration between workers and employers in the area of OSH;
- Improving the integration of gender into OSH policies;
- Promoting a culture of prevention through increased knowledge and awareness; and
- Continuing efforts to improve the capacity of the labour inspectorate.

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4 The last modification of this regulation was in August 2022.
5 The last modification of this regulation was in June 2023.
6 Information in this section is drawn from a study conducted by the Vision Zero Fund on drivers and constraints for OSH improvement in the coffee value chain in Mexico. The report is available here: https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---lab_admin/documents/publication/wcms_749646.pdf
7 Article 512-A of the Federal Labour Law.
COVID-19 and its impact in Mexico

The effects of the COVID-19 pandemic had a dramatic impact on the world of work. Workers in vulnerable conditions, including migrants, women, indigenous populations, people with disabilities, and those in the informal economy, were affected in a disproportionate manner, especially in middle- and low-income countries. Many of these workers face a high risk of falling into poverty and experience greater challenges in regaining their livelihoods during the recovery period.

Mexico has been severely affected by the COVID-19 pandemic. To date, Mexico has registered more than 7.6 million confirmed cases, resulting in over 334,000 deaths. Mexico is currently in the top ten countries with the highest death toll from the coronavirus. Its observed case fatality ratio (that is the number of deaths per 100 confirmed cases) is approximately 4.5%. While the numbers are already alarmingly high, local authorities have indicated that the real number of infections is likely to be significantly higher than those reported.

Therefore, the economic and human impact of the COVID-19 pandemic in Mexico's economy were severe. Current estimates are that the Mexican economy contracted approximately four percent. The dramatic slowdown in the U.S. economy and the collapse of global tourism pushed the Mexican economy further into recession. With 80 percent of its exports destined for the United States, a U.S. recession always has an outsized impact on the Mexican Economy.

Heat Stress

“Heat stress” refers to heat received more than that which the body can tolerate without suffering physiological impairment. Above a certain threshold of heat stress, the body's internal regulation mechanisms are no longer capable of maintaining body temperature at a level required for normal functioning. As a result, there is an increased risk of discomfort, of limitations in physical functions and capabilities, and ultimately also of injuries and heat-related illnesses. It is therefore clear that exposure to extreme heat is an occupational safety and health hazard. It is well known that physical work creates heat inside the body and that this affects occupational health and performance when combined with excessive workplace heat. The physiological mechanisms have been known for more than 100 years, and during the last 50 years, hundreds of studies have documented heat risks and injury causing heat exhaustion and heat stroke, and even deaths. Increases in overall temperatures due to climate change result in the increased exposure of workers to heat stress.

Working in warmer temperatures because of the changing climate exposes workers to several potential health consequences such as asthma, respiratory allergies, and airway diseases; cardiovascular disease and stroke; heat-related morbidity and mortality; kidney disease; mental health and stress-related disorders; neurological diseases and disorders; water-borne diseases; weather-related morbidity and mortality. Exposures and risks are potentially aggravated by social and economic factors, such as precarious working and poor living conditions. Injuries can also occur because of cognitive impairment and/or excess sweating leading to slips or falls (of the person or their work instruments).

Agricultural workers are amongst the populations most vulnerable to the health impacts of extreme heat. Climate change will further increase this vulnerability. A characteristic of most agricultural work is that it is

10 August 10, 2023.
11 As of August 10th, 2023. See https://covid19.who.int/data
performed outdoors, and most agricultural workers, therefore, are exposed continually to prevailing climatic conditions. Crop cultivation in greenhouses is increasing globally and is characterized by similar elevated temperature and humidity exposures. However, it is acknowledged that the occupational health impacts of greenhouse crop cultivation require further study.\textsuperscript{17}

In Mexico, regulations on occupational heat stress are considered insufficient to adequately protect workers from heat stress, in particular workers in the agricultural sector (working outside and in greenhouses). While the Mexican Official Standard 015-STPS-2001 on “Elevated or lowered thermal conditions—Safety and hygiene conditions”\textsuperscript{18} provides guidance on how to mitigate workers’ exposure to temperatures below 36\textdegree C and above 38\textdegree C (i.e., below or above the normal temperature of the human body, which is 37\textdegree C), the guidance is related to machinery that generate these levels of heat, but not to solar energy or natural sources of heat. Therefore, no statistics are generated that identify heat stress as a cause of an occupational risk.

**United Nations Sustainable Development Cooperation Framework**

The project is linked to the UNSDCF Area 2: “Prosperity and Innovation”; Direct Effect 5: “By 2025, the Mexican State has decent work programs to address labour market needs, including institutional strengthening, job training, formalization, women’s economic participation, protection of rights, social mobility and labour justice”. Similarly, with strategic line 5.1. “Promotion of inclusive alliances between the private sector, public sector, labour unions, workers’ organizations and civil society to strengthen the decent work program at the national level and promote the development of decent work programs at the subnational level, promoting social protection, fundamental labour rights, occupational safety and health, social dialogue, fair remuneration, gender equality and the eradication of child labour, including work-family reconciliation policies”.

**Project description**

The project has a budget of USD $5 million, financed by the USDOL, and a duration of 4 years. The project is part of the Vision Zero Fund, a G7 initiative endorsed by the G20, that is administered by the ILO. The Vision Zero Fund initiative is integrated under the overall ILO Flagship Programme Safety + Health for All. The project's implementation is decentralized to the ILO Country Office in Mexico under the direction of the ILO Country Office Director. It is managed by a Project Director who is supported by key personnel, including a monitoring and evaluation (M&E) officer.

The overall objective of the project “Improving workers’ occupational safety and health in the chili pepper and tomato supply chains, with a focus in Jalisco – A Vision Zero Fund Project” is to improve the occupational safety and health conditions of workers in the chili pepper and tomato supply chains in Mexico, focusing on Jalisco and with specific interventions addressing COVID-19, female workers, and workers in vulnerable conditions.

