

Call for Expression of Interest
Cluster Independent Final Evaluation
(TIM/12/01/AUS, TLS/16/03/AUS, TLS/21/01/AUD, TLS/20/01/RBS)

Project location	Timor Leste
Application Deadline	October 2, 2022
Expected duration	54 working days (combined efforts of a team leader and a team member)
Post	Consultants
Language required	Proficiency in written and spoken English for team leader. For team member - national consultant: understanding of local language is a must

The ILO Evaluation Office is seeking call for expression of interest from qualified individuals or firms to conduct a cluster final independent evaluation of “**Roads for Development -Support Program (R4D-SP)**”, the project has been funded by the Government of Australia’s Department of Foreign Affairs and Trade (DFAT). For further details about the evaluation, please see below the ToR. If interested, please provide the followings: -

1. A short summary of profile and capacity of the Contractor to conduct an evaluation related on labour-based infrastructure development programmes and/or rural employment-related development projects/programs, sound understanding on ILO employment-intensive investment approach, substantive experience in project evaluations in the UN and/or EU system, or other international context, human rights-based approach, inclusiveness and ability to bring gender and non-discrimination dimensions into the evaluation, including in data collection analysis and writing including demonstrate an understanding of the ILO mandates and tripartism.
2. A brief proposed approach on how the contractor intends to complete the work described in the ToRs, (if needed, including any suggestions for improving/modifying ToRs);
3. The CV(s) of the Evaluator (a team consisting of at least 2 members (International Lead and national member, either from a firm or jointly by individuals.) that will undertake the work, with general description of tasks assigned for each team member;
4. A timeline with proposed dates for contract start and end dates.
5. Two examples of previous related work. Names and details of two references.
6. Proposed daily fees and number of work days for each consultant (**Note: ILO administrative rules and UN Daily Subsistence Allowance applied when travelling is required. Travel plan may be adapted based on COVID-19 restrictions/constraints**)

The deadline to submit expression of interest for undertaking the evaluation is by 5.00 pm (Bangkok time) on Sunday, 2nd October 2022. Please send an e-mail with the subject header “**Evaluation of the Roads for Development -Support Program (R4D-SP) in Timor Leste**” to the Evaluation Manager, Ms. Aye Pearl Hlaing, hlaingap@ilo.org and copied to Ms. Pamornrat Pringsulaka, pamornrat@ilo.org

International Labour Organization
TERMS OF REFERENCE
Roads for Development -Support Program (R4D-SP)
Cluster Independent Final Evaluation

Project titles, DC Code and duration:	<p>Project 1: Roads for Development TIM/12/01/AUS (1 March 2012-31 March 2017)</p> <p>Project2: The Road for Development Support Program (Phase II) TLS/16/03/AUS (April 2017- 30 June 2021)</p> <p>Project 3: Road for Development Support Program Bridging Phase - TLS/21/01/AUD (1 July 2021- 31 December 2022)</p> <p>Project 4: Supporting recovery from the COVID-19 pandemic through targeted employment-intensive emergency public works for the rural poor and vulnerable in Timor-Leste- RBSA TLS176: TLS/20/01/RBS; August 2020-October 2021 (no-cost extension to 31 December 2022)</p>		
Donor and funding	1	Government of Australia’s Department of Foreign Affairs and Trade (DFAT)	AUD 36,000,000 (USD 32,284,391)
	2.	Government of Australia’s Department of Foreign Affairs and Trade (DFAT)	AUD 21,500,000 (USD 15,587,538)
	3.	Government of Australia’s Department of Foreign Affairs and Trade (DFAT)	AUD 7,050,000 (Estimated at USD 5,448,223)
	4.	ILO Regular Budget Supplementary Account (RBSA)	USD 550,000
Administrative Unit	ILO Country Office for Indonesia and Timor-Leste		
Technical Backstopping unit	ILO Decent Work Technical Support Team for East and South-East Asia and the Pacific (Based in Thailand) DWT-Bangkok		
Type of evaluation	Independent Final Evaluation		
P&B outcome (s) under evaluation	1.	R4D-SP Outcome 01 - Employment Promotion: More women and men have access to productive employment, decent work and income opportunities	
	2.	Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects	
	3 & 4.	Outcome 3: Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all.	
SDG under evaluation	<ul style="list-style-type: none"> • Goal 1: End poverty in all its forms everywhere. • Goal 5: Achieve gender equality and empower all women and girls. • Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. • Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation. • Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels 		
Evaluation Manager	Aye Pearl Hlaing, ILO certified Evaluation Manager/National Project Coordinator, SCORE Programme, ILO Myanmar		

