

Sustainable supply chains to build forward better

Advancing decent work in five global supply chains of key importance to the European Union for a fair, resilient, and sustainable COVID-19 crisis recovery



Terms of Reference

Final Independent Evaluation of

Sustainable supply chains to build forward better: Decent work in five global supply chains of key importance to the European Union for a fair, resilient, and sustainable COVID-19 crisis recovery

1. Key facts

Title of project being evaluated	Sustainable supply chains to build forward better: Decent work in five global supply chains of key importance to the European Union for a fair, resilient, and sustainable COVID-19 crisis recovery
Project DC Code	GLO/20/40/EUR
Type of evaluation (e.g. independent, internal)	External, independent evaluation
Timing of evaluation (e.g. midterm, final)	Final evaluation
Start date	1 st January 2021
End date	31 March 2023
Start and end date of the evaluation	15 November 2022 – 28 February 2023
Donor	European Commission, DG-Employment, Employment and Social Innovation (EaSI) programme
Administrative Unit in the ILO responsible for administrating the project	Sectoral Policies Department
Technical Unit(s) in the ILO responsible for backstopping the project	Sectoral Policies Department
Countries	Colombia, Madagascar, Malaysia, Namibia, Viet Nam
P&B outcome (s) under evaluation	Outcomes 3, 4, 6, 7
SDG(s) under evaluation	SDGs 1, 2, 3, 5, 8, 9, 10, 12, 16, 17
Budget	€1.546 million (from which 1,400 million is the contribution from the EU)

2. Background information

The effects of the COVID-19 crisis are expected to affect the global economy for years to come. At the same time, governments, employers and workers in all sectors of the economy and across the globe are calling for decent work to be part of the response to the pandemic. The need for fairer, more resilient and sustainable global supply chains is part of national, regional and global discussions on how the world of work can build forward better.

With the support of the European Commission, the ILO will promote decent work in global supply chains of key importance to the EU. Failures at all levels within global supply chains have contributed to decent work deficits in the areas of occupational safety and health, wages, working time, among others. This includes the failure of governments to implement and enforce national law, as well as the failure of enterprises to comply with national laws and regulations. As the [Resolution and conclusions concerning decent work in global supply chains \(“Conclusions”\)](#), which was adopted by the International Labour Conference in June 2016 state, these failures have “contributed to the undermining of labour rights, particularly freedom of association and collective bargaining. Informality, nonstandard forms of employment and the use of intermediaries are common. The presence of child labour and forced labour in some global supply chains is acute in the lower segments of the chain. Migrant workers and homeworkers are found in many global supply chains and may face various forms of discrimination and limited or no legal protection.” In this regard, decent work deficits in both domestic and global supply chains [tend to be more acute where governments have limited capacity and resources](#) to effectively monitor and enforce compliance with laws and regulations. The global supply chains included in this Action served as an entry point to seize full and productive employment opportunities for women and men and to address decent work challenges in targeted segments of the supply chain and in the countries concerned as a whole.

Initial disruptions in global supply chains started on the supply side with factory closures in China, instituted to slow the spread of COVID 19. This led to shortages of parts and equipment downstream, and quickly reverberated in many other countries, causing some enterprises to slow production or cease operations altogether. Very quickly, similar disruptions began to affect everything from agricultural commodities to industrial goods, as national lockdowns and restrictions on cross-border movement spread around the globe. Likewise, lockdowns and other measures led to a collapse in demand, which in turn had serious employment impacts in a range of industries and countries. Unsurprisingly but regrettably, to date the crisis has had disproportionate negative impacts on those most vulnerable to discrimination, including migrants, women, workers in the informal economy, many of whom lack social protection.

As part of their national development plans and strategies, Colombia, Madagascar, Malaysia, Namibia and Viet Nam have committed to attaining decent work as well as other Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development. In these five developing countries and their supply chains, workers, employers and governments face similar challenges. This includes limited resources and capacity of the governments to implement and enforce national laws, weak systems of labour inspection and high levels of informality.

