



ANNEX-I: Terms of Reference for External Collaborator to Conduct Evaluability Review within the scope of the “Strengthening Social Partners and Civil Society Capacities on Fundamental Principles and Rights at Work” Project

Project Overview	
Project Title:	Strengthening Social Partners and Civil Society Capacities on Fundamental Principles and Rights at Work
Contracting Organization:	International Labour Organization (ILO)
ILO Responsible Office:	ILO Office for Türkiye
Funding source:	European Union
Budget of the Project:	EUR 5,000,000.00
Project Location:	Türkiye

I. Introduction

“Strengthening Social Partners and Civil Society Capacities on Fundamental Principles and Rights at Work” Project, funded by the European Union, was started to be implemented on February 1, 2023, with a planned duration of 48 months. This endeavour, primarily engaging Social Partners (SPs) and Civil Society Organizations (CSOs), aims to enhance compliance with fundamental labour standards within the changing world of work in Türkiye. In this context, an evaluability review, in accordance with the Governing Body decision (GB.331/PFA/8)¹ and ILO Policy Guidelines for Result-based Evaluation², is scheduled for this project.

II. Background Information

Fundamental labour rights are an integral facet of human rights, pivotal in safeguarding and advancing the social and economic well-being of all individuals. The *ILO Declaration on Fundamental Principles and Rights at Work*³ (1998), revised in 2022, sets the fundamental rights at work in five categories: (i) freedom of association and the effective recognition of the right to collective bargaining, (ii) elimination of forced or compulsory labour, (iii) abolition of child labour, (iv) elimination of discrimination in respect of employment and occupation and (v) a safe and healthy working environment.

Fundamental labour rights are of vital importance within the scope of **future of work** primarily shaped through globalization, technological advancements, demographic shifts, and environmental changes as these factors present both challenges and opportunities to the labour market. For instance, technological progress yields both job creation and elimination, underscoring the need for a human-centric approach to technology in fostering decent work. Moreover, the emergence of digital labour platforms offers new global income prospects but presents enforcement challenges due to their decentralized nature. Likewise, climate change and environmental deterioration pose substantial hurdles to economic growth and employment, albeit managed effectively, can result in enhanced job opportunities.

In this context, **ILO Centenary Declaration for the Future of Work**⁴ (2019) states that future of work must be fair, inclusive, and secure, and provide full, productive and freely chosen employment and decent work for all. Accordingly, ensuring fundamental labour rights is one of the most critical pillars of a human-centred approach towards the future of work.

¹ Evaluability assessments are mandatory as per ILO's Governing Body decision stated in GB.331/PFA/8. **Available at:** https://www.ilo.org/wcmsp5/groups/public/--ed_norm/--relconf/documents/meetingdocument/wcms_583528.pdf

² **Available at:** https://www.ilo.org/wcmsp5/groups/public/--ed_mas/--eval/documents/publication/wcms_571339.pdf

³ **Available at:** <https://www.ilo.org/declaration/lang-en/index.htm>

⁴ **Available at:** www.ilo.org/wcmsp5/groups/public/@ed_norm/@relconf/documents/meetingdocument/wcms_711674.pdf



III. Scope of the Project

The overall objective of the Strengthening Social Partners and Civil Society Capacities on Fundamental Principles and Rights at Work project is contributing to the **promotion of fundamental labour standards** through empowering social partners (SPs) and civil society organizations (CSOs) along with facilitating their adaptation in the changing world of work. This initiative employs a two-fold strategy: first, **enhancing the technical expertise and advocacy skills** of SPs and CSOs concerning fundamental labour rights in the context of future work; and second, **fostering social dialogue opportunities** and engaging these entities in policymaking regarding fundamental labour rights amid the changing work environment.