Acronyms

DFAT	Department of Foreign Affairs and Trade
DWCP	Decent Work Country Program
EIIP	Employment Intensive Infrastructure Programme
GoA	Government of Australia
GoTL	Government of Timor-Leste
ILO	International Labour Organization
MPW	Ministry of Public Works
R4D	Roads for Development
R4D-SP	...	Roads for Development Support Program
SDG	Sustainable Development Goal
SDP	Strategic Development Plan

Table of Contents

Background	<u>44</u>
Purposes, Objectives, Scope, and Clients	<u>55</u>
Evaluation criteria and questions	<u>77</u>
Methodology to be followed	<u>88</u>
Management arrangements and tentative time frame	<u>1144</u>
Desired competencies and responsibilities for evaluators	<u>1313</u>
Annex	<u>1515</u>
Security and Covid-19 restrictions and guidance	<u>1515</u>
All relevant UNEG and ILO evaluation guidelines and standard templates	<u>1515</u>

Background

1. The poor state of rural infrastructure in Timor-Leste particularly affects people living in rural areas, where for example, higher transport costs impede economic growth, access to services and the reduction of poverty. In 2018, a national survey found that 68% of persons living outside of Dili found the conditions of roads and bridges as one of the biggest challenges faced by people in their area.
2. The government's Strategic Development Plan (SDP) 2011-2030, (a) recognises that road network is deteriorating, with most roads in poor condition and requiring climate resilient rehabilitation; and (b) prioritizes roads infrastructure noting that an "extensive network of quality and well-maintained roads is essential to connect our communities, promote rural development, industry and tourism, and provide access to markets." The SDP further calls for the rehabilitation and maintenance of all rural roads using employment-intensive technologies to boost local employment creation.
3. Accordingly, the Government of Timor-Leste's (GoTL's) Roads for Development (R4D) program rehabilitates and maintains the country's core rural roads network, with the broader development objective of contributing to social and economic development in rural areas¹. Currently, the implementation of the program is led by the Ministry of Public Works (MPW) through Directorate for Roads, Bridges and Flood Control (DRBFC), in partnership with staff working at municipal-level government² and the private construction sector.
4. Since 2012, through a series of three projects under this cluster evaluation, the GoTL's R4D program has been supported through a partnership between
 - Government of Timor-Leste (GoTL) who have contributed to staffing, operational costs and capital works funding.
 - Government of Australia (GoA) through the Department of Foreign Affairs and Trade (DFAT) who have provide funding for technical assistance and during Phase I funded capital works.
 - International Labour Organization (ILO) which implements the support projects through its Employment Intensive Infrastructure Program (EIIP).

The overarching rationale and goal for R4D-SP is "Women and men in rural Timor-Leste are deriving social and economic benefits from improved rural road access". The three projects funded through DFAT and implemented by the ILO are:

 - Project 1: Roads for Development - TIM/12/01/AUS (1 March 2012 - 31 December 2016).
 - Project 2: The Road for Development Support Program Phase II - TLS/16/03/AUS (1 April 2017 - 30 June 2021) R4D-SP contributes to the achievement of the R4D goal
 - Project 3: Road for Development Support Program Bridging Phase - TLS/21/01/AUD 17 July 2021 - 31 December 2022)
5. With the overall intention of providing a continuous program building national capacities (government, private contractors and national project staff) to effectively rehabilitate and maintain rural roads, each of these three projects was designed building on the previous projects experiences and there were no breaks between projects

¹ The Minister of Public Works to issue a formal Circular (No: 2884/MPO/IX/2019) defining the vision, structure, and respective responsibilities of the Ministry in implementing the R4D programme. The Circular also rebranded the program as the Ministry of Public Works' Estrada Rural Ba Dezenvolvimentu (ERD).

² Municipal-level government includes both Ministry of Public work staff assigned to Municipalities and staff employment by the Municipalities.