The project supports OSH-related efforts to respond to the COVID-19 pandemic, work on a wider range of occupational diseases that result from biological risks, while ensuring longer-term OSH improvements in the chili pepper and tomato supply chains. Special attention is paid to the situation of women workers and workers in vulnerable conditions, namely informal workers, migrant workers, young workers above the


\textsuperscript{18} NOM-015-STPS-2001 Condiciones térmicas elevadas o abatidas-Condiciones de seguridad e higiene.
minimum age of employment (the age of 15) but under the age of 18,\(^1\) indigenous populations, and people with disabilities. In collaboration with the Mexican government and other stakeholders, the project is developing a protocol to ensure that if any instances of forced labour or child labour (children under 15) are identified during project implementation, it will be referred to the appropriate government authorities or structure(s) through the ILO Country Office.

At the end of this project, the following two outcomes will have been achieved:

- **Outcome 1.** Increased mitigation of new and emerging health-related crises, including COVID-19, in the chili pepper and tomato supply chains in Mexico.
- **Outcome 2.** Increased compliance with OSH laws and policies in the chili pepper and tomato supply chains in Mexico.

### Results achieved

As required by USDOL's Office of Child Labor, Forced Labor, and Human Trafficking (OCFT) Management Procedures and Guidelines for Cooperative Agreements, the project worked with OCFT to develop a Comprehensive Monitoring and Evaluation Plan (CMEP), which includes a Performance Monitoring Plan (PMP), during the inception phase of the project. These documents describe the project's monitoring, evaluation, and data collection and analysis strategy throughout the life of the project and provides an important resource for information-based decision-making and implementation adjustments.

Following the **Vision Zero Fund's strategy**, the project established a Project Tripartite Consultative Committee (TCC) on April 26\(^{th}\), 2022. This TCC includes local representatives from the government and the most representative employers' and workers' organizations such as Confederación de Cámaras Industriales de los Estados Unidos Mexicanos (CONCAMIN), Confederación Patronal de la República Mexicana (COPARMEX), Consejo Nacional Agropecuario (CNA), Confederación Revolucionaria de Obreros y Campesinos (CROC), and Unión Nacional de Trabajadores (UNT). The TCC supports the implementation of the project activities through regular updates and discussion and suggests ways to make project's results sustainable beyond the project duration.

The project completed a Rapid OSH Needs Assessment that provides valuable insights into the direct and indirect effects of the COVID-19 pandemic on the chili pepper and tomato supply chains in Mexico. The assessment identifies challenges in implementing COVID-19 preventive and mitigation measures; inadequacies related to access to medical care for infected persons; challenges associated with providing income and food support to families affected by COVID-19; and insights into specific supply chain disruptions resulting from the pandemic. To validate the findings and prioritize intervention models, the project organized stakeholders' workshops in Guadalajara in September 2022. As a result, three main pillars were integrated into the response plan to guide the project's activities related to Outcome 1. These pillars are: a) Improve the capacity of project stakeholders to respond to health crises at the sectoral level in the chili and tomato chains; b) Develop and strengthen the capacities of project stakeholders to implement good OSH practices at the workplace; c) Information campaigns and good practices for the prevention of risks related to health crises.

The project also completed an assessment of drivers and constraints for OSH improvement. In line with the VZF collective action approach, the study was conducted in strong collaboration with municipal and state authorities of STPS, the Mexican Institute of Social Security (IMSS) and the Secretariat of Substantive Equity between Men and Women (SISEMH), as well as with workers' representatives and local business chambers, among other relevant local, state, and national stakeholders. The project team convened two workshops to

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\(^{1}\) In February 2022, the Mexican government reformed the Federal Labour Law and approved the participation of workers from 15 to 17 years in the agriculture sector.
validate the intervention models, one for each assessed value chain. Each workshop was attended by representatives of different government agencies and employers’, and workers’ organizations.

To improve OSH knowledge among employers and workers, the project delivered trainings on basic OSH topics at three of the selected workplaces on October 17th, November 6th, and November 26th, 2022. These trainings were based on the ILO methodology of identification and evaluation of risks and best practices to address OSH hazards. The training included a practical exercise where workers, accompanied by the project staff, conducted walkthrough observations of their workplaces, and identified risks such as ergonomic risk, load handling, work from heights, etc. Project participants received certificates of attendance upon completion of the trainings. A total of 81 attendance certificates were handed to participants who completed the trainings. Additional trainings were delivered regarding basic OHS topics to 21 workers on April 28th, 2023, and 19 union delegates on July 17th, 2023.

To promote sustainability of project interventions, Training of Trainers (ToT) sessions were delivered to selected workers and employers on October 18th, November 8th, and November 30th, 2022. Government officials participated in these ToT that the project delivered. The topics included the use of the SAFEWORK methodology to evaluate workplace risks; psychosocial risks; and the implementation of ILO’s C. 190. Government officials included staff from Jalisco’s STPS, Jalisco’s SISEHM, IMSS, and Jalisco’s Unit of Civil Protection and Firefighters. A total of 65 persons took part of these trainings.

To sensitize stakeholders regarding the implementation of C. 190, the project developed videos containing interviews of two agricultural workers who reflected on their experiences regarding gender violence and harassment and on the impact of the project’s interventions (including trainings).

A study on the profile of women workers in the agricultural sector, focusing on the selected supply chains was also developed. The project collected primary and secondary data to establish a profile of female workers and their conditions in the agricultural sector. Information from INEGI, SADER, FAO, and IMSS, were used to identify regional characteristics of agricultural female workers. The project also designed and implemented a survey with agricultural workers from the selected supply chains in four municipalities of Jalisco to identify their sociodemographic characteristics, their attitudes towards OSH, their participation in non-paid work, and violence and harassment in the workplace. The survey was administered to a total of 314 workers (168 from the tomato supply chain and 146 from the chili pepper supply chain; 85% women) between November 2022 and February 2023. This included women workers in production and packaging, and those working in greenhouses and in open fields. Preliminary results indicate that women tend to have a higher educational level than men, which will inform the project’s approach to the development of training materials.