The selected sectors are key to the five countries' economies and continued growth and development, and the EU is an important market for all of them. But the five sectors are generally speaking also low-wage, low-skill sectors that are characterized by decent work deficits, in part related to limited government resources and capacities to implement the fundamental ILO conventions and other international labour standards into law and practice, and of enterprises to comply with national law, particularly in lower tiers of the supply chains and in the informal economy. The COVID-19 crisis has highlighted both new and existing challenges and opportunities for the five countries and further tiers of the supply chains to advance decent work as part of building back better. The five selected sectors are as follows:

- Coffee production in Colombia;
- Textiles manufacturing in Madagascar;
- Rubber gloves production in Malaysia;
- Fisheries in Namibia; and
- Electronics manufacturing in Viet Nam.

A global crisis such as the COVID-19 pandemic requires responses from across the universe of actors in the global economy. The ILO and its constituents – governments, workers and employers – play a crucial role in combating the social and economic impacts of the outbreak, ensuring the safety of individuals, and the sustainability of businesses and jobs. Social dialogue involving governments and representative organizations of employers and workers is becoming more important than ever to find collective solutions that take into account the need of enterprises and workers. It also contributes to stability and public confidence.

As much of the world continues to struggle with control of the pandemic and its economic and social effects, the world of work continues to be highly volatile. Governments, business, and the social partners of the ILO - employers and workers - will continue to navigate an increasingly uncertain future of work transformed not only by the pandemic, but also by climate change, demographic shifts, geopolitics, automation, digitalization and other megatrends and drivers of change. Decisions and actions of governments and the social partners as well as national and multinational enterprises and other key global supply chain stakeholders will have major consequences for the future of a number of sectors and countries. As global efforts to build forward better intensify, there is a unique opportunity to ensure that decent work remains at the forefront of policies, decisions and actions to build back better and that it is effectively applied in bringing about fairer, more resilient and sustainable supply chains.

Over two years and with a budget of €1.4 million, the ILO uses its unique tripartite structure, normative framework and convening power to inform and strengthen the capacity of the tripartite ILO constituents. The engagement of additional supply chain stakeholders - such as multinational enterprises and EU actors - is particularly important to effectively leverage global supply chains as an [entry point to advancing decent work](#).

By generating and sharing knowledge about the impact of COVID-19 on five supply chains (coffee production, textiles manufacturing, rubber gloves production, fisheries and electronics manufacturing), including in five countries (Colombia, Madagascar, Malaysia, Namibia and Viet

Nam), and by raising awareness and providing tools, guidance, technical assistance and capacity-building support, ILO constituents and key stakeholders will be better equipped to integrate decent work and sustainability into current policies and practices, and potentially better able to identify areas for collective action based on their respective roles and responsibilities. This will help them mitigate or minimize the social and economic impact during and after the pandemic and to seize new paths and opportunities that may arise to advance decent work in fairer, more resilient and sustainable global supply chains.

The Action comprises three closely inter-related modules:

- 1.** Analysis and research on selected supply chains, including in five countries and further tiers of the supply chains, and the impact of COVID-19;
- 2.** Tools, policy advice and training; and
- 3.** Support to national, sectoral, regional and global constituents and stakeholders along the five supply chains taking steps to advance decent work in the supply chains as part of their response to the COVID-19 crisis.

Broadly speaking, the Action will be implemented across two dimensions, “global” (or “horizontal”) and “specific”:

- 1.** The first dimension comprises awareness-raising or assistance on universal topics related to decent work challenges and opportunities in global supply chains in the context of the COVID-19 pandemic. The Action will address opportunities and challenges through the adaptation of existing - or development of new - tools, guidance, technical assistance and policy advice in line with existing global policy frameworks.
- 2.** The second dimension includes analysis, research, tools, guidance, technical, policy advice and capacity development for constituents and stakeholders in five selected countries (Colombia, Madagascar, Malaysia, Namibia and Viet Nam) and further tiers of the supply chains. The Action will thus focus on decent work challenges and opportunities across five commodities and products, which are strongly integrated into global supply chains, to promote the essential role of decent work for a resilient recovery and sustainable global economy.

Social dialogue and stakeholder engagement are at the core of the Action and an integral element of the strategy and of all outcomes, outputs and activities. This project engages with tripartite constituents and other global supply chain stakeholders to ensure decent work remains at the forefront of decisions throughout the pandemic and when building back better. Taking advantage of this particular moment in time, the ILO and the EU will jointly encourage all actors at the global, regional, national and sectoral level to think proactively and collaboratively about what a new normal could and should look like.