6. This partnership between the GoA, GoTL and the ILO is relatively unique in terms of its (a) duration and continuity, (b) scale and budget and (c) reporting and evaluation documentation. Furthermore, the approach of applying employment-intensive technologies to boost local employment creation and embedding project staff in government agencies implementing the R4D program was unique in Timor-Leste.
7. Additionally, in 2021 the ILO through its Regular Budget Supplementary Account (RBSA), funded a fourth project under this cluster evaluation that builds on the GoTL's R4D program by supporting recovery from the COVID-19 pandemic through targeted employment-intensive emergency public works for the rural poor and vulnerable in Timor-Leste. This RBSA project was designed to work with on-going R4D-SP project.
8. The R4D-SP program to be evaluated is designed to address the ILO's priority themes for gender equality and empowerment for women and girls, build resilient infrastructure, end poverty, promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all and peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels in Timor Leste by realizing economic empowerment, social integration, and resilience towards social mobilisation efforts to empower female heads of households, persons with disability and other vulnerable groups to join and access the opportunities.
9. Additional information on these projects (thereafter "the R4D-SP program") can be found at:
 - Project 1: Roads for Development - TIM/12/01/AUS
https://www.ilo.org/jakarta/whatwedo/projects/WCMS_184617/lang--en/index.htm
 - Project 2: The Road for Development Support Program Phase II - TLS/16/03/AUS
https://www.ilo.org/jakarta/whatwedo/projects/WCMS_553153/lang--en/index.htm
 - Project 3: Road for Development Support Program Bridging Phase - TLS/21/01/AUD
https://www.ilo.org/jakarta/whatwedo/projects/WCMS_842764/lang--en/index.htm
 - Project 4: Supporting recovery from the COVID-19 pandemic through targeted employment-intensive emergency public works for the rural poor and vulnerable in Timor-Leste- RBSA TLS176
https://www.ilo.org/jakarta/whatwedo/projects/WCMS_771422/lang--en/index.htm
10. ILO carried out over the years independent midterm and final evaluations of the Project1, Project2, and Project 3 (midterm) and it has been recognised that the final evaluation of the current Bridging phase should be beyond the scope of the bridging phase and focus on the achievements and impact, lessons learnt and good practices of the entire R4D-SP programme over the 10 years period in order to learn and document important contributions of the program.
11. The final evaluation will comply to UNEG Norms and Standards and ethical safeguard. It will be managed by ILO Independent evaluation manager with quality assurance and support by Regional Evaluation Officer and oversight by ILO Evaluation Office.

Purposes, Objectives, Scope, and Clients

Purposes and objectives:

12. Noting the uniqueness of this 10-year partnership between the GoTL, GoA and ILO in supporting the development and implementation of the R4D program, this final evaluation will focus on the contribution to significant changes and impact that the R4D-SP program has brought about in Timor Leste. The broad purpose of this cluster evaluation is to promote accountability and also to enhance learning among ILO, Government of Timor Leste, social partners, donor and other key stakeholders.

13. The relevant tripartite constituents and key stakeholders and beneficiaries will be consulted and their inputs will be taken into consideration throughout the evaluation process. The evaluation should cover the project's collective results focusing not only on what has been achieved but especially how and why. Accordingly, this evaluation is to provide insight into the relevance, coherence, effectiveness, efficiency, impact and sustainability of the 4 projects under the partnership between the GoTL, GoA, and the ILO in supporting the R4D program.
14. The evaluation will apply OECD/DAC criteria with a focus on Effectiveness, Efficiency and Impact/Sustainability and has the following objectives: -
 - Identify and assess the significant, long-term contributions and potential transformative effects (social, economic, and environment) of the 4 cluster projects over the 10 years period as per the Theory of Change and its results framework. The following areas of achievements and impact should be assessed but not limit to
 - employment generation for women and men (improved livelihood)
 - improved accessibility of rural communities (school, health care, markets and other economic activities) due to better quality of roads and more rural roads
 - improved decent work dimension (i.e. Occupational safety and health, rights and social dialogue)
 - Capacity building within concerned government institutions and the private construction industry to manage continued improvements to and maintenance of the rural road network.
 - assess what works well and what works less well to build the GoTL's capacity to implement its R4D program and national private sector capacity to rehabilitate/maintain rural roads
 - provide forward-looking recommendations and identify good practice aimed at informing future road programs and projects, and in particular ILO's Employment Intensive Infrastructure Program (EIIP) approach. (what do we need to know to take it forward i.e. what approaches worked with government etc. what were the biggest barriers? Are there any insights to overcoming them? If they cannot be overcome did the program try alternatives etc.?)

Clients:

15. The clients of the evaluation are:
 - Government of Timor Leste, ILO constituents and key stakeholders involved in the R4D-SP programme.
 - ILO backstopping Unit and other relevant entities at HQ; and the donor-DFAT
 - Project staff, ILO Country Office for Indonesia and Timor-Leste.

