



**Terms of Reference (ToR) for Final Independent Cluster Project Evaluation in  
Enhanced capacity of government and social partners to reduce child labour and improve  
occupational safety and health**

<b>KEY FACTS</b>	
<b>TC Symbol:</b>	SYR/16/01/RBS (106372) SYR/20/01/CEF (107830) SYR/20/01/RBS (107702)
<b>Countries:</b>	Syria
<b>Project title:</b>	1. Reducing Worst Forms of Child Labour in Syria 2. Adopting a Multi-sectoral Approach to Fighting Child Labour & Addressing Multiple Vulnerabilities in two Governorates in Syria 3. Mitigating COVID-19 workplace effects through improved occupational safety and health and promoted compliance with the national legislation
<b>Duration:</b>	1. 18 months 2. 12 months 3. 15 months
<b>Start Date:</b>	1. 1 <sup>st</sup> May 2019 2. 1 <sup>st</sup> September 2020 3. 1 <sup>st</sup> August 2020
<b>End Date:</b>	1. 30 <sup>th</sup> November 2020 2. 30 <sup>th</sup> September 2021 3. 30 <sup>th</sup> October 2021
<b>Administrative unit:</b>	Regional Office for the Arab States (ROAS)
<b>Technical Backstopping Unit:</b>	Regional Office for the Arab States (ROAS)
<b>Collaborating ILO Units:</b>	Fundamental Principles and Rights at Work (Branch) (FPRW) DIALOGUE LABADMIN/OSH
<b>Evaluation requirements:</b>	Final Independent Evaluation
<b>Donor:</b>	1. RBSA Funding 2. UNICEF 3. RBSA Funding
<b>Budget:</b>	1. USD 1 million 2. USD 250,000 3. USD 600,000

## **1. Background**

Occupational safety and health (OSH) has always been recognized in Syria for its role in the socio-economic development. Syria was the second country from the Arab region to ratify the Occupational Safety and Health Convention, 1981 (No. 155). Based on the Government's request for relevant technical assistance, the ILO conducted in 2009 a comprehensive assessment of labour inspection and occupational safety and health, which revealed a number of gaps and weaknesses that needed to be addressed in order to enhance effectiveness of labour inspection and occupational safety and health and ensure conformity with the relevant ratified conventions. A comprehensive reform plan was then developed, and a new labour law issued in 2010, which included significant positive changes in terms of occupational safety and health.

Nonetheless, conflict in Syria resulted in massive destruction of the country's infrastructure and weakened the institutional capacity of the public institutions, with significant impacts on the labour inspectorate. The armed conflicts continue to cause tremendous human suffering to people both inside and outside the country, resulting in the biggest humanitarian and refugee crisis of our time, depriving millions of people of the means of making a living to feed their families or compromising their fundamental labour rights and minimum safety and health requirements.

Additionally, children have been affected and made more vulnerable through an increase in levels of child labour since the beginning of the conflict. Although systematic information is not available, there is agreement among humanitarian actors that thousands of children are engaged in child labour. Anecdotal evidence suggests that many of them are engaging in hazardous forms of child labour. These include work in hazardous environments such as unprotected construction sites, exposure to extreme heat or cold, exposure to chemicals, long hours of work and working in conditions that make the child vulnerable to abuse and exploitation. Their working conditions have been even worsened with the conflict.

In response to the increasing incidence of child labour in the humanitarian context, the government, several UN agencies and NGOs have attempted to address the issue mainly by integrating child protection. The Government has also developed a draft national action plan to address the issue through a multi-faceted approach. With their combined efforts, stakeholders on the ground have been able to mitigate child labour in some areas to some extent. However, specific technical expertise has been needed to develop holistic and sustainable solutions to the issue, not only building on what has been achieved through the humanitarian response but also through additional interventions linking child labour to livelihoods, education, labour inspection and child protection. ILO has been closely working with the Ministry of Social Affairs and Labour as well as other UN agencies to respond the increasing needs to reduce and prevent child labour.

## **Projects Background**

### *1. Reducing Worst Forms of Child Labour in Syria*

In 2019, ILO commenced a Regular Budget Supplementary Account (RBSA) project, "Reducing Worst Forms of Child Labour in Syria". It mainly focused on hazardous work, which are among the Worst Forms of Child Labour (WFCL) as per ILO Convention 182. It also aimed to complement and build on the ongoing interventions undertaken by actors and stakeholders on the ground. It took into consideration the priorities identified in the draft National Action Plan to Eliminate Child Labour endorsed by the Ministry of Social Affairs and Labour, and on the Syria Humanitarian Response Plan, particularly to its Protection objectives. It also contributed to the objectives of the Early Recovery and Livelihoods Sector and the Education Sector. Where needed, it engaged with public institutions that provide services to affected communities such as schools, education directorates, social service

and labour directorates. Projected completed in November 2020. The project objectives and activities are as follow,

**Overall Objective:** Reduce the worst forms of child labour among vulnerable communities in Syria through an integrated, systemic approach combining the humanitarian response and existing national systems.