3. Purpose, objectives, and scope of the evaluation

As per ILO evaluation policy and procedures, a project like the one under consideration, with a budget between USD 1 to 5 million and with a duration over 18 months must undergo an internal mid-term evaluation and an independent final evaluation. The latter must be managed by an ILO certified evaluation manager and implemented by independent evaluators. The evaluation consultants have the sole responsibility for the substantive content of the final evaluation report in line with EVAL quality requirements.

The evaluation is needed both for project accountability and project learning. The ILO applies the evaluation criteria established by the OECD / DAC Quality Standards for Development Evaluation and the UNEG Code of Conduct for Evaluation in the UN System.

This evaluation will identify, inter alia, what worked, what did not work at output, outcome and impact levels, what is sustainable, what is the legacy of the project and what are the recommendations for the future.

The purpose of this evaluation is to provide an objective assessment of the accomplishment of project activities in terms of coherence, relevance, efficiency, effectiveness, impact and sustainability. The evaluation will have to:

- Assess the extent to which the project has achieved its stated objective and expected results regarding the different target groups, while identifying the supporting factors and constraints that have led to them, including implementation modalities chosen and partnership arrangements.
- Identify unexpected positive and negative results of the project.
- Establish the relevance of the project design and implementation strategy in relation to the ILO, UN and SDGs and national development frameworks.
- Assess the extent to which the project outcomes can be sustainable.
- Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes.
- Identify lessons learned and good practices to inform the key stakeholders (i.e. national stakeholders , the donor and ILO) for future similar interventions.

Since there was no mid-term evaluation, the present evaluation shall adequately consider effectiveness and efficiency as evaluation criteria.

This evaluation will examine the entire project intervention from January 2021 to November 2022. It will consider all the documents linked to the project. This includes the project document, periodic and progress reports as well as documents produced as outputs of the project (e.g. research papers, knowledge products, policy briefs, etc.).

The geographical coverage of the assessment includes the deliverables and products at global level and in five countries and their value chains. Desk reviews and interviews, particularly on line, will be used to collect information on the five countries and value chains. Field missions in possibly

two countries will provide further data gathered through site observations, surveys, focus-group discussions and interviews.

The evaluation will integrate gender equality and non-discrimination, international labour standards, social dialogue, and a just transition to environmental sustainability as crosscutting themes throughout its deliverables and process. It should be addressed in line with EVAL Guidance Note 3.1 “Integrating gender equality in monitoring and evaluation of projects” and Guidance Note 4.4 “Stakeholder engagement”.

Clients of the evaluation are ILO’s constituents, national and international partners, including national ministries of labour and other line ministries, sectoral social partners, enterprises and EU actors in the five countries. Furthermore, the findings of this final evaluation are of key relevance for ILO’s management and its policy portfolio departments as well as ILO regional offices and field offices covering concerned countries. Another important client of this evaluation is the donor, the European Commission and in particular the DG-Employment, Employment and Social Innovation (EaSI) programme.

The knowledge generated by this evaluation will also benefit other stakeholders that may not be directly targeted by the project’s intervention, such as key government institutions, civil society organizations, donors, UN agencies, international organizations that work in relevant fields, and other units within the ILO.

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

The evaluation will be based on the following evaluation criteria: strategic relevance, validity of project design, effectiveness, efficiency, impact and sustainability. Relevant data should be sex-disaggregated and different needs of women and men should be considered throughout the evaluation process.

Following is a list of evaluation questions for this final project evaluation. While not being an exhaustive list, the questions are intended to guide and facilitate the evaluation. The evaluator may adapt the evaluation questions, but any fundamental change should be agreed between the evaluation manager and the evaluator, and should be reflected in the inception report.

Relevance and strategic fit

1. Considering each one of the five countries and their examined supply chains, were the project objectives consistent with the national key partners’ needs and requirements, as well as with priorities in each sector?
2. Given the evolving situation concerning the spread of COVID-19 on a national and on an international level, to what extent has the project carried out timely needs assessments to address emerging relevant demands?
3. To what extent were project outputs complementary to or conflicting with ongoing national and international initiatives adopted to advance decent work and to cope with the pandemic in the specific supply chains in the five selected countries?

Validity of project design

4. Considering the very exceptional, unstable national and international situation linked to the pandemic at the time of the project conception, to what extent have the objectives achieved contributed to advancing decent work in more sustainable, inclusive and resilient supply chains and to building forward better? Please provide specific illustrations for each one of the five countries and their concerned value chains.
5. To what extent did the project design take into account flexible and alternative, COVID-proof means of interaction with local stakeholders in order to promote their active participation and inclusion in project activities, considering women, men and vulnerable groups?