Evaluation scope

16. The scope of the evaluation covers the entire period of the four projects under this cluster, from the start of the partnership in 2012 to the present time. The evaluation will consider the relevant findings and recommendations of previous project evaluations, studies on impact assessment and tracer studies.
17. The evaluation will integrate gender equality and disability inclusion as a crosscutting concern throughout its deliverables and processes, with special attention to women and people living with disabilities. This implies (i) applying gender analysis by involving both men and women in consultation and evaluation's analysis, (ii) inclusion of data disaggregated by sex and gender in the analysis and justification of project documents; (iii) the formulation of gender-sensitive strategies and objectives and gender-specific indicators; (iv) inclusion of qualitative methods and use of mix of methodologies, (v) forming a gender-balanced team, and (vi) assessing outcomes to improve lives of women and men.

Evaluation criteria and questions

18. Below are proposed evaluation questions. The evaluation questions may be modified by the evaluator(s) and a more detailed analytical framework of questions and sub-questions will be developed by the evaluator(s) as part of the inception report and in agreement with the Evaluation Manager.

OECD/DAC Criteria	Proposed evaluation questions
<p>RELEVANCE: Are interventions doing the right things</p>	<ul style="list-style-type: none"> a. Relevance of strategy – As the cluster of projects evolved did, they remain relevant to the government priorities and development needs of the people of Timor-Leste? b. Did the cluster of projects strategies adequately address gender equality and disability inclusion? c. How have R4D capacity building efforts managed to adapt its focus in line with changing management arrangements and in particular the decentralisation of the mandate for rural infrastructure to the new municipal institutions?
<p>COHERENCE: How well do interventions fit?</p>	<ul style="list-style-type: none"> a. Comparative advantage - To what extent did the partnership between GoTL, GoA and ILO in supporting the R4D program build on the comparative advantages of these organizations and what lessons can be learnt from this experience? b. How well did the cluster of projects complement and fit with other ongoing development initiatives in Timor-Leste?
<p>EFFECTIVENESS: Are interventions achieving their objectives?</p>	<ul style="list-style-type: none"> a. The extent to which the 4 projects to be evaluated have achieved its planned objectives/outcomes. Assess the quality of the outputs produced. b. Innovation -- What implementation approaches or strategies have been particularly successful in reaching this R4D goal? c. Enabling factors - What factors can be identified as facilitating / hindering progress towards acquiring the capacities to sustain the R4D program? Are there specific areas that should be addressed in any future related development assistance? d. Gender and disability inclusion - To what extent and how did the cluster of projects mainstream gender equality and promote disability inclusion? Are there specific examples of successful innovations? e. COVID-19 - To what extent has the implementation of the cluster of projects been effective and timely in providing an adapted COVID-19 response and guidance to stakeholders?
<p>EFFICIENCY: How well are resources being used?</p>	<ul style="list-style-type: none"> a. Use of resources - To what extent has the resources allocate through the cluster of projects been adequate to achieve expected results, in a timely and effective manner? b. Within the scope of resources provided through the DFAT/GoTL/ILO partnership did the cluster of projects receive adequate administrative, operational, technical and political support?
<p>IMPACT: What difference does the interventions make?</p> <p>The extent to which the intervention has generated or is expected to</p>	<ul style="list-style-type: none"> a. Contribution towards goals - To what extent did the cluster of projects support the GoTL in achieving their R4D goal that “women and men in rural Timor-Leste are deriving social and economic benefits from improved road access”? To what extent have the beneficiaries, women and men workers, communities been better off (e.g. livelihood, access to market, school, health care, time saving from travelling)? b. What is the nature of the longer term and broader scope of impact of the 4 cluster projects (social, environment and economic effects). Identify

OECD/DAC Criteria	Proposed evaluation questions
<p>generate significant positive or negative, intended or unintended, higher level effects.</p> <p>Examining the holistic and enduring changes in systems or norms and potential effects on people's well-being, human rights, gender equality, and the environment.</p>	<p>indirect, secondary, and potential consequences of the 4 cluster projects.</p> <p>c. To what extent has R4D capacity development of national governments and private sector resulted in legal or policy reforms? E.g. issues concerning institutional arrangements for project delivery, monetary and non-monetary incentive systems for the public service, and the project's support for transparent and fast-acting aid management and procurement systems. To what extent has R4D capacity building had an impact on the private construction industry's ability and capacity to effectively build and maintain rural roads?</p> <p>d. Effective management of infrastructure works is dependent on the availability of effective management tools such as for quality assurance, procurement, contracts management, timely planning and implementation of works, and addressing social and environmental concerns. What is the impact of R4D support in such capacity building activities? , how has R4D capacity building managed to strengthen the industry's resilience and capacity to respond to crisis situations, i.e. seasonal floods and the recent COVID-19 pandemic?</p> <p>e. Assess the extent to which the cluster projects contributed toward promoting decent work dimension e.g. increased awareness and knowledge on international labour standards (resulted in negotiations around wages, collective bargaining agreements, and working conditions, improved OSH, labour rights, social dialogue, gender equality, non-discrimination and disability inclusion). What were the facilitating and limiting factors in project's contribution to these cross-cutting issues?</p>
<p>SUSTAINABILITY: Will the benefits last?</p>	<p>a. The extent to which the net benefits of the 4 cluster projects continue or likely to continue (e.g. rural roads, capacity of trained government officials, pool of trainers, trained contractors). Examine financial, economic, social, environmental and institutional capacities needed to sustain net benefits over time.</p> <p>b. Building capacity in the industry is a continuous process. To what extent has R4D contributed to securing adequate local training capacity for new entrants into the sub-sector and also in order for the industry to expand capacity in the future and respond to new challenges?</p> <p>c. Sustainability strategies - What have been the most influential factors in mobilizing different stakeholder groups to take ownership of and sustain the government's R4D programme, and adapt its learnings to other government policies and programmes?</p>