More precisely, within the scope of **enhancing the expertise and advocacy skills**, SPs and CSOs will undergo consultations to identify their technical requirements and adaptability needs. Based on this analysis, a modular training program will be devised to bridge the gaps and enhance the capacities of SPs and CSOs in understanding and advocating for fundamental labour rights. Concurrently, an online public e-library, hosted by the ILO Academy, will be established to serve as a repository for relevant resource materials, research documents, and academic reports on these rights. The project will also contribute to knowledge enhancement through comprehensive research on thematic areas like the Roma community in the labour market, universal basic income, and climate change. Additionally, it will promote advocacy and raise awareness by implementing a robust communication and visibility plan.

When it comes to **fostering social dialogue opportunities**, the project will introduce an innovative approach by establishing a Support Centre (LABour) in Istanbul aimed at aiding SPs and CSOs. This center will address the challenges faced by these entities in accessing learning facilities, meeting spaces, and platforms for social dialogue, facilitating their establishment, development, capacity building, and networking specifically focused on labour-related issues. The primary objective is to create a supportive ecosystem for SPs and CSOs, promoting their growth and involvement in enhancing fundamental labour rights and advocating for a human-centered future of work. Furthermore, the center will encourage partnerships among these entities to bolster their capacities, exchange experiences, and actively participate in policy development regarding labour rights and transformative changes in the work domain. An integral part of the project involves a grant scheme designed to raise awareness, compliance, and respect for fundamental labour rights in the future of work.

IV. Scope of Work

As per the Governing Body decision (GB.331/PFA/8) and ILO Policy Guidelines for Result-based Evaluation, Development Cooperation projects with budgets over US\$5million must undergo evaluability assessment in order to improve the monitoring and evaluation practices. In this context, the ILO Office for Türkiye will hire an External Collaborator to conduct the Evaluability Review of the Strengthening Social Partners and Civil Society Capacities on Fundamental Principles and Rights at Work Project^{5 6}.

Evaluability review takes the role of strengthening the adaptive management (such as; potential project design problems and provide revisions into the log-frame) and monitoring functions of the project and prompt necessary adjustments.

⁵ Please also see the ILO EVAL's Guidance Note 1.3. on Procedure and Tools for Evaluability. **Available at:** https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746707.pdf

⁶ Please also see the ILO EVAL's Tool 1.1 on Evaluability review during project start-up phase. **Available at:** https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746734.pdf



The External Collaborator is expected to work closely with the project management team (PMT) (especially with the designated Monitoring and Evaluation Officer), and, when and if needed, with key project stakeholders primarily including the SPs and CSOs.

The External Collaborator should review the project concept and re-assess the relevance of indicators and targets, review the work plan and logical framework. The Evaluator is also expected to review the work plan along with the indicators and targets taken into consideration of the impact of identified risks on the activities and re-adjustments of the project activities so that the overall project objective is not affected. In terms of implementation, External Collaborator should focus on the effectiveness of management in relation to M&E practices as well as the quality and timeliness of monitoring.

Based on the above clarifications, **key objectives** of the review are as follows:

- Identify useful methods for defining and evaluating impacts and good practices,
- Suggest good practices for planning and for monitoring implementation and performance,
- Provide technical support to PMT in order to develop their M&E operations,
- Identify any gaps in logical framework and make recommendations for further improvement,
- Assess the extent to which the project can be evaluated in a reliable manner and validate the M&E system in place,
- Assess the impact of identified risks on the planning of project activities,
- Provide project specific sample OECD/DAC questions to be included in project mid and final evaluation considering the OECD/DAC Criteria.