The project achieved an institutional agreement with Jalisco’s SADER to plan for a formal collaboration with its agricultural extensionist program. Through this program, extensionist technicians visit smallholders and deliver trainings and technical assistance to smallholders to increase their productivity. The trainings that they deliver to smallholders usually include sowing and production techniques, use of fertilizers, production technologies, safety, and sustainable production strategies, among others. The project will deliver ToT workshops on OSH in the agriculture sector to extensionists who will then in turn deliver trainings to smallholders.

Thanks to the project, a collaboration agreement was formalized between the ILO CO-Mexico and IMSS. Through this agreement, both parts commit to develop the necessary joint activities to promote and improve the occupational safety and health conditions of workers.

The project has developed audio-visual materials that inform workers regarding their OSH rights and obligations. These materials include posters that are delivered to employers and unions and are located at their workplaces. Then, workers at the workplaces will have direct access to this information and OSH is promoted.
A first phase of a study that will measure and analyse the impacts of heat stress on agricultural workers was developed in July, 2023. During two weeks, the project, in collaboration with the University of Colorado and IMSS, collected health data of more than 150 workers in two workplaces before and after their work day to identify possible negative effects of heat stress on their health. The project will coordinate two additional data collection phases in January and May 2024, to compare the effects of different heat levels on the workers’ health.

The project developed a Baseline study regarding 5 key project indicators to identify and define the project's objectives. More than 350 workers in the chili and tomato supply chains were surveyed, as well as the managers at 4 workplaces where the project is implementing its activities.

The project is in the process of designing its sustainability and exit strategies. Through interviews with key project stakeholders, the project will identify stakeholders’ capacities (financial, infrastructure, political will, among others) to appropriate the project and continue implementing activities that improve OSH in the selected supply chains after the project has ended. These strategies will guarantee that the project has a long-lasting impact even after its implementing period.

Moreover, the project is designing advanced trainings in specific topics identified during the drivers and constraints for OSH improvement and after discussing the stakeholders needs. Advanced trainings regarding the correct handling of agrochemicals (including the correct use of PPE) and the responsibilities and functioning of OSH committees at the workplace are being designed.

The project is also in the process of designing a general OSH management protocol. This protocol will consider the best national and international practices to manage OSH at the workplace in the chili and tomato supply chains. A specific protocol to respond to new and emergent health crises, like COVID-19, is also in the process of being developed. For this design, the project has coordinated several interviews with local staff of the government, employers and workers, to gather and analyse best practices and develop a standardized protocol.

**Linkage with the P&P**

This project is aligned with Outcome 7 of the ILO Programme and Budget 2022 – 2023: “Adequate and effective protection at work for all”, under Output 7.2 "Increased capacity of Member States to ensure safe and healthy working conditions”.

**Linkage with the SDGs**

This project will contribute to advance towards the achievement of Sustainable Development Goal (SDG) 8: "Promote inclusive and sustainable economic growth, employment and decent work for all", in relation to its target 8.8 “Protect labour rights and promote a safe and secure working environment for all workers, including migrant workers, in particular women migrants and those in precarious employment”.

**Management arrangements**

The project is managed by the Project Director (PD), who reports to the Director of the ILO Country Office for Mexico and Cuba.

The project director, under the supervision of the ILO Country Office director, is responsible for leading the project team: the M&E officer, the Occupational Safety & Health specialist, the Communications Officer, the Value Chains Specialist,\(^{20}\) a Project Officer in Jalisco, a Field Security Associate (part-time),\(^{21}\) and the two Administrative and Finance Assistants.

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\(^{20}\) Currently vacant.

\(^{21}\) Currently vacant
The Project Director and M&E Officer comprise the project’s key personnel.

Technical backstopping is provided by the VZF Secretariat and by the Labour Administration, Labour Inspection and Occupational Safety and Health Branch (LABADMIN/OSH) in HQ/Geneva. Technical inputs are also provided by ILO technical specialists in ILO Sub regional Office in San Jose.

Specialists from ILO’s Bureau for Employers’ Activities (ACTEMP) and its Bureau for Workers’ Activities (ACTRAV) are responsible for maintaining communication and coordination channels with workers’ and employers’ organizations, respectively.

Purpose, scope and clients of the evaluation

The objective of this midterm evaluation is to review and assess the progress and achievements of the Project against the planned outcomes and products, identify expected and unexpected results by examining the results chain, processes, contextual factors, and causality using OECD-DAC criteria such as relevance, effectiveness, efficiency, impact, and sustainability. The evaluation will also provide actionable recommendations to the project and to the overall VZF approach to the chili and tomato supply chains. The main findings, lessons learnt, and best practices will contribute to organisational learning and improvement of project effectiveness.

The main beneficiaries of this evaluation will be the project's management team and its backstopping units; the ILO’s specialists collaborating with the project, i.e., ILO’s CO-Mexico, LABADMIN/OSH, VZF, ACTRAV, ACTEMP, and OSH specialists in HQ and in the region; and USDOL personnel managing and designing international technical assistance projects in related regions/sectors.

The main external partners of the project on the government level are STPS; the National OSH Advisory Committee, including its COCONASST; the state advisory committee and the Federal District OSH Commission (COCOESST); IMSS; SADER; SISEMH and the Local Civil Protection and Firefighting Unit. Among employers’ and workers’ organizations, are COPARMEX, CONCAMIN, CTM, UNT, CROC, and CROM at the national and sectoral level. Also, local, and regional workplaces in the chili and tomato supply chains, such as Bonanza, Inveritza, Divemex, Argaman, ADF, and PLC, have benefitted from the project’s interventions.