**Immediate Objective 1:** Enhanced information available for planning and programme interventions.

**Activity 1.1:** Review existing data collecting systems within UN agencies and enhance them in order to gather child labour related information.

**Activity 1.2:** Conduct focused child labour assessments carried out to assess need at the national level according the mechanisms agreed upon with the government side and conduct a mini assessment of child labour to serve to strengthen the response mechanism.

**Immediate Objective 2:** Child Labour effectively integrated in humanitarian interventions.

**Activity 2.1:** Train members of the CPWG, staff, contractors and volunteers of UN agencies, Government counterparts and partner organizations on addressing and preventing the worst forms of child labour.

**Activity 2.2:** Develop Occupational Safety and Health checklists and tools to address and prevent child labour within programmes directly or indirectly supported by UN agencies.

**Activity 2.3:** Develop tools for linking child labour with livelihood and school feeding interventions with the support of United Nations agencies.

**Activity 2.4:** Develop and roll out “child labour free livelihoods” package.

**Activity 2.5:** Contextualise and roll out “Child Labour in Emergencies” toolkit.

**Activity 2.6:** Develop and roll out a revised manual for Multi Service Platforms and Child Friendly Spaces, which integrates child labour concerns.

**Immediate Objective 3:** Local capacity to prevent and address child labour enhanced.

**Activity 3.1:** Train and build the capacity of labour inspectors and social workers on monitoring child labour and referring children to appropriate services.

**Activity 3.2:** Provide technical support to establish a national coordination mechanism on child labour.

**Activity 3.3:** Review and strengthen the referral pathways for cases of child labour.

**Immediate Objective 4:** Enhance vocational training opportunities for youth and parents of child labours as an exit point from child labour.

**Activity 4.1:** Conduct consumer surveys and establishment surveys to define skills on demand and design training interventions.

**Activity 4.2:** Provide skills training support to 2,000 families based on the TREE approach, with a special focus on children formerly associated with armed forces and groups.

**Activity 4.3:** Implement a comprehensive intervention for upgrading informal apprenticeship for 2,000 trainees.

**Activity 4.4:** Identify potential partners for training seminars from official and private training centres after evaluating them from government partners.

## *2. Adopting a Multi-sectoral Approach to Fighting Child Labour & Addressing Multiple Vulnerabilities in two Governorates in Syria*

In September 2020, ILO launched another project with support from UNICEF, “Adopting a Multi-sectoral Approach to Fighting Child Labour & Addressing Multiple Vulnerabilities in two Governorates in Syria”. The focus was to protect Syrian children from child labour, including in its worst forms, while also facilitating access to livelihoods and employment for family members of child labourers. It was to expand the integrated and multi-sectoral approach that achieved the identification and referral of children to case management for removal and rehabilitation from the worst forms of child labour in 2019. Overall, the project sought to reduce the incidence of worst forms of child labour in two governorates (Aleppo and Tartus) in Syria and enhance access of children involved in such labours to protection and basic child rights. As such the project proposed to complement existing child protection services provided under UNICEF and UNHCR programmes. On the upstream level, the project was to contribute to strengthening systems, policies and programmes to promote shared action against the worst forms of child labour in selected governorates. The project is to complete in September 2021.

The overarching project objective, outputs, and activities contributing to the objective are,

**Overall objective:** Reduce incidence of the Worst Forms of Child Labour in two governorates in Syria and provide specialized support for children involved in Worst Forms of child labour to access protection and realize basic child rights.

**Output 1:** Capacities of case managers to respond, identify and address children at risk of multiple vulnerabilities and/or children involved in worst forms of child labour strengthened

**Activity 1.1:** Assess and identify sectors with high prevalence of worst forms of child labour in each governorate

**Activity 1.2:** Identify 3 case managers and 1 supervisor in each governorate and provide them with trainings on WFCL, child protection case management systems and processes, and SCREAM

**Activity 1.3:** Train child labour social workers/ community facilitators specialists on the worst forms of child labour, child labour identification, outreach, case management and referrals and train child protection social workers/ community workers in partner agencies on identification and responding to worst forms of child labour cases.