V. Duties and Responsibilities

Under the supervision of the Director of the ILO Office for Türkiye and under the coordination of Project Coordinator and in close collaboration with the Monitoring and Evaluation Officer, the External Collaborator will carry out the following tasks:

1. Document review, including project proposal, work plan, communications, and other information sources,
2. PMT consultations with several key informant interviews, through email, telephone, online tools, or in person,
3. Analyse project's log frame approach, to identify the logic between the activities, outputs, objectives and risks/assumptions. Review work plan and logical framework, information sources, project concepts and gather different points of view on project logic and re-assess the relevance of indicators and targets,
4. Review the definitions, key questions, methodological approach, and initial preparations made, including baseline measures, by the project to assess the effectiveness and impact of the project, and determine the soundness of the approach in terms of the future evaluability of project impact,
5. Assess the impact of identified risks on the project activities and future planning,
6. Review the causal logic and results-level linkages between the "Programme and Budget for the Biennium (P&B) 2024-2025" and Sustainable Development Goals (SDGs), and the Project; and provide suggestions for improvements,
7. Strengthen the adaptive management (such as potential project design problems and possible revisions into the log-frame) and monitoring functions of the project and prompt necessary adjustments with the M&E plan,
8. Analyse the resources and management arrangements for implementing the M&E plan to ascertain feasibility and appropriateness and make recommendations for improvements if needed; and



9. Conduct briefing on findings, conclusion, and recommendation of the assessment for the ILO staff.

VI. Minimum Qualifications

- First-level university degree in economics, statistics, social or mathematical sciences, or related fields,
- Minimum of five years of professional experience in planning and/or implementing and/or monitoring and/or evaluation of projects and/or programs,

VII. Assets

- Experience in planning, implementing, monitoring, evaluation of EU-funded project(s)
- Experience in planning, implementing, monitoring, evaluation of projects of UN Agencies (DC projects)
- Experience in qualitative analysis and research
- Knowledge in labour rights as well as the future of work, workers' and employers' organisations and civil society organisations

* Attaching the proof documents reflecting the experience and the knowledge of the applicants (such as previously prepared reports, etc.) is highly recommended.

VIII. Language Requirements

The working languages of the individual activities included in the scope of this subcontract are English and Turkish. The final outputs will be submitted in English. The ILO Office for Türkiye will not provide any additional funds for translation services.

IX. Administrative Requirements

All activities within the scope of this Terms of Reference will be carried out under the overall supervision of the Director of ILO Office for Türkiye. The External Collaborator will work in close cooperation with the EVAL Focal point, the Project Coordinator and the Project Monitoring and Evaluation Officer.

X. Place of Work

This is a remote assignment. However, the External Collaborator is expected to conduct online or phone, or in person interviews with identified interviewees (up to 7 persons) and briefing meeting within the duration of this assignment. No travel is foreseen for this assignment.

XI. Payment Details

Expected starting date: 29/01/2024

Expected ending date: 29/03/2024

Number of working days envisaged for this assignment: 30

- 20 working days for Deliverable-1

- 10 working days for Deliverable-2

The External Collaborator is expected to work within the duration of this assignment in order to fulfil required tasks and successfully execute the deliverables. Payment will be made upon the successful completion of the Deliverable 2 (final evaluability review – explained below) and the final approval by the ILO.

XII. Deliverables and Timeframe

The External Collaborator is expected to fulfil the required tasks and execute the deliverables in the timeframe given below:



Tasks and Deliverables Expected	Deadline
Task-1: Evaluability Analysis and Review Deliverable-1: Submission of Initial Findings and Recommendation Reports Note: The total number of pages of the primary project-documents to be reviewed is between 120-130 pages.	08/03/2024
Task-2: Briefing Meeting and finalization of Evaluability Report Deliverable-2: Submission of Final "Evaluability Report" Note: The report (without its annexes) is expected to be between 30-40 pages.	29/03/2024

XIII. Other Information

External Collaborator is responsible for completing the new security awareness online training course (BSAFE) if she/he needs to undertake any travel out of her/his city of residence within the course of this assignment. The course is available through registration on <https://training.dss.un.org/user/login>. Additionally, the External Collaborator will be requested to submit a security clearance generated via web-based "Travel Request Information Process" (TRIP) system prior to any travel out of her/his city of residence. TRIP system is accessible through registration on <https://trip.dss.un.org/dssweb>.