Methodology to be followed

19. The methodology should include examining or reconstruct the intervention's Theory of Change.
20. The evaluation will apply mixed-methods, analysing both quantitative and qualitative data through key informant interview/focus group discussions and/or survey, and will integrate gender equality other non-discrimination issues as a cross-cutting ILO concern throughout its methodology and all deliverables, including the final report. The evaluation will follow guidance note 3.1 on integrating gender, as well as the guidance note on norms and standards.

21. Broadly the evaluation is expected to be carried-out through an (a) exhaustive desk review, (b) interviews and consultations with partners and (c) field visits.
- *Desk review*
 - All project documents (including technical manual and guidelines, M&E studies), Annual review reports, past evaluation reports of R4D phase 1, 2, and the bridging phase, DWCP country reports to tripartite advisory group, donor reports on technical and financial progress, media releases.
 - Other relevant documents e.g. Mission, meeting, workshop and training reports, Project budgets – planned and actual- expenditures, results framework, quantitative and qualitative surveys/assessment, Monitoring and Evaluation data and plan.
 - *Interview and consultation with key stakeholders and partners:* The evaluation team will need to conduct individual and/or group interviews with relevant partners including:
 - MPW and municipal staff involved in managing the GoTL's R4D program
 - Representatives from other ILO project and other road implementation programmes
 - National contractors undertaking R4D rural roads rehabilitation and maintenance
 - DFAT staff (present and available past) responsible for supporting the cluster of funded projects.
 - ILO EIIP technical staff responsible for backstopping the cluster of projects (HQ and at ILO's Decent Work Team for Asia and the Pacific)
 - Field Director and program staff from ILO Country Office for Indonesia and Timor-Leste responsible for providing administrative support to the cluster of projects
 - Current and available past project management staff
 - ILO constituents and private sector i.e. contractors
 - *Field visits* – the evaluation team will select the field visit locations to observe R4D rehabilitated roads to meet with community leaders and beneficiaries of the improved roads. The criteria and locations of data collection should be reflected in the inception report. Representatives of beneficiaries (with an aim of equal numbers of women and men among interviewees) through a survey or case study or experimental
22. Since several individual project evaluations have been completed it is proposed that the evaluators consider doing several thematic case studies to complete their analysis of the overall effectiveness of the support provided to the GoTL's R4D program. The topics may be proposed by the evaluation team during the inception phase, after initial briefings and the desk review.
23. The evaluator will develop systematic data collection tools (i.e. checklists, guides and/or questionnaires as part of the inception report to guide the interviews, capture qualitative and quantitative data and ensure objectivity and consistency in interviews. This will also help the evaluator identify knowledge gaps that need to be verified and validated through the interviews. The evaluation team should seek to apply a blended approach of techniques – desk review, meetings with stakeholders and observation through field visits as applicable. Triangulation of sources and techniques should be central to the overall methodology. The evaluator will ensure that opinions and perceptions of women are equally reflected in the interviews and that gender-specific questions are included.
24. The evaluator will present preliminary findings to the project team and relevant ILO staff of CO in Indonesia and Timor Leste, DFAT, ILO Regional Office/HQ. Upon completion of the report the

evaluator will take part in a teleconference to provide a debriefing to donors and the ILO on the evaluation findings, conclusions, and recommendations as well as the evaluation process.