Approach and evaluation questions

The conceptual framework on which this evaluation will be developed is that of the ILO’s Policy Guidelines for Results-Based Evaluation (4th edition, 2020). The evaluation will be carried out according to ILO standard policies and procedures and comply with the United Nations Evaluation Group (UNEG) norms and the OECD/DAC evaluation quality standards. The independent midterm evaluation will apply an evaluation framework based on the five principles of a) relevance, b) validity of design, c) effectiveness, d) efficiency, e) impact and f) sustainability.

Suggested key evaluation questions are mentioned below. Given the purpose of the evaluation, the evaluator may suggest additional questions – in consultation with the evaluation manager. Any fundamental changes to the evaluation criteria and questions should be agreed between the evaluation manager and the evaluator and reflected in the Inception Report.

Gender mainstreaming and other cross-cutting issues

Gender mainstreaming and other cross-cutting issues play a crucial role in the evaluation process. In order to ensure effective gender mainstreaming, the evaluation should adhere to the guidelines outlined in the EVAL guide on gender mainstreaming in evaluations. This involves more than just including a balanced
representation of men and women as primary sources or presenting sex-disaggregated outcomes of interventions, if available. The primary focus should be on incorporating gender equality and non-discrimination in the design and implementation of projects, and evaluating the outcomes achieved in terms of gender equality.

To achieve this, it is essential to incorporate gender-related questions into the criteria of design validity, effectiveness, impact, and sustainability orientation. The questions regarding design validity should aim to identify how the project incorporated a gender and non-discrimination approach into its design. The questions related to effectiveness should assess the extent to which the project's outputs have addressed the specific problem of women, such as occupational safety and health (OSH) deficits. It should also seek information on the progress of the project disaggregated by sex and evaluate the level of participation of gender specialists, government institutions, or civil society organizations specialized in gender issues in the project implementation. In terms of impact and sustainability, the evaluation should analyze whether the project beneficiaries are adopting policies or practices that improve OSH conditions with a gender perspective. Furthermore, it should assess the project's progress in improving OSH conditions for women workers. These aspects will provide valuable insights into the project's overall impact and the sustainability of its gender mainstreaming efforts.

By incorporating these gender-focused questions into the evaluation process, we can ensure a comprehensive assessment of gender mainstreaming and its impact on project design, implementation, and outcomes. This will contribute to advancing gender equality and non-discrimination in a meaningful way.

* Other ILO cross-cutting issues should also need to be considered, such as ILS and mainly tripartite social dialogue, and environmental sustainability.

A list of suggested questions by evaluation criteria is presented in the following table:

<table>
<thead>
<tr>
<th>Relevance. The extent to which the objectives of a development intervention are consistent with the requirements of the beneficiaries, the needs of the country, the regional priorities and the policies of the partners.</th>
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<tbody>
<tr>
<td>1. How relevant is VZF's work to the chili and tomato supply chain and its OSH needs?, was the Project designed and implemented in accordance with the needs, priorities and capacities of constituents, stakeholders and beneficiaries?</td>
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<tr>
<td>2. What is the level of alignment of the Project with Mexico's national and/or territorial policies on OSH in the chili and tomato supply chain?, What is the level of alignment of the Project with international OSH instruments, with the ILO Country Programme in Mexico, with the United Nations Cooperation Framework in Mexico and with the 2030 Agenda for Sustainable Development?</td>
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<td>3. How has the pandemic crisis accentuated the OSH deficit in workers in the chili and tomato sector and to what extent did the Project design adjust its strategies, actions and/or prioritize the target population to remain relevant in the context of the crisis?</td>
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<td>Coherence. The extent to which the strategy is logical and consistent.</td>
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<td>4. To what extent is the design of the Project logical and coherent? Are the products appropriate and suitable to achieve the expected results? Do the design identify the risks of the intervention and the measures to mitigate their occurrence and/or effects, as well as strategies to benefit the sustainability of the results?</td>
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<td>5. Does the Project have indicators at the level of results and specific outputs? Are the planned objectives realistic, taking into account the implementing time of the Project?</td>
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<tr>
<td>6. ¿To what extent does the design of the project contribute, a priori, to the achievement of gender equality, non-discrimination and the protection of vulnerable groups in the chili and tomato supply chains?</td>
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7. To what extent has the project established synergies, avoided duplication of efforts, and coordinated with government-led efforts (national and regional) or donor-funded interventions to improve occupational safety and health in Mexico?

**Effectiveness:** centers on a comprehensive evaluation of project processes, products, as well as intermediate and final outcomes. This evaluation is focused on measuring the degree to which the immediate objectives of the project have been effectively realized or are anticipated to be met. This assessment takes into careful consideration the relative significance of these objectives, the capabilities of the management team, and the methodologies employed for project implementation. Central to this evaluation is a discerning analysis of how project outcomes impact distinct beneficiary groups, namely migrants and local communities. By differentiating between these groups, a nuanced understanding is gained about how the project's results manifest differently across various stakeholders.

8. To what extent has the Project delivered the outputs and achieved the planned design results? What have been the main internal and external constraints/challenges faced during implementation? What were the critical success factors and what have been the main contributions of the ILO?, What are the main contributions of the Project to the achievement of the results of the VZF?

9. Are there significant differences in progress between outcomes in the chili and tomato chain? between the level of intervention scope (workplace/industry, national, global)? If so, what are the reasons for this?

10. To what extent has the Project addressed the specific problems (OSH deficits) of women and other vulnerable groups in the chili and tomato supply chains? Have the inclusion objectives of gender equality, non-discrimination and protection of vulnerable groups been achieved in the chili and tomato supply chains?

11. What has been the level and type of effective participation of constituents, stakeholders and beneficiaries/participants in the implementation of the project, at national and provincial levels? What factors explain this? Has collective action by various stakeholders (employers' organizations, workers' organizations, private sector, multinationals and brands, governments, international financial and labour organizations, civil society) been effective? What have been the most effective mechanisms used by the Project to promote tripartite social dialogue?