**Activity 1.4:** Child labour integrated into relevant education activities provided to 180 children, using SCREAM and other materials.

**Activity 1.5:** Implementation of orientation sessions on Occupational Safety and Health (OSH) for children, their parents and employers

**Output 2:** Enhanced identification, referral and follow-up of children vulnerable to child labour through community centers.

**Activity 2.1:** Identify 180 children involved in worst of forms of child labour and provide them with complete case management services i.e. social assessment, care plan and referral to educational and other services.

**Activity 2.2:** Enrol 27 children in educational programmes or vocational programmes

**Activity 2.3:** Provide ex-labourers with psychosocial support and counselling services.

**Activity 2.4:** Based on the social inquiry report, link the family to livelihood opportunities or cash assistance schemes.

**Output 3:** Systems, policies and programmes strengthened to promote shared action against the worst forms of child labour in selected governorates

**Activity 3.1:** Support the Ministry of Social Affairs and Labour to develop new inspection tools, or update existing ones to integrate child labour

**Activity 3.2:** Support Ministry of Social Affairs and Labour to develop a national plan to address child labour through promoted compliance with the national legislation.

**Activity 3.3:** Train labour inspectors on the use of inspection tools and build their capacity and that of social partners on Fundamental Principles and Rights at Work, child labour and relevant international labour standards

**Activity 3.4:** Strengthen the capacity of national occupational safety and health inspectors to respond to the worst forms of child labour

**Activity 3.5:** Conduct a capacity building programme for government officials on child labour from an occupational safety and health perspective.

**Activity 3.6:** Build the capacity of workers' and employers' representatives on child labour and occupational safety and health , and relevant International Labour Standards

### *3. Mitigating COVID-19 workplace effects through improved occupational safety and health and promoted compliance with the national legislation*

This RBSA project commenced in August 2020 to promoting labour standards and mitigate COVID-19 effects on workers and employers in Syria. This requires the government to strengthen labour inspection and occupational safety and health services and to enhance their effectiveness, which would contribute to reducing the risk of infection, and to the protection of workers' rights, particularly in terms of wages, working hours and occupational safety and health. The project intended to build on earlier results achieved with the ILO's support, including development of the current labour law and labour inspection tools and recent capacity building, including on mainstreaming gender in labour inspection, of most of labour inspectors, under the RBSA funded project on Reducing worst forms of child labour among children affected by the crisis in Syria. The project focuses on strengthening the institutional capacity of the labour inspectorate and building the capacity of its staff on modern labour inspection procedures and occupational safety and health, In addition, it was to also build social partners' capacities to enable them to engage in effective social dialogue aiming at promoting compliance with the national labour legislation and relevant ILS. This project is to contribute Country Programme Outcome and concerned outputs with deliverables as follow,

**Country Programme outcome 103:** Enhanced capacity of the Government and social partners to promote compliance with the national legislation and to reduce the worst forms of child labour

**Output 1.3:** Increased institutional capacity of labour administrations

**Deliverable 1:** Assessment of the national labour inspection system, including gender gaps in labour inspection methodology, conducted

**Deliverable 2:** Tripartite workshop to present and validate findings organized

**Deliverable 3:** Labour inspection tools (checklists, templates, manuals...etc) updated from the perspectives of gender equality and violence and harassment in the world of work. The new tools and methods will be piloted in women-predominant sectors

**Deliverable 4:** National labour inspection policy drafted through a gender mainstreamed participatory process

**Deliverable 5:** Tripartite discussions to finalize the policy and action plan conducted

**Deliverable 6:** The national policy and action plan launched

**Deliverable 7:** Capacity building of labour inspectors and social partners on FPRW and relevant ILS conducted

**Deliverable 8:** A tripartite training workshop on gender-responsive labour inspection conducted

in collaboration with the ITC/Turin Study tour, including for members of the NTC on gender mainstreamed occupational safety and health, for knowledge and experience sharing with relevant good practice countries conducted

**Deliverable 9:** Fellowships for participation in ITC courses on labour inspection and gender mainstreaming provided.

**Deliverable 10:** Inspectors provided with PPE against workplace hazards and infections

**Output 1.4:** Strengthened social dialogue and labour relations laws, processes, and institutions

**Deliverable 1:** Training activities to enhance the capacity of the members of the NTC on occupational safety and health to effectively engage in tripartite consultations on labour inspection, FPRW and ILS, including those that can promote gender equality, conducted.