25. The evaluator may adapt the methodology, especially in light of Covid-19 restrictions in the country, subject to the agreement with the evaluation manager, and reflected in the inception report.
26. This evaluation will follow the ILO policy guidelines for results-based evaluation; and the ILO EVAL Policy Guidelines Checklist 3 “Preparing the inception report”; Checklist 4 “Validating methodologies”; Checklist 5 “Preparing the evaluation report” and Checklist “6 Rating the quality of evaluation report”.

Deliverables

27. The evaluation should comprise the following deliverables, which must be presented in English and submitted to the Evaluation Manager in electronic version compatible with Word for Windows:
 1. An Inception Report (follows ILO inception report and methodological guidelines)
 2. A preliminary findings powerpoint presentation and Draft Evaluation Report (structure and lessons learnt and good practice -follows ILO standard format)
 3. A Final evaluation Report and standalone evaluation summary (in standard ILO format)
28. Inception report should
 - Describe the theory of change underlying R4D-SP program, and the conceptual framework that will be used to undertake the cluster evaluation;
 - Elaborate the methodology proposed in the TOR, including how the clustered approach will be put into practice including the sampling approach (selection criteria);
 - Set out in some detail the data required to answer the evaluation questions, data sources by specific evaluation questions; data collection, triangulation and analysis methods; selection criteria of respondents for interviews, and identification of field visits, etc.;
 - Provide the tools to be used for interviews and field visits etc.;
 - Provide an outline for the final evaluation report.
 - Detail the work plan for the evaluation, showing the phases in the evaluation, their key activities, deliverables and milestones
29. **Draft evaluation report:** A draft report for comment will be prepared according to the outline. The draft report will be reviewed methodologically by the evaluation manager. After that, it will be shared with all relevant stakeholders for two-weeks for comments. The comments will be consolidated by the Evaluation Manager and provided to the evaluator to arrive to a final version that integrates the comments.

Each lesson learnt or good practices identified must be accompanied by a one page to elaborate on the lesson learnt/good practices as per ILO standard template. Standard ILO title page will be used.
30. A preliminary findings maybe presented to key stakeholders after the field data collection for critical reflection. This will help the evaluator to validate the findings which is helpful for the preparation of the draft report. There may be more than one round of comments on the draft report if the evaluation report did not meet quality as per ILO Evaluation guidelines.

31. **Final evaluation report and stand alone evaluation summary** - structure of the report will follow ILO guidelines for evaluation report. The evaluator will incorporate inputs and comments from all key stakeholders to finalize the evaluation report. The report (word file) should not exceed 35 pages excluding annex. The structure is outlined below: -
- Cover page
 - Table of contents, including boxes, figures and tables
 - Executive Summary with the methodology, key findings, conclusions and recommendations, as well as any lessons learned or good practices
 - Acronyms
 - Description of the Cluster of Project
 - Purpose, scope and clients of evaluation
 - Methodology
 - Findings (organized by evaluation criteria)
 - Thematic case studies and individual stories
 - Conclusions and Recommendations
 - Lessons learned and good practices
 - Annexes (including TOR, lessons learnt and good practice templates, evaluation instruments, questionnaires, list of document reviewed, list of key informant interviews, focus group discussions, etc.)
32. The Evaluation Manager will review the final version and submit it to Regional Evaluation Officer for quality assurance and for submission to ILO Evaluation Office (EVAL) for their final approval. The quality of the final report will be assessed against the standards set out in the ILO Policy Guidelines for Evaluation. The evaluation report will be considered final only when it is approved by ILO Evaluation Office. Once approved, the evaluation report, good practices, and lessons learned will be uploaded and stored at ILO i-eval Discovery as to provide easy access to all development partners, to reach target audiences and to maximize the benefits of the evaluation.

Management arrangements and tentative time frame

Management Arrangements

33. The evaluator will report to the Evaluation Manager Ms. Aye Pearl Hlaing (hlaingap@ilo.org) and should discuss with her on any technical and methodological matters. The Evaluation Manager will undertake the following tasks:
- Serve as the first point of contact for the evaluators
 - Provide background documentation to the evaluators
 - Brief the evaluators on ILO evaluation procedures
 - Ensure that the evaluation is conducted in accordance with terms of references
 - Review and circulate draft and final reports to all stakeholders for comments
 - Consolidate comments on inception and draft report for the evaluators
 - Liaise with project staff to ensure logistic support is provided as required
34. The Evaluation Manager will be supported by ILO's Regional Evaluation Officer, who will do quality assurance of the report and EVAL, Geneva will give approval of the final evaluation report.