**Efficiency.** It seeks to assess to what extent the resources/inputs of the project (funds, experience, time, etc.) are converted into results.

12. Does the governance structure and management model of the Project facilitate the delivery of outputs, the achievement of results and efficient implementation? Has the strategic support of the VZF global governance bodies and governance bodies at national level (Secretariat of Labor, COCONASST, employers’ and workers' organizations) consisted of and contributed to the achievement of project results?

13. The intervention has received adequate political, technical and administrative support from national partners, the country office, regional technical specialists and the technical unit responsible for headquarters?

**Impact Orientation** It seeks to assess whether the strategic orientation of the project under study allows making significant contributions to its long-term objectives. These contributions can be positive and negative changes produced by the intervention in question either directly or indirectly, intentionally or unintentionally; **Sustainability** It seeks to assess whether the results of the intervention will be durable
and whether they can be sustained or even scaled up and replicated by other development partners once the intervention has been completed or after donor funding has ended.

14. What are the effects of the Project in relation to strengthening the capacities of relevant institutions in Mexico to promote OSH in the chili and tomato supply chains?, How is this capacity building manifested or reflected?, Could these changes be causally linked to the Project?, What other factors can explain this?

15. To what extent has the Project favored the appropriation of the intervention by the relevant institutions in the chili and tomato supply chain in Mexico?, Have they institutionalized some of the tools developed within the framework of the Project?, Are they willing to keep the results once the Project is finished?, Do they have an operating structure and budget for it?

16. To what extent is there an impact on improving national legal and regulatory frameworks in the enforcement, design and/or implementation of national public policies/programmes/strategies to promote OSH in the chili and tomato chains?

17. Has the Project been successful in reaching the final beneficiaries (most vulnerable workers in the chili and tomato sectors)?, What are the main effects/impacts in terms of reducing exposure to OSH risks in the workplace in the final beneficiaries?, To what extent is the Project expected to have a sustainable impact on the handling of OSH in GSCs with a gender perspective?, To what extent is the Project making progress towards improving the OSH conditions of women workers?

**Management Arrangements of the evaluation**

This evaluation will be managed by Cybele Burga, Regional Evaluation Officer for Latin America and the Caribbean, and co-managed by Erika Flores, an official who has not participated in the implementation of the project. The evaluation manager is responsible for all administrative aspects of the day-to-day evaluation process; act as the main interlocutor with the team of evaluators; facilitate communication with relevant stakeholders to ensure that evaluators receive the required data and ensure the overall quality of the evaluation. The Regional Evaluation Officer will be responsible for ensuring adherence to the ILO evaluation policy and the technical quality of all products for approval.

**Evaluation methodology**

The basic conceptual framework on which this evaluation will be developed is the ILO Policy Guidelines for Results-Based Evaluation: principles, rationality, planning and management. The evaluation will also be carried out in accordance with regular ILO policies and procedures. The ILO adheres to the UNS norms and standards of evaluation. The evaluation should adopt an approach that recognizes the role of gender in economic and social development. It will also include an assessment question matrix with assessment questions, qualitative and quantitative indicators, and data collection techniques designed to be gender-sensitive and maximize participation. Gender analysis should be reflected throughout the findings, conclusions, and recommendations.

Evaluation is expected, as far as possible, to combine quantitative (desktop review phase) and qualitative (mainly during the field or virtual information collection phase) analysis, which should be used to obtain the information needed to answer the evaluation questions. Therefore, the design of the evaluation should be carried out from a mixed approach in which qualitative information captures information that may not be
systematized in written documentation, perceptions and expressions that provide relevant information to corroborate hypotheses and the understanding of the processes that explain the results.

The evaluation should integrate the gender perspective, this involves: Ensure that gender equality and women's empowerment (GEEW) is integrated into the scope of the evaluation analysis, and that indicators are designed in a way that ensures the collection of GEEW-related data; ensure that evaluation questions specifically address how GEEW has been integrated into the design, planning and implementation of interventions and the results achieved. Finally, the main findings, conclusions and recommendations should be formulated taking into account the practical and strategic needs of women and men according to their situation of special vulnerability.

The evaluation should be based on a theory of change approach, from planned activities to the expected results of project efforts. The theory of change should show the expected causal links between the activities, planned outputs and the project's contribution to results, as well as the contextual factors that influence them.

In the framework of ILO's mandate, the evaluation team should use participatory evaluation methodologies to obtain information reflecting impact, as well as perceptions on the use and appropriation of products.

The evaluator may use diverse and innovative evaluation methods, such as Outcome harvesting or process tracing.

**Evaluation approaches**

**Participatory evaluation:** The evaluation should involve all relevant actors, UN System Agencies, civil society organizations and other key actors. This will make it possible to collect different perspectives and experiences, identify lessons learned and obtain stronger recommendations.

**Evaluation based on the systemic perspective, which includes:**

- **The evaluation of processes:** It is fundamental to evaluate the processes of implementation of the project. This implies examining the coordination between the actors, the quality of the planning and management of the actions, the participation of the different sectors and the efficiency in the use of the available resources.

- **The evaluation of results:** This implies analyzing how the intervention has contributed to the established objectives, what changes have been achieved and what effects have been observed in the relevant counterparts (government entities, employers' and workers' organizations).

- **Tripartite and normative approach:** Labor standards are fundamental to the work of the ILO, either directly or indirectly. The Organization seeks to ensure coherence and consistency in its work related to standards, including their integration and implementation in member states. To achieve this, it focuses on monitoring and evaluation as supporting tools. Normative work, like that of social dialogue, according to UNEG is essential in all ILO development cooperation interventions. The relationship between these interventions and the relevant standards may vary: in some projects, the standards are central and fundamental; in others, it focuses on technical aspects related to standards; and in some extreme cases, the rules are not set at all in the intervention. ILO development cooperation projects may develop, integrate or implement labor standards. In this sense, the evaluation will seek to find out to what extent the intervention has implicitly promoted the integration and/or application of standards, as well as social dialogue, in its Member States.