Effectiveness of the project in relation to the expected results

6. To what extent have the project objectives been achieved?
7. Which positive or negative unexpected results have occurred, if any? Why? How could unexpected negative results be avoided, and positive ones enhanced by the project?
8. How effective was the partnership strategy of the project, particularly with the social partners and through social dialogue, in reaching objectives in the five countries?

Efficiency of the resources used

9. With due consideration for COVID-19-related restrictions, to what extent have available resources been used in an efficient manner to reach outputs, in particular with regard to the management structure?
10. What are bottlenecks which can be identified in regard with using project resources efficiently, if any?

Impact and sustainability of the project

11. To what extent are national partners likely to integrate results achieved into national institutions or target groups of vulnerable workers in full respect of relevant, concerned ILO labour standards and tools?
12. What measures and actions have been introduced to ensure ownership of the project's results at national level and within selected supply chains?
13. Assuming that specific forms of "building forward better" have been identified (see question 4 above), how will it be possible to enhance such improvements so that they become permanent?

Cross-cutting issues

14. To what extent has the project identified and integrated into its actions the operational and strategic needs and priorities of women, men and vulnerable groups in a way that allows permanent improvements to be introduced?
15. To what extent has the project identified environmental issues in the five value chains and found permanent, environmentally sustainable solutions?

5. Methodology

The evaluation approach will be theory-based, and include examining the intervention's Theory of Change, with particular attention to the identification of assumptions, risks and mitigation strategies, and the logical connect between levels of results and their alignment with ILO's strategic objectives and outcomes at the global and national levels, as well as with the relevant SDGs and related targets.

For required quality control of the whole process, the evaluator will follow the EVAL evaluation policy guidelines and the ILO-EVAL checklists (see annexes).

The methods should be selected for their rigor and their ability to produce empirical evidence to meet the evaluation criteria, answer the evaluation questions and meet the objectives of the evaluation.

The evaluator will ensure that women's views and perceptions are also reflected in databases, interviews and that gender-specific questions are included in the questionnaires. The data collection, analysis and presentation shall be as much as possible responsive to and inclusive of issues relating to ILO's normative work, social dialogue, diversity and non-discrimination including disability issues.

The methodology should ensure the involvement of key stakeholders in the implementation as well as in the dissemination processes (e.g. stakeholder workshop, debriefing of project manager, etc.). The methodology should clearly state the limitations of the chosen evaluation methods, including those related to representation of specific groups of stakeholders.

The methodology should include multiple methods, with analysis of both quantitative and qualitative data, and should be able to capture intervention's contributing to the achievement of expected and unexpected outcomes. Multiple sources of evidence will be used and triangulated. During the data collection process, the evaluator will compare and cross-validate data from different sources (project staff, project partners and beneficiaries) to verify their accuracy, and different methodologies (review documentary, field visits and interviews) that will complement each other.

The evaluation data collection process will include:

- **Desk review:** desk review of all relevant documents: project document and its logical framework, funding agreement, relevant minute sheets, implementation plan, progress reports, other relevant documents and studies.
- **Meetings with the project staff:** the evaluator will meet the project staff at global and country levels to reach a common understanding for the evaluation process. Such meeting/s will take place virtually.
- **Meetings with ILO concerned departments and flagships programmes, decent work teams, country offices and the donor:** These virtual meetings aim to reach a common understanding in relation to the technical and financial status of the project.
- **Field visits, data collection, and interviews with stakeholders:** with due consideration given to the situation of the COVID-19 spread at the moment of the evaluation, the

evaluator may meet with the national key partners of the project in one or two selected countries. The evaluator will meet with representatives of project beneficiaries (national tripartite constituents and other global supply chain stakeholders) and organize interviews and focus group discussions as appropriate. To assess project's results in other countries and value chains, on line meetings and surveys will be conducted. For all five countries and value chains, both quantitative and qualitative data will be collected and analysed.