35. The evaluation contract will be administratively managed by the ILO Country Office for Indonesia and Timor-Leste
36. The evaluation will be carried out with logistical support of the ILO’s Road for Development Support Program Bridging Phase currently operating in Timor-Leste. The Bridging Phase project management team will also assist in organizing in-country meeting and field visits, and to ensure that all relevant documentations are up-to-date and accessible by the evaluation team. The extent of logistic support will need to be negotiated through the Inception Report.
37. Roles of other key stakeholders: All stakeholders, particularly the relevant ILO staff in the ILO Country Office for Indonesia and Timor-Leste, the donor, and the relevant government agencies and other key partners will be consulted throughout the process and will be engaged at different stages during the process. They will have the opportunities to provide inputs to the TOR and to the draft evaluation report prior to finalization.

Proposed Workplan and timeframe

38. It is expected that the evaluation will take place between early October and end December 2022, based on the provisional workplan as shown in Table below. Workdays can be split between different team members and the evaluation team may wish to re-allocate days for different phases of the evaluation as long as the overall number of days remains unchanged. Total combined work days is 54. It's a combined efforts of team leader and national consultant.
39. The final independent evaluation will be conducted by an independent evaluation team The evaluation team will be led by an international team leader and support by local team member/firm.

Task/Deliverable	Responsible person	Work days	Tentative deadline
Inception Phase			
Desk review + initial discussion with project team	Evaluation Team	10	
Drafting of Inception report	Evaluation Team	4	
Circulation of Inception Report within ILO, consolidation of comments to be sent to Lead Evaluator	Evaluation Manager		
Final Inception Report (Deliverable 1)		1	25 October 2022
Data Collection			
Interviews/meetings with Key stakeholders	Evaluation Team	10	
Field visits and interview with beneficiaries	Evaluation Team	16	
Report writing			
Draft evaluation report (Deliverable 2) and preliminary findings workshop	Evaluation Team	10	09December2022
Review and clearance of draft report	Evaluation Manager	--	

Circulation of draft evaluation report (2 week for comments)	Evaluation Manager	--	
Finalize evaluation report, including annexes and a completed comments log table (Deliverable 3)	Evaluation Team	3	28 December 2022
Report Approval and Evaluation Summary and Fact Sheet			
Submission of report to EVAL (ILO HQ)	Evaluation Manager	--	
Approval of evaluation report	EVAL	--	

Desired competencies and responsibilities for evaluators

40. The table below describes desired competencies and responsibilities for an international evaluator as team leader

Responsibilities	Profile
Conduct evaluation and deliver all deliverables under this TOR <ul style="list-style-type: none"> • Desk review of programme documents and other related documents • Development of the evaluation instrument • Briefing with ILO • Telephone interviews with HQ and DWT-Bangkok specialists [and virtual interviews with stakeholders in Timor-Leste if the situation does not allow for field visit] • May undertake a field visit in Timor Leste (if situation permits) • Facilitate stakeholders' workshop/ debriefing with the programme and key stakeholders • Draft evaluation report • Finalise evaluation • Draft stand-alone evaluation summary as per standard ILO format 	<ul style="list-style-type: none"> • No previous involvement/engagement in the design and delivery, and the evaluation of R4D-SP • University Degree with minimum 10 years of experience in international project /program evaluations; • Have proven expertise and experiences in evaluating labour-based infrastructure development programmes and/or rural employment-related development projects/programs • Sound understanding on ILO employment-intensive investment approach will be an asset • Substantive experience in project evaluations in the UN and/or EU system, or other international context, human rights-based approach, inclusiveness • Experience in using results-based management principles, Theory of change /LFA analysis for programming • Ability to bring gender and non-discrimination dimensions into the evaluation, including in data collection analysis and writing • Demonstrate an understanding of the ILO mandates and tripartism • Excellent analytical skills and communication skills; • Experience in Timor Leste will be an advantage • Fluency in spoken and written English • Experience in facilitating workshops for evaluation findings. • Be flexible and responsive to changes and demands; client-oriented, and open to feedback.

The table below describes desired competencies and responsibilities for the National Evaluator as a team member

Responsibilities	Profile
The national consultant (a national of Timor Leste) will support the team leader in conducting a participatory and inclusive evaluation. <ul style="list-style-type: none"> • collect background information and prepare a summary in English as required; 	<ul style="list-style-type: none"> • No previous involvement in the delivery or evaluation of the R4D-SP project • University Degree with minimum 5 years of strong and substantial professional experience in project evaluations and/or