**Evaluation stages**

**A. Documentary review**

The project coordination team will provide a list of relevant documents collected internally and a base contact list, following the instructions of the evaluation manager. All documents will be made available at the beginning of the process. At the beginning of the documentary analysis phase, the evaluator will hold a
meeting in Teams with the Evaluation Manager and the ILO officials in charge of project implementation, in order to have an adequate understanding of the scope from the beginning, changes and key results of the project as well as the areas of interest of the ILO regarding the evaluation products.

Below is a referential list of the main sources:

- Key project documents: relevant background as well as country-level data and programmatic documents, such as joint UN plans, agency-specific program plans, budgets, and project Monitoring System reports, laws, policies, national development strategies and others, transversal to the competent public institutions.
- Work plan.
- Project monitoring plans.
- Progress reports.
- Project budget and related financial reports.
- Reports of various activities (including training materials, trainings, workshops, working group meetings, videoconferences, meeting minutes, workshop reports, etc.).
- Training materials, studies, campaigns, etc.
- Others as needed.

After having made a general review of the main documentation and after having had a first informative meeting with the project team, the evaluator is expected to prepare the first evaluation product, Initiation Report, the scope and content of which is detailed in the "evaluation products" section.

B. Information collection

The evaluation team will carry out initial interviews, virtual or by telephone, with project key informants (project partners and national officials involved in project implementation), as well as an initial meeting with the evaluation manager and the project team.

The aim of the initial consultation is to reach a common understanding of the status of the project, the priority evaluation questions, the available data sources and the data collection instruments to be used, as well as to preliminarily discuss an outline of the content of the evaluation report.

In summary, this initial consultation will address the following topics:

- Background, materials and information about the project.
- Key evaluation questions and priorities.
- Outline of the initial and final report.

In general, extensive initial briefings will be conducted with key ILO team members and implementing partners, including members of the Tripartite Project Committee to fully understand the characteristics and particularities of the assessment object, followed by brief interviews with initially identified priority stakeholders.

Based on the scope and purpose of the assessment, document review, briefings and initial interviews, the evaluation team will prepare an Inception Report with the final proposed methodology and work plan.

The evaluation team will work with the project and evaluation manager to ensure that participants who can provide information to answer the questions are invited to the meetings or, if availability does not allow, separate meetings are arranged.

The evaluation data collection methodology is expected to have a mixed approach that combines face-to-face interviews with final beneficiaries (focus groups, observation techniques, discussion groups), and
remote interviews with direct institutional beneficiaries. For example, assessing whether the project's work is evidence-based should be a triangulation of document reviews, structured observation, and reference to subject matter standards; and not rely solely on perception surveys.

For remote interviews, the evaluation team must have the flexibility to schedule or reschedule the interviews in the event of connectivity failures or unforeseen changes in the schedule. The suggested methodology for data collection is semi-structured interviews, focus groups, group meetings, in-depth interviews and structured/semi-structured online surveys. The project team is expected to provide all its support in organizing these virtual and/or face-to-face interviews. The evaluator will ensure that the opinions and perceptions of women are equally reflected in the interviews and that gender-specific questions are included.

A virtual stakeholder workshop will be organized to discuss with key stakeholders, ILO staff and representatives of funding/implementing partners the initial findings and fill in any potential information gaps. The workshop will be held after the delivery of the partial evaluation report and will have the logistical support of the project and will be managed by the evaluator in coordination with the evaluation manager. Details should be clearly stated in the initial report for further preparation during the data collection phase.

**Interviews with ILO staff**

A first meeting will be held with the project team. The evaluation team will also interview staff from other ILO projects and ILO staff responsible for financial, administrative and technical support of the project, as needed. The coordination will prepare an indicative list of people to interview in consultation with the Evaluation manager.

**Interviews with key actors and related ILO projects**

The evaluation team will conduct face to face and virtual interviews with the relevant interested parties to examine the delivery of products in its dimensions of technical quality and delivery timeliness, as well as the results that have been achieved with them. The project will provide the complete list of actors from which the evaluation team will select an adequate sample of respondents that will be reviewed by the evaluator and may be expanded in coordination with the evaluation manager and in consultation with project team. As appropriate, the questions and information collection will be disaggregated by population group based on race/ethnicity, sexual orientation, gender identity, age, disability.

**C. Report writing phase**

Based on inputs from discussions and interviews with key stakeholders, the evaluation leader will write the evaluation report. The draft report will be sent to the Evaluation Manager for methodological review and then shared with key stakeholders for input/comment.

The Evaluation Manager will consolidate all comments, including methodological comments, and then share them with the evaluator for consideration in finalizing the report.

The evaluator will conclude the report, incorporating the feedback provided by stakeholders, and subsequently submit the finalized version for EVAL’s approval. The final evaluation report must be submitted in both English and Spanish and in a Section 508-compliant format (in both Microsoft Word and Adobe PDF) without personally identifiable or other industry-sensitive information.

**D. Dissemination workshop (virtual)**

A virtual workshop/meeting is scheduled to present the final outcomes, and it will involve key implementers and stakeholder groups. In this space, primary conclusions and recommendations drawn from the evaluation will presented and discussed. It is an opportunity to validate feasibility of each proposed recommendation. The responsibility for methodological planning of the workshop, in coordination with the evaluation manager, rests with the evaluator or evaluation team. The project team, in consultation with the evaluator and the Evaluation manager, will oversee the identification of workshop participants and logistical arrangements.
Regarding the deliverables, all products are required to be produced in Spanish. Additionally, both the Executive Summary and the final report are to be delivered in English as well.