- **Debriefing phase:** at the end of the fieldwork and virtual data collection, the evaluator will organize a virtual debriefing meeting for the key national partners and relevant stakeholders, ILO and the donor to present and discuss the preliminary findings and the lessons learned.
- **Submission of the first draft of the report:** the evaluator will submit the first draft of the report to the evaluation manager, who will circulate it to the relevant ILO units and departments, the donor, the key national partners, and relevant stakeholders for comments.
- **Collection of feedback on the first draft:** the evaluation manager will collect the feedback on the first draft, consolidate and submit it to the evaluator.
- **Submission of the final report:** the evaluator will incorporate the feedback as appropriate, and send the final report to the evaluation manager.
- **Quality of the report:** the evaluation manager and ILO Evaluation Unit will ensure the quality of the report.
- **Dissemination:** the evaluation report will be submitted to the key stakeholders and uploaded in the EVAL public repository of evaluation reports (e-discovery)

The evaluation methodology will be defined in consultation between the evaluator and the evaluation manager. It will be described in the inception report to be submitted to the evaluation manager by the evaluator. The inception report shall include the detail approach, the methodology and a workplan.

6. Main deliverables

The evaluator will have to produce and deliver the following products:

- I. **An inception report** (not more than 20 pages excluding the annexes) – the report will be developed after reviewing available documents and after initial discussions with the project management and the donor (EVAL Guidelines – Checklist 4.6). The inception report will:
 - Describe the conceptual framework that will be used to undertake the evaluation;
 - Elaborate the methodology proposed in the TOR with changes as required;
 - Set out in some detail the data required to answer the evaluation questions, data sources by specific evaluation questions (emphasizing triangulation as much as possible) data collection methods, and sampling techniques;

- Define the criteria to select individuals for interviews (who should include as much as possible ~~men~~, women and other vulnerable groups and persons with disabilities);
- Detail the work plan for the evaluation, indicating the phases in the evaluation, their key deliverables and milestones;
- Set out the list of key stakeholders to be interviewed or surveyed and the tools to be used for interviews and discussions;
- Set out the agenda for the stakeholders workshop;
- Set out the outline for the final evaluation report;
- Provide interview guides and other data collection tools

The Inception report should be approved by the Evaluation manager before proceeding with the field work.

II. Virtual workshop - Preliminary findings are to be shared in a virtual workshop with key stakeholders (including national tripartite constituents and other global supply chain stakeholders) after data collection is completed. The evaluator will set the agenda for the meeting. The workshop will be technically organized by the evaluator with the logistic support of the project.

III. First draft of the Evaluation Report in English (following EVAL Checklists 4.1 and 4.2) - it should be no longer than 30 pages excluding annexes. The Evaluation Manager is responsible for approving this draft. The draft report **reviewed by the evaluation manager** will be shared with all relevant stakeholders. They will be asked to provide comments to the evaluation manager within ten days. The report shall include the following elements:

1. Cover page with key project and evaluation data (using ILO's relevant template 4.4)
2. Executive Summary
3. Acronyms and abbreviations
4. Context and description of the project including reported key results
5. Methodology and limitations
6. Findings (this section's content should be organized around evaluation criteria and questions), including a table showing output and outcome level results through indicators and targets planned and achieved with comments on each item.
7. Conclusions
8. Recommendations (i.e. for the different key stakeholders and project partners), indicating per each one priority, timeframe and level of resources required. Suggested: maximum 8-10 recommendations in total).
9. Lessons learned and good practices
10. Annexes including ToRs; List of persons consulted; Schedule of work (briefings, data collection, interviews, field visits, workshop/s); Documents consulted; Evaluation matrix; Data collection tools; Logical framework analysis matrix; Lessons learned; Emerging good practices (following relevant templates 4.1 and 4.2).

- IV. Final version of the evaluation report, incorporating written comments received from ILO and other key stakeholders. Any identified lessons learnt and good practices will also need to be inserted in standard annex templates (one Lesson Learnt and one Good Practice per template to be annexed in the report) as per EVAL guidelines.
- V. Executive summary. The evaluator will produce an Executive Summary following ILO's relevant template 4.3 and submit to the Evaluation Manager.
- VI. The final version of the evaluation report must receive final approval by EVAL (after initial approval by the Evaluation manager and the departmental evaluation focal point).

7. Management arrangements and work plan (including timeframe)

The organization and coordination of the entire evaluation process, including the evaluation mission will be provided by Ms Sabrina De Gobbi (degobbi@ilo.org), the designated Evaluation Manager at ILO level. The evaluator will discuss with her all technical and methodological issues when needed, via E-mail and virtual meetings. The evaluator will liaise with project management to obtain the main documents and any information which will be required to perform the evaluation. The evaluation manager with project staff will facilitate contacts with the different partners and stakeholders and will organise meetings. The evaluator will also receive technical, logistical, and administrative support from the project team.