Responsibilities	Profile
<ul style="list-style-type: none"> • contribute to a desk review of relevant program and non-program documents; • pro-actively provide relevant local knowledge and insights to the international consultant; • take part in the data collection e.g. interviews with key stakeholders and assisting the international consultant in taking notes during interviews, or conduct other data collection methods as required by the team leader • contribute to the main report to be prepared by the team leader • maybe requested to write certain sections in the draft report as requested by the team leader • participate in and jointly facilitate the stakeholder’s workshop • provide interpretation during the evaluation data collection as required 	<ul style="list-style-type: none"> experience in local economic development context; • Knowledgeable in program/project evaluation methodologies • Excellent analytical skills, writing and interview skills; • Excellent command of oral and written English; • Understanding of Tetum local language; • Sound knowledge on the socio-economic conditions of Timor Leste and gender equality, disability inclusion and non-discrimination is desirable • Knowledge of ILO’s roles and mandate and its tripartite structure as well as UN and/or EU system evaluation norms and its programming will be an advantage

Legal and ethical matters

41. The evaluation will comply with UN Norms and Standards. The evaluator will abide by the EVAL’s Code of Conduct for carrying out the evaluations. UN Evaluation Group (UNEG) ethical guidelines will be followed. The evaluator should not have any links to project management, or any other conflict of interest that would interfere with the independence of the evaluation.

42. Evaluators should have personal and professional integrity and abide by the UNEG Ethical Guidelines for evaluation and the [Code of Conduct for Evaluation](#) in the UN system to ensure that the rights of individuals involved in an evaluation are respected. Evaluators must act with cultural sensitivity and pay particular attention to protocols, codes and recommendations that may be relevant to their interactions with women. Evaluators will be expected to sign the respective ILO Code of Conduct to show that they have read and understood the UNEG Code of Conduct for Evaluation in the UN System process.

43. Ownership of data from the evaluation rests jointly with the ILO and the consultant. The copyright of the evaluation report will rest exclusively with the ILO. The use of data for publication and other presentations can only be made with written agreement of the ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

Annex

Security and Covid-19 restrictions and guidance:

- ILO EVAL has provided guidance on Implications of COVID-19 on evaluations in the ILO that should be consulted and followed by the national consultant:
http://www.ilo.ch/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_744068.pdf
- The national consultant is required to fully comply by the advisories issued by the local government and the UN regarding domestic travels and social distancing.
- The national consultants are also required to sign the Code of Conduct Agreement (https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_649148.pdf) together with the contract document.
- All UN personnel, including consultants, are expected to complete the UNDSS BSAFE (security awareness training course) and, if travel is required, are obliged to provide the Security Clearance.
- External collaborators benefit from the security arrangements and protection provided by the United Nations Security Management Network (UNSMN) at duty stations which are either not under a security level or up to security level four (4).
- No external collaboration contracts may be issued for work that entails travel to a location at security level five (5) or higher.
- If external collaborators for whom travel has been paid by the ILO find themselves at a location where security level five (5) or six (6) is declared during their presence there, immediate arrangements must be made in liaison with SECURITY to ensure that they leave the duty station as soon as possible.
- In the light of the COVID-19 pandemic, if the situation in the sub-region changes, appropriate actions will be taken amongst the following options:
- Suspending the implementation of the contract until further notice or until a specific time when it can be reviewed further in the face of new developments;
- Reducing the contract activities/scope/services (partial suspension); or
- Terminating the contract if it appears unfeasible that the desired deliverables will be received/achieved.

All relevant UNEG and ILO evaluation guidelines and standard templates.

- [ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations 4th edition](#)
- [Code of Conduct for Evaluation in the ILO](#) (to be signed and returned by evaluator to the evaluation manager)
- [Protocol on collecting evaluative evidence on the ILO's COVID-19 Response measures through project and programme evaluations](#)

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 3.3 Strategic clustered evaluations to gather evaluative](#)

- ✓ [information more effectively](#)
- ✓ [Guidance Note 4.3 Data collection methods](#)
- ✓ [Guidance Note 4.5 Stakeholder engagement](#)
- ✓ [Guidance Note 5.5 Dissemination of lessons learned and good practices](#)

EVAL Checklists and Templates for the Evaluator:

- ✓ [Checklist 4.8 Writing the inception report](#)
- ✓ [Checklist 4.2 Preparing the evaluation report](#) [including the templates for completing [lessons learned](#) and [emerging good practices](#), as well as the templates for the title page and [executive summary](#)
- ✓ [Checklist 4.3 Filling in the title page](#)
- ✓ [Checklist 4.4 Preparing the Evaluation Report Summary](#)
- ✓ [Checklist 4.5: Documents for Project Evaluators](#)
- ✓ [Checklist 4.9 Rating the quality of evaluation report](#)