**Deliverable 2:** Capacity building of the members and of the secretariat of the National Tripartite Committee on Occupational Safety and Health conducted and membership of the secretariat to be reviewed to ensure representation of women.

**Deliverable 3:** The tripartite labour inspection model reviewed and recommendations for enhancing its effectiveness provided in consultation with the NTC on occupational safety and health.

**Output 7.2:** Increased capacity of member states to ensure safe and healthy working conditions

**Deliverable 1:** National Occupational safety and health profile developed through a gender mainstreamed, participatory process

**Deliverable 2:** National occupational safety and health policy drafted through a gender mainstreamed, participatory process

**Deliverable 3:** Tripartite consultative workshop to discuss and finalize the national occupational safety and health policy conducted

**Deliverable 4:** The national occupational safety and health policy launched

**Deliverable 5:** Training on occupational safety and health principles, including violence and harassment in the world of work, and risk assessment for government labour inspectors conducted

**Deliverable 6:** occupational safety and health inspectors provided with workplace environmental monitoring equipment and trained on their use

**Deliverable 7:** Training on improving occupational safety and health in SMEs, for MOSAL's occupational safety and health inspectors, conducted in collaboration with the ITC, Turin

**Deliverable 8:** Fellowships for participation in occupational safety and health and gender mainstreaming courses organized by the ITC supported

**Deliverable 9:** Guidelines to promote workplace response to infections and epidemics developed

**Deliverable 10:** Awareness-raising material on occupational safety and health, including infographics and posters on COVID-19 preventive and protective measures, developed and disseminated

**Deliverable 11:** Tripartite workshop on effective monitoring of workplace compliance with occupational safety and health legislation and guidelines on COVID-19 prevention conducted

## **2. Evaluation Background**

ILO considers evaluation as an integral part of the implementation of development cooperation activities. Provisions are made in all projects in accordance with ILO evaluation policy and based on the nature of the project and the specific requirements agreed upon at the time of the project design and during the project as per established procedures.

A cluster final evaluation is to be conducted for three projects. While each project has different focuses and approaches with different implementation period, all of them contributed to the overarching government capacity strengthening to promote compliance with the national legislation

and to reduce the worst forms of child labour. This is aligned with ILO Country Programme Outcome SYR 103, “Enhanced capacity of tripartite constituents to promote compliance, improve occupational safety and health and eliminate worst form of child labour through social dialogue”, while the first RBSA project partially contributes to another Country Programme Outcome SYR128, “Improved capacity of the government and social partners to deliver skills development training”. Country Programme Outcome SYR 103 contributes to ILO’s Programme and Budget for the Biennium 2020-21, specifically to Output 1.3, “Increased institutional capacity of labour administrations”, Output 1.4, “Strengthened social dialogue and labour relations laws, processes and institutions”, and Output 7.2, “Increased capacity of member states to ensure safe and health working conditions”. Moreover, it is linked with Sustainable Development Goals 8, 10, 16 and 17.

The project documents state that a final evaluation will be conducted, which will be used to assess the progress towards the results, identify the main difficulties/constraints, assess the impact of the programme for the targeted populations, and formulate lessons learned and practical recommendations to improve future similar programmes.

### 3. Evaluation Purpose and objectives

The cluster final evaluation will be conducted to examine the relevance, coherence, effectiveness, efficiency, sustainability, and potential impact of three projects and provide recommendations for future similar projects, particularly in the area of child labour and occupational safety and health. This evaluation will also identify strengths and weaknesses in the project design, strategy, and implementation as well as lessons learned and good practices.

The purpose of this evaluation is to:

- Assess to what extent the projects collectively contributed to overarching Country Programme Outcome and the Humanitarian-Development-Peace Nexus in Syria;
- Determine if the projects have achieved its stated objectives and explain why/why not;
- Examine the impact of the projects in terms of sustained improvements achieved;
- Provide recommendations on how to build on the achievements and the possible avenues/intended objectives and results of future relevant projects or phases;
- Document lessons learned, success stories, and good practices in order to maximize the experiences gained.