The evaluation will be conducted over a period of about three months (November 2022-February 2023). A detailed timetable will be included in the inception report developed by the evaluator.

All logistics costs will be covered by the project. Estimated resource requirements are as follows:

- Evaluator: 26 days of honorarium travel to selected project country/ies including transportation and DSA days according to ILO policy
- Local transportation in the project country/ies

The following table provides an overview of the proposed evaluation's work plan.

Work plan of the evaluation – December 2022 to February/March 2023

Deliverable	Responsible Person	Tasks	No. days consultant	Dates
I	Evaluator	<ul style="list-style-type: none"> ○ On line briefing with the evaluation manager, the project team and the donor ○ Desk Review of programme related documents 	5	Nov 15 – 30

		<ul style="list-style-type: none"> ○ On line briefing with ILO stakeholders ○ Inception report 		
II	Evaluator with organizational support from ILO H-Q	<ul style="list-style-type: none"> ○ Consultations with project staff ○ Interviews with projects staff, partners and beneficiaries ○ Stakeholders workshop to share preliminary findings ○ Debriefing with concerned ILO staff 	10	Dec 1 - 20 - travel to 1 or 2 countries
III	Evaluator	<ul style="list-style-type: none"> ○ Draft report based on field data collected, desk review and stakeholders' consultations and workshop 	9	Jan 9 - 25
	Evaluation Manager	<ul style="list-style-type: none"> ○ Quality check and initial review by Evaluation Manager ○ Circulate draft report to stakeholders ○ Consolidate comments of stakeholders and send to the evaluator 	0	(2 weeks) Jan 27- Feb 7
IV & V	Evaluator	<ul style="list-style-type: none"> ○ Finalize the report including explanations on why comments were not included ○ Completion of executive summary 	2	Feb 8 - 15
VI	Evaluation manager	<ul style="list-style-type: none"> ○ Review of the final report and submission of the evaluation package to the evaluation focal point and EVAL for final approval 	0	Feb 15 - 28
TOTAL			26	

8. Profile of the evaluator

The evaluation will be conducted by an experienced evaluator. His/her main qualifications should be as follows:

- Advanced university degree preferably in economics, industrial relations or related qualifications,
- A minimum of 7 years of professional experience in evaluating international programmes and projects, development initiatives, logical framework and other strategic approaches, M&E methods and approaches, and information analysis and report writing,
- Recent experience with result-based management monitoring and evaluation methodologies,
- Understanding of the development context in the five countries with relevant work in the area of supply chains,
- Extensive knowledge of, and experience in applying quantitative and qualitative research methods,
- Previous involvement and understanding of ILO procedures is an advantage and extensive international experience in the fields of project formulation, execution, and evaluation is required,
- Work experience in one or more of the five countries (will be an asset),
- Excellent communication and interview skills,
- Excellent report writing skills,
- Demonstrated ability to work in group and deliver quality results within strict deadlines,
- Excellent knowledge and excellent drafting skills in English.

His/her main duties are as follows:

- Responsible for conducting the evaluation
- Coordinate with evaluation manager, project team and stakeholders to conduct the entire evaluation process
- Proceed to a desk review of all relevant documents and conduct a field mission to meet main stakeholders
- Elaborate the inception report (including methodological elaborations), the first version and final report in deadlines and in conformity with ILO and international standards
- Conduct the field work and stakeholders workshop at the end of the mission
- Participate to debriefings with main stakeholders on the main results and recommendations of the evaluation

9. Legal and ethical matters

The evaluation described in this document will comply with UN norms and standards. In addition, UNEG ethical guidelines will be followed.

The evaluator will abide by the EVAL's Code of Conduct for carrying out evaluations. He/she should have no link to project management, or any other conflict of interest that would interfere with the independence of the evaluation.

All data and information received from the ILO or other stakeholders for the purpose of this assignment shall be treated as confidential and shall be used only for the purpose of executing this mandate. All intellectual property rights arising from the execution of this mandate are attributed to the ILO. The contents of the written documents obtained and used in connection with this assignment may not be disclosed to third parties without the prior written consent of the ILO or the relevant stakeholders.