The evaluation process will culminate in a succinct evaluation report. This report will comprehensively detail the overall and specific performance of the project. This assessment will be conducted based on the relevance and strategic alignment of the intervention, the robustness of the intervention’s design, the advancement and efficacy of the intervention’s execution, the efficient utilization of resources, the effectiveness of management mechanisms, and the focus on impact and sustainability of the intervention. These evaluation criteria are in line with the ILO Policy Guidelines for Results-Based Evaluation.

**Main products**

The evaluation will result in a concise evaluation report detailing the overall and specific performance of the project as assessed in terms of relevance and strategic fit of the intervention; validity of the intervention design; progress and effectiveness of the intervention; resource use efficiency; effectiveness of management arrangements; orientation to the impact and sustainability of the intervention; as defined in the ILO Guidelines for the preparation of independent evaluations of ILO programs and projects (ILO Policy Guidelines for Results-Based Evaluation).

The evaluator or evaluator is expected to deliver the following products:

- **Product 1: Inception report.** The Initiation Report, of no more than 15 pages (not including Annexes), will be submitted for review and approval by the evaluation manager. This Report must include a detailed description of the methodology to be used in both evaluations, sources and procedures to be used for data collection, key activities, interview questionnaires, list of key stakeholders, research questions, compliance indicators and the evaluation schedule. This report will be used as the initial point of agreement and understanding between the evaluation team and the contracting party (see Checklist 4.8: Writing the Initial Report).

- **Products 2 and 3 (Progress report- product 2 and final evaluation report- product 3).** The evaluation report must be submitted to the Evaluation Manager. The report must follow the ILO specific presentation formats and must not be longer than 50 pages, excluding annexes. The annexes of the report will include: the questions and indicators used for the investigation, the final instruments used in the field work, the results of the survey, a list of the people interviewed and a list of the documents reviewed. The report must be established in line with the ILO “quality checklists 4 and 5” for evaluation reports that will be downloaded from the link in Annex 2.

<table>
<thead>
<tr>
<th>This Evaluation Report must include:</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Title page with the key data of the project and evaluation;</td>
</tr>
<tr>
<td>(2) Table of contents and lists (annexes and tables or graphs)</td>
</tr>
<tr>
<td>(3) List of abbreviations</td>
</tr>
<tr>
<td>(4) Executive summary (no more than 5 pages. In addition, the executive summary Template of EVAL)</td>
</tr>
<tr>
<td>4.1. Background and context</td>
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<tr>
<td>4.1.1. Summary of Evaluation Purpose, Logic, and Structure</td>
</tr>
<tr>
<td>4.1.2. Current allocation status</td>
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<tr>
<td>4.1.3. Purpose, scope and clients of the evaluation</td>
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<tr>
<td>4.1.4. Evaluation methodology</td>
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<tr>
<td>4.2. Main findings and conclusions</td>
</tr>
<tr>
<td>4.3. Recommendations, lessons learned and good practices</td>
</tr>
<tr>
<td>(5) Body of the report</td>
</tr>
<tr>
<td>5.1. Background of the intervention</td>
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</tbody>
</table>
5.2. Background to the midterm independent evaluation
5.3. Methodology
5.4. Main findings ordered according to the five criteria of the analytical framework

(6) Conclusions
6.1. Conclusions
6.2. Lessons learned (according to eval template)
6.3. Good practices (according to eval template)
6.4. recommendations

(7) Annexes (list of interviews, meeting summary, stakeholder meetings, other relevant information)


The report should follow the EVAL format template, including a title page (see Checklist 4.3: Filling in the evaluation title page). The quality of the Report will be graded based on EVAL’s quality standards (see Checklist 4.9: Rating the quality of an evaluation report).

Executive Summary for high circulation dissemination. The executive summary must follow the EVAL guidance format, synthesize the most important results of the evaluation by evaluation criteria, lessons learned, good practices and recommendations and must not be longer than 7 pages (see Checklist 4.4: Preparing the Evaluation Report Summary). Likewise, an executive summary must be prepared for the project, highlighting the differentiated results by intervention.

► Product 4: PowerPoint with main results that summarize the most substantive aspects of the final independent evaluation report, background, methodology used (emphasis on the limitations of COVID-19 and lessons learned), main findings, conclusions, lessons learned, good practices and recommendations.

► Product 5: 1 Infographic. A quick note of 4 pages without editing, in Spanish and English. This note will include a brief description of the main findings (highlighting quantitative information), lessons learned, best practices, main recommendations, and the voices of constituents and key stakeholders (unnamed direct citations, indicating only the type of stakeholder to which reference is made, prior consent request from the interviewees).

► Product 6: 1 life story. The life story or institutional story must be representative of the evaluation results, it can be stories of success or improvement but that it delivers learning.

► Tentative work plan

This evaluation exercise anticipates a level of effort of 80 effective working days distributed among all members of the evaluation team, which will be developed between late September 2023 – February 2024. Here is the tentative schedule:

<table>
<thead>
<tr>
<th>Stage</th>
<th>Tentative date</th>
<th>Main tasks</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase 1: preparatory activities for the evaluation</td>
<td>September – October</td>
<td>At least two meetings via Teams/Zoom with the evaluator to adjust the methodology, documents and format of the inception report</td>
<td>Evaluator and Regional Evaluation Officer – REO</td>
</tr>
<tr>
<td>Phase 2: Evaluation process</td>
<td>3rd week of October</td>
<td>Refinement of the method, research tools and inception report</td>
<td>Evaluator and REO</td>
</tr>
</tbody>
</table>

Definition of evaluation questions, search strategy and protocol through
Responsibilities and required profile of the evaluation team

The midterm independent evaluation of the project "Improving workers’ occupational safety and health in the chili pepper and tomato supply chains, with a focus in Jalisco – A Vision Zero Fund Project" subject of these ToR must be carried out by an independent evaluation team. The gender balance in the composition of the team and thematic knowledge in Occupational Safety and Health is desirable.