Specifically, the evaluation will examine the following aspects:

- **Changes in context and review of assumptions (relevance):** Is the projects’ design adequate to address the problems at hand? Were the project objectives and design relevant given the political, economic, and financial context? How have ILO’s works in occupational safety and health and child labour been perceived and positioned within the overall Humanitarian-Development-Peace Nexus in Syria, particularly in relation to the UN humanitarian response?
- **Results in terms of outcomes and outputs achieved (effectiveness):** How have the projects contributed towards projects’ goals? To what extent did they contribute to the ILO’s Programme & Budget, Country Programme Outcomes, and more largely SDGs? Did the projects reach the expected number of targeted groups? Are the beneficiaries satisfied with the quality and delivery of services? If not, in what way did the services not meet with expectations and why? What concrete improvements and changes have taken place as a direct result of the projects?
- **Use of resources in achievement of projected performance (efficiency):** How have the resources been used to fulfil the project performance in an efficient manner with respect to cost, time and management staff?
- **Assessment of impact (impact):** To what extent have the projects contributed the capacity of the constituents? How could the project impact have been improved?

- **Sustainability:** Will the project's effects remain over time? Will the project's activities/services continue to be provided after the funds have completely been expended?

The evaluation will comply with ILO evaluation policy, which is based on the United Nations Evaluation Norms and Standards and the UNEG ethical guidelines will be followed.

#### **4. Scope of Evaluation**

The evaluation will look at the project activities, outputs and outcomes to date within the wider context of the country and UN interventions. The geographical coverage is to be across the country, aligned with the scope of the projects. The evaluation should take into consideration the overall project duration (May 2019 – October 2021), existing resources and political and environmental constraints. As cross-cutting themes, the evaluation will also take specific note of integration of gender mainstreaming<sup>1</sup>, disability inclusion, International Labour Standard, social dialogue<sup>2</sup>, and environmental sustainability as well as contribution to SDGs and COVID-19 response<sup>3</sup>

#### **5. Clients of Evaluation**

The primary clients of this evaluation are ILO ROAS, ILO constituents in Syria, government entities, UN and NGO partners, SARC and the donors. Secondary users include other project stakeholders and units within the ILO that may indirectly benefit from the knowledge generated by the evaluation.

#### **6. Evaluation Criteria and Questions**

The evaluation utilizes the standard ILO framework and follows the OECD/DAC evaluation criteria, as follows:

##### **Relevance and strategic fit**

- ❖ How do they contribute to the ILO's Programme & Budget objectives, Country Programme Outcomes, and SDGs?
- ❖ Are the project objectives aligned with tripartite constituents' objectives and needs? What measures were taken to ensure alignment? How does the Project deal with shortcomings of tripartism characteristic of the region?
- ❖ How have ILO's works in occupational safety and health and Child Labour fitted into the Humanitarian-Development-Peace Nexus in the country? How well have the projects been integrated into the UN humanitarian response and its processes, particularly in relation to UN reform efforts?

##### **Coherence and validity of the design**

- ❖ Are the project strategies and structures coherent and logical (what are logical correlations between the overall objective, outcomes, and outputs)?
- ❖ Do the projects make use of a monitoring and evaluation framework? How appropriate and useful are the indicators in assessing the projects' progress? If necessary, how should they be modified to be more useful? Are indicators gender sensitive? Are the means of verification for the indicators appropriate? Are the assumptions for each objective and output realistic?
- ❖ To what extent did the project designs take into account: Specific gender equality and non-discrimination concerns, including inclusion of people with disabilities, relevant to the project context as well as International Labour Standards and Social Dialogue?

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<sup>1</sup> [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_746716.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746716.pdf)

<sup>2</sup> [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_746717.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746717.pdf)

<sup>3</sup> [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_757541.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_757541.pdf)

- ❖ How well do the project designs take into account local efforts already underway to address the respective issues in Syria? Does the projects' design fill an existing gap that other ongoing interventions have failed to address?

### **Project progress and effectiveness**

- ❖ What progress have the projects made so far towards achieving the overall objectives and outcomes? (analysis of achievements and challenges by outcome is required) In cases where challenges have been faced, what intermediate results can be reported towards reaching the outcomes?
- ❖ How did outputs and outcomes contribute to ILO's mainstreamed strategies including gender equality, social dialogue, poverty reduction and labour standards?
- ❖ To what extent did synergies with and operation through local organizations help to ensure the sustainability of the impact of the projects i.e. through building capacity?
- ❖ To what extent did the projects contribute to the intended results of ILO Programme & Budget 2020-21?
- ❖ To what extent did the projects respond emerging needs in terms of COVID-19 pandemic? Did the pandemic hinder or reverse the progresses that had been made?

### **Efficiency of resource use**

- ❖ To what extent have project activities been cost-effective? Have resources (funds, human resources, time, expertise etc.) been allocated strategically to achieve outcomes? To what extent can the project results justify the time, financial and human resources invested in the project?
- ❖ To what extent have the projects been able to build on other ILO or non-ILO initiatives either nationally or regionally, in particular with regard to the creation of synergies in cost sharing?
- ❖ How could the efficiency of the projects be improved?
- ❖ What was the role of the projects in resource mobilization? Given the country's context, what can ILO do differently in resource mobilization?

### **Effectiveness of management arrangements**

- ❖ What was the division of work tasks within the project teams and between the agencies? Has the use of local skills been effective? How does the project governance structure facilitate good results and efficient delivery? And if not, why not?
- ❖ How effective was communication between the project teams, the regional office and the responsible technical department at headquarters? Have the projects received adequate technical and administrative support/response from the ILO backstopping units?
- ❖ How effectively do the project managements monitor project performance and results? Do the projects report on progress in a regular and systematic manner, both at regional level?

### **Impact orientation**

- ❖ What is the likely contribution of the project initiatives to the stated objectives of the intervention?
- ❖ What were the interventions long-term effects on more equitable gender relations or reinforcement of existing inequalities?
- ❖ How did projects contribute realisation of International Labour Standards in Syria?

### **Sustainability**

- ❖ Are the results achieved by the projects likely to be sustainable? What measures have been considered to ensure that the key components of the project are sustainable beyond the life of the projects? How will activities and/or management structures be financed when the project ends?

- ❖ To what extent was sustainability of impact taken into account during the design of the project?
- ❖ To what extent are national partners able and willing to continue with the project? How effectively has the project built national ownership? In what ways are results anchored in national institutions and to what extent can the local partners maintain them financially at end of project?

### **Lessons learned:**

- ❖ What lessons learned and good practices can be learned from the project that can be applied to similar future projects?
- ❖ If it were possible, what could have been implemented differently for greater relevance, sustainability, efficiency, effectiveness and impact?

## **7. Methodology**

This cluster evaluation is summative and mainly relies on the qualitative approaches to respond evaluation questions and fulfil the purpose. It consists of,

- **Desk review of existing documents:** The evaluator will conduct systematic analysis of existing documents and obtain existing qualitative and quantitative evidence prior to primary data collection. The desk review also facilitate assessment of the situation and available data to plan the evaluation and develop the inception report.
- **Key information interviews:** Online individual interviews will be conducted with a pre-agreed list of stakeholders who have in-depth exposure and understanding of the projects and their context. Interview guide(s) will be developed during the inception phase to stimulate a discussion on concerned evaluation questions.
- **Focus Group Discussion:** Small group discussions are conducted to explore views and opinions of direct and indirect beneficiaries related with projects and their results. Focus group discussion also serves to triangulate information and data that have been collected with other methods.
- **Preliminary finding briefing:** Upon completion of primary data collection, the evaluator will present preliminary findings to ILOs and selected stakeholders for validation. The evaluator will also collect further insight from the group to feed them into the final report.

Any changes to the methodology should be discussed with and approved by the REO during the inception phase.

## **8. Work Assignments**

### **a) Kick-off meeting**

The evaluator will have an initial consultation with the REO, relevant ILO specialists and support staff in ROAS. The objective of the consultation is to reach a common understanding regarding the status of the project, the priority assessment questions, available data sources and data collection instruments and an outline of the final assessment report. The following topics will be covered: status of logistical arrangements, project background and materials, key evaluation questions and priorities, outline of the inception and final report.

### **b) Desk Review**

The evaluator will review project background materials before conducting any interviews. Documents to review include but not limited to ILO Programme and Budget, Humanitarian Response Plan, UNCT Framework for the Immediate Socio-Economic Response to COVID-19, Government Child Labour Action Plan, project concept notes, workplans, progress reports, workshop reports, monitoring visit reports,

### **c) Inception Report**

The evaluator will draft an Inception Report, which should describe, provide reflection and fine-tuning of the following issues:

- Project background
- Purpose, scope and beneficiaries of the evaluation
- Evaluation matrix, including criteria, questions, indicators, data source, and data collection methods
- Methodology and instruments
- Main deliverables
- Management arrangements and work plan.

### **d) Primary Data Collection (Individual Interviews and Focus Group Discussions)**

Following the inception report, the evaluator will have virtual meetings with constituents/stakeholders together with an interpreter/enumerator supporting the process. Individual or group interviews will be conducted with the following:

- 1) Project staff/consultants that have been active;
- 2) ILO ROAS DWT Director, RPU, and Senior Specialists in Gender, Child labour, HQ backstopping specialists when available;
- 3) Interviews with national counterparts (government, public institutions, social partners, IPs, etc.);
- 4) Interviews with direct and indirect beneficiaries;

### **e) Debriefing**

Upon completion of data collection, the evaluator will provide a briefing of preliminary findings to the Project teams, ILO DWT, ROAS, and major stakeholders to validate findings.