Responsibilities of the evaluation team

<table>
<thead>
<tr>
<th>Phase 3: Dissemination of results</th>
<th>Late February</th>
<th>Evaluation results dissemination workshop</th>
<th>Evaluator</th>
</tr>
</thead>
</table>

**Evaluation team leader responsibilities**

a) Briefing with ILO / evaluation managers (discussion on evaluation scope).

b) Document review.

c) Preliminary interviews with project coordinator and key stakeholders.

d) Preparation of the Inception Report, including the evaluation matrix and instruments (methodology, evaluation questions/indicators and interview guides).

e) Conduct interviews with interested parties (face to face interviews, skype, telephone or similar means).

f) Draft evaluation report.

h) Internal meeting to present preliminary results.

i) Finalize the evaluation report.

j) Make the presentation of the results of the evaluation in a Virtual Workshop.

**Responsibilities of the national consultant and/or thematic expert**

a) Carry out stakeholder analysis, face to face interviews, focal groups, interviews with interested parties. It could also use virtual means, whenever the stakeholder is not available.

b) Provide information for the evaluation report: context, relevant institutional and political aspects, statistics, among others.

**Evaluation team profile**

The evaluation team should be composed of at least two persons who together must meet the following
University Degree in Economics, Social Sciences, or related graduate qualifications with minimum 7 years of experience in project/program evaluation.

- Proven skills and experience in undertaking evaluations of similar projects, preferably in Mexico.
- Experience in using the Theory of change approach on evaluation.
- Strong background in Human Rights Based Approach programming and Results Based Management.
- Knowledge and experience in employment, occupational safety and health or supply chains.
- Extensive knowledge and experience in applying qualitative and quantitative research methodologies.
- Experience in direct and participatory community-based observation, and experience in participative evaluation techniques would be an asset.
- Knowledge of ILO’s roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable.
- Excellent analytical skills and communication skills.
- Demonstrated excellent report writing skills in Spanish and English.

*All interviews will be carried out in Spanish.*

## Payment schedule

The evaluation team fees will be carried out once the products are received to the satisfaction of the OIT as follows:

- **Payment 1:** 20% against delivery and approval of the Inception Report.
- **Payment 2:** 30% upon delivery and approval of the Preliminary Report (Product 2).
- **Payment 3:** 50% against the delivery and approval of the Final Report (Product 3), PowerPoint of results (Product 4), Infographic without design/content (Product 5) and life/institutional story (Product 6).

## Legal and ethical aspects

The evaluator will maintain the utmost confidentiality related to sensitive information and comments that arise during individual and group interviews. They should be given enough space to ask any questions they may have, and they should be answered to their satisfaction before the interview begins.

This evaluation complies with the United Nations norms and standards for evaluation and will ensure that ethical safeguards regarding the independence of the evaluation are taken into account. Please, ask [here](https://uneq.org/uneq-ethical-guidelines) UN ENEG ethical guidelines.
Annex I. Complete list of actors / responsibility / level of influence

<table>
<thead>
<tr>
<th>Actors</th>
<th>Responsibility</th>
<th>Level of influence</th>
</tr>
</thead>
<tbody>
<tr>
<td>STPS - Federal</td>
<td>National OSH regulator</td>
<td>High</td>
</tr>
<tr>
<td>COPARMEX</td>
<td>Tripartite Consultative Committee</td>
<td>High</td>
</tr>
<tr>
<td>IMSS</td>
<td>Tripartite Consultative Committee</td>
<td>High</td>
</tr>
<tr>
<td>STPS - Jalisco</td>
<td>Tripartite Consultative Committee</td>
<td>High</td>
</tr>
<tr>
<td>SADER</td>
<td>Tripartite Consultative Committee</td>
<td>High</td>
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<tr>
<td>CCIJ</td>
<td>Tripartite Consultative Committee</td>
<td>High</td>
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<tr>
<td>SISEMH</td>
<td>Tripartite Consultative Committee</td>
<td>High</td>
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<tr>
<td>Unidad Estatal de Protección Civil y Bomberos</td>
<td>Tripartite Consultative Committee</td>
<td>High</td>
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<td>SESAJAL</td>
<td>Tripartite Consultative Committee</td>
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<td>CTM</td>
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<td>SEGOB</td>
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<td>CROC - SUMATE</td>
<td>Tripartite Consultative Committee</td>
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<tr>
<td>Bonanza</td>
<td>Tripartite Consultative Committee</td>
<td>High</td>
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<tr>
<td>Inveritza</td>
<td>Project Beneficiary</td>
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<tr>
<td>Divemex</td>
<td>Project Beneficiary</td>
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</tr>
<tr>
<td>PLC</td>
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<tr>
<td>Argaman</td>
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<tr>
<td>ADF</td>
<td>Project Beneficiary</td>
<td>Medium</td>
</tr>
<tr>
<td>Hershey's Mexico</td>
<td>Project Beneficiary</td>
<td>Low</td>
</tr>
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Annex II. Mandatory consultation guides and templates of the ILO Evaluation Policy


Guidance notes:
- Guidance Note 3.1 Integrating gender equality in monitoring and evaluation of projects
- Guidance Note 3.2 Adapting evaluation methods to the ILO's normative and tripartite mandate
- Guidance Note 4.3 Data collection methods
- Guidance Note 4.5 Stakeholder engagement
- Guidance Note 5.5 Dissemination of lessons learned and good practices

Checklists:
- Checklist 4.8 Writing the inception report
- Checklist 4.2 Preparing the evaluation report
- Checklist 4.9 Rating the quality of evaluation reports

Templates:
- Lessons Learned Template
- Good Practice Template
- Executive Summary Template
- Title Page Template
- Code of conduct for consultants