### **f) Final Report**

The final report will follow the format below and be in a range of **35-40 pages** in length, excluding the annexes:

1. Title page
2. Table of Contents, including List of Appendices, Tables
3. List of Acronyms or Abbreviations
4. Executive Summary with key findings, conclusions and recommendations
5. Background and Project Description
6. Purpose of Evaluation
7. Evaluation Methodology and Evaluation Questions
8. Key evaluation findings (organized by evaluation criteria)
9. A table presenting the key results (i.e. figures and qualitative results) achieved per objective (expected and unexpected)
10. Clearly identified conclusions and recommendations (identifying which stakeholders are responsible and the time and resource implications of the recommendations)
11. Lessons Learned (in prescribed template)
12. Potential good practices (in prescribed template)
13. Annexes (list of interviews, TORs, list of documents consulted, etc.)

The quality of the report will be assessed against the EVAL Checklists 4.2, 4.3, 4.4<sup>4</sup>. The deliverables will be submitted in the English language, and structured according to the templates provided by the ILO.

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<sup>4</sup> Link to Checklists can be found here: <https://www.ilo.org/eval/Evaluationguidance/lang--en/index.htm>

## 9. Evaluation Timeframe

The evaluation is to commence in 20<sup>th</sup> September 2021 and complete in 10<sup>th</sup> December 2021. The following table describe the tentative timeline,

Responsible person	Tasks	Number of Working days
Evaluator & Evaluation Manager	Kick-off meeting	1
Evaluator	Desk review of documents related with projects	7
Evaluator	Drafting Inception report	4
Evaluation Manager	Review of inception report	3
Evaluator	Interviews	12
Evaluator with the logistical support of project staffs	Briefing of preliminary findings	1
Evaluator	Drafting report	12
Evaluator	Submission of the report to the evaluation manager	
Evaluation manager	Circulating the draft report to key stakeholders	
Evaluation manager	Send consolidated comments to evaluator	5
Evaluator	Developing Second Draft	3
Evaluation Manager	Review of Second Draft	3
Evaluator	Integration of comments and finalization of the report	1
Evaluation Manager	EVAL approval	5

Total estimated working days of consultant: 41 Days

## 10. Implications of the COVID crisis on the evaluation

The current COVID-19 pandemic severely restricts the mobility of staff and consultants. Based on the matrix developed by the ILO EVAL on the constraints and risks as measured against the criticality of the evaluation to the ILO, the evaluator will conduct this evaluation remotely relying on online methods such online surveys, telephone or online interviews, whereas for some country components it will be feasible to use a hybrid face to face/remote approach for collecting data.

When and where relevant, evaluation questions will also be guided by the ILO protocol on collecting evaluative evidence on the ILO's Covid-19 response measure through project and programme evaluations, available at: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_757541.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_757541.pdf)

The evaluation manager may propose alternative methodologies to address the data collection that will be reflected in the inception phase of the evaluation developed by the evaluation team. These will be discussed and require detail development in the Inception report and then must be approved from the evaluation manager.

## 11. Deliverable

The main outputs of the evaluation consist of the following:

- Deliverable 1: Inception Report
- Deliverable 2: Draft evaluation report

- Deliverable 3: Stakeholder briefing and Powerpoint Presentation (PPP)
- Deliverable 4: Second Draft report
- Deliverable 5: Final evaluation report with separate template for executive summary and templates for lessons learned and good practices duly filled in (as per ILO's standard procedure, the report will be considered final after quality review by EVAL. Comments will have to be integrated)

## **12. Management Arrangement**

The evaluator will report to the ILO REO in ROAS and should discuss any technical and methodological matters with the REO. The ILO ROAS office will provide administrative and logistical support during the data collection. The ILO ROAS office will coordinate with ILO Evaluation Office in HQ throughout the evaluation process. ILO EVAL approves and signs off on the final evaluation report.

The External Evaluator is responsible for conducting the evaluation according to the terms of reference (ToR). He/she will:

- Review the ToR and provide input, propose any refinements to assessment questions, as necessary, during the inception phase;
- Review project background materials (e.g. project document, progress reports).
- Prepare an inception report;
- Develop and implement the evaluation methodology (i.e. conduct interviews, review documents) to answer the evaluation questions;
- Conduct preparatory consultations with the ILO REO prior to the evaluation mission.
- Conduct field research, interviews, as appropriate, and collect information according to the suggested format;
- Present preliminary findings to the constituents;
- Prepare an initial draft of the evaluation report with input from ILO specialists and constituents/stakeholders;
- Conduct a briefing on the findings, conclusions and recommendation of the evaluation to ILO ROAS;
- Prepare the final report based on the ILO, donor and constituents' feedback obtained on the draft report.

The ILO Evaluation Manager is responsible for:

- Drafting the ToR;
- Finalizing the ToR with input from colleagues;
- Preparing a short list of candidates for submission to the Regional Evaluation Officer, ILO/ROAS and EVAL for final selection;
- Hiring the consultant;
- Providing the consultant with the project background materials;
- Participating in preparatory consultations (briefing) prior to the assessment mission;
- Assisting in the implementation of the assessment methodology, as appropriate (i.e., participate in meetings, review documents);
- Reviewing the inception report, initial draft report, circulating it for comments and providing consolidated feedback to the External Evaluators (for the inception report and the final report);
- Reviewing the final draft of the report, and executive summary;
- Disseminating the final report to all the stakeholders;
- Coordinating follow-up as necessary.

The ILO REO<sup>5</sup>:

- Provides support to the planning of the evaluation;
- Approves selection of the evaluation consultant and final versions of the TOR;
- Reviews the draft and final evaluation report and submits it to EVAL;
- Disseminates the report as appropriate.

The Project Coordinators are responsible for:

- Reviewing the draft TOR and providing input, as necessary;
- Providing project background materials, including studies, analytical papers, reports, tools, publications produced, and any relevant background notes;
- Providing a list of stakeholders;
- Participating in the preparatory briefing prior to the assessment missions;
- Scheduling all meetings and interviews for the missions;
- Ensuring necessary logistical arrangements for the missions;
- Reviewing and providing comments on the initial draft report;
- Participating in the debriefing on the findings, conclusions, and recommendations;
- Providing translation for any required documents: ToR, PPP, final report, etc.;
- Making sure appropriate follow-up action is taken.

### **13. Legal and Ethical Matters**

- This evaluation will comply with ILO evaluation guidelines and UN Norms and Standards.
- The ToRs is accompanied by the code of conduct for carrying out the evaluation “Code of conduct for evaluation in the ILO” (See attached documents). The selected consultant will sign the Code of Conduct form along with the contract.
- UNEG ethical guidelines will be followed throughout the evaluation.
- The consultant will not have any links to project management or any other conflict of interest that would interfere with the independence of the evaluation.

### **14. Qualification**

The evaluator is expected to have following qualifications,

- Proven experience in the evaluation of development and humanitarian interventions
- Expertise in child labour and an understanding of the ILO’s tripartite culture, and knowledge of the Syrian context.
- High professional standards and principles of integrity in accordance with ILO Evaluation Policy and United Nations Evaluation Group Norms and Standards.
- An advanced degree in a relevant field.
- Proven expertise on evaluation methods, and the ILO approach.
- Full command of English. Command of the national language would be an advantage.
- The consultant should not have any links to project management or any other conflict of interest that would interfere with the independence of the evaluation.
- Previous experience in evaluations for UN agencies is preferred, particularly ILO.

Give the travel restriction due to the COVID-19 pandemic, the consultant who implement this evaluation remotely will work with a national interpreter/enumerator, who will provide necessary support for data collection.

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<sup>5</sup> The REO is also the Evaluation Manager.

### **15. How to apply**

Interested bidder is to submit her/his CV, highlighting relevant experiences, together with two past evaluation reports written and implemented by the bidder. Please specify the daily professional fee in US\$ based on the estimated number of working days mentioned above and scope of work. If the bidder has a national interpreter/enumerator in Syria the bidder prefers to work with, please enclose his/her CV with a brief description of her/his responsibilities, number of estimated working days required her/his service and daily professional fee in US\$. This is optional. If not provided, ILO will recruit a national interpreter/enumerator separately.

Query from potential bidders on any section of this ToR are welcome.

Please send an application and relevant questions via email to the following contacts of ILO ROAS.

Contacts:

To: Mr. Hideyuki Tsuruoka, Regional Monitoring & Evaluation Officer <tsuruoka@ilo.org>

Cc: Ms. Hiba Al Rifai, Monitoring & Evaluation Officer <alrifai@ilo.org>

Deadline to submit applications is 28<sup>th</sup>, August 2021.