



**International
Labour
Organization**

Call for Expression of interest

The ILO Evaluation Office is seeking an evaluation consultant to conduct the independent final evaluation of “**Inclusive labour markets for job creation in Georgia (ILM)**” project.

The evaluation should take about 25 working days. This includes an estimated 8 days of field visits.

Application Deadline: 19th December 2022

For more details see the ToRs below

Candidates intending to apply must provide the following information:

- 1) A description of how the candidate(s) skills, qualifications and experience are relevant to the required qualifications of this assignment.
- 2) A statement confirming the availability of the candidate(s) to conduct this assignment.
- 3) The daily professional fees expressed in US dollars, exclusive of travel or field visit costs.
- 4) A copy of the candidates’ CVs (which must include information about the qualifications held by the candidate) including a list of previous evaluations that are relevant in relation to the context and subject matter of this assignment that can be highlighted.
- 5) A statement confirming that the candidate(s) had no previous involvement in the delivery of the named project, or personal relationship with any of the ILO Officials who are engaged in the same project.
- 6) A list of three referees (including name, affiliation, phone number and email address). At least one of these referees must be an evaluation manager of the relevant evaluations undertaken by the candidate/s.

The deadline to apply is 5.00 pm Georgia Standard Time (GET), 19 December 2022.

Please send an e-mail with the subject header “Evaluation of the ILM Project” to the Evaluation Manager, Irina Sinelina sinelina@ilo.org



Terms of Reference:
Independent Final Evaluation

Project title	Inclusive Labour Market for Job Creation in Georgia
Project code	GEO/17/01/DNK
Country	Georgia
Funding partner	Denmark Ministry of Foreign Affairs
Administrative Unit	ILO Decent Work Technical Support Team and Country Office for Eastern Europe and Central Asia
Technical Unit(s)	ENTERPRISES
Programme & Budget (P&B) Outcome	Outcome 1: Strong tripartite constituents and influential and inclusive social dialogue Outcome 2: International labour standards and authoritative and effective supervision
Budget	USD 4,298,762
Project duration	December 1, 2017- June 30, 2023
Type of Evaluation	Independent Final Evaluation
Timing of Evaluation	February-April 2023
Evaluation Manager	Irina SINELINA

1 Introduction

Despite positive trends in the economy, Georgia is struggling with poverty, unemployment, gaps in social protection and poor employment and entrepreneurial prospects for youth. Youth unemployment at 24.7%¹, is considerably higher than the general unemployment rate. The rate of youth not in education, employment or training (NEET) in Georgia is 24.9%², and 23.6% for men and 26.4% for women. In this context, entrepreneurship training and support for setting up a business emerges as an intervention to support youth access to the labour market and to train themselves on skills helpful for their productive inclusion; this promises to have a higher impact on women.

Informality, and what it entails (e.g., low levels of productivity, low wages, low working conditions, and poor access to social protection, social dumping, unfair competition) counts for a big share of the Georgian labour market. Productive linkages of micro, small and medium enterprises with large and productive enterprises remain one of the main challenges to increase productivity and sustainability, create knowledge and spread know-how. In this context, responsible business conduct is a key tool.

Fundamental principles and rights at work, as well as other conditions that determine the quality of jobs, are important factors in ensuring that jobs are attractive to job seekers and play a key role in driving productivity. In 2006, the then-Government of Georgia adopted a new labour code that was based on the assumption that deregulation of labour would attract investment and create jobs. The current Government, elected in 2012, re-elected in 2016, has been working towards the gradual restoration of labour market institutions. It has undertaken a number of encouraging steps in this regard, including the adoption of a new labour code, re-establishment of the Tripartite Social Partnership Commission, which provide for a better balance between the interest of workers and employers and entering into relevant international agreements: the EU/Georgia Association Agreement (AA), Annex on Employment, Social Policy and Equal opportunities focuses on labour rights and lays out specific directives and timetable and the EU/Georgia Deep and Comprehensive Free Trade Agreement (DCFTA), within which Chapter 13 lays out issues related to Trade and Sustainable Development.

Against this backdrop, the ILO has been implementing a technical cooperation project “Inclusive Labour Market for Job Creation in Georgia” (ILM), funded by the Government of Denmark, since 2017. The project has been designed within the framework of the Danish Neighbourhood Programme for Georgia, with its objective of sustainable and inclusive growth.

¹ Labour Force Survey 2020

² Labour Force Survey 2020



2 The ILO Project

The core problems that the ILM project tackle are the remaining critical normative and institutional steps to allow Georgia to fully focus on ensuring compliance and poor labour market outcomes (wage and self-employment, earnings, or activation, entrepreneurship) for young women and men, as well as lack of responsible business conduct. The development objective of the project is to ensure that necessary labour market institutions are established and encapsulate and/or have the capacity to develop legislative and policy frameworks, as well as deliver services, which will lead to a well-functioning labour market that generates decent work opportunities.

The theory of change (ToC) of the project fits tightly with the ToC for the DANEP component for Sustainable and Inclusive Economic Development. It is as follows:

Level: Sustainable and Inclusive Growth

Input: *If* Denmark supports labour market institutions and mechanisms, including social dialogue; addressing aspects such as possible social lop side of the business environment reform and growth agenda; mechanisms to stimulate youth employment, including entrepreneurship development; support to SMEs in the reform process in particular concerning adjustments related to the DCFTA...

Output: *then the* government and the Social Partners are capacitated to enter into a constructive dialogue; possess technical knowledge and abilities for implementing necessarily reforms. SMEs are assisted in tackling the challenges of the new post-DCFTA environment, capacitating them to expand and create jobs. Youth is capacitated to make career choices including entrepreneurship.

Outcome: *Leading to inclusive* labour market structures that secure the creation of decent work, especially for youth; a flexible, stable labour market with sustainable and competitive able to compete in the new post-DCFTA environment while generating growth and jobs.

Impact: Eventually *contributing* to overall DANEP objective of stability, democracy and growth and compliance with the EU association agreement.

Outcome 1: Regulatory labour market institutions ensure improved enforcement and respect for labour laws and international labour standards

Input: *If* Denmark supports labour market institutions and mechanisms, including social dialogue, responsible for ensuring labour law enforcement and compliance with international labour standards...

Output: ...*then* the government and the Social Partners are capacitated to enter into a constructive dialogue concerning the development and subsequent establishment of effective compliance mechanisms that contribute to ensuring the quality of existing jobs as well as jobs to be created....

Outcome: *Leading to inclusive* labour market structures that secure the creation of decent work, within which respect for workers' rights drives productivity and competitiveness.

Outcome 2: Youth entrepreneurship in Georgia promoted and strengthened through capacity building and institutional strengthening of the GEA and relevant government institutions, with the aim of



creating new businesses, strengthening and formalizing existing ones, and involving the private sector through the implementation of responsible business practices.

If

Input

Technical support is provided to GEA and relevant government institutions to strengthen their capacity to provide business development services (BDS)

Technical support to GEA and the Human Rights Secretariat to promote responsible business conduct and engage the private sector to productively include enterprises of the youth in Georgia

Technical support provided to ILO social partners to engage and lead policy dialogue to improve the business climate for the creation and growth of businesses of young entrepreneurs

Output

... *then* the technical capacities of GEA and governmental institutions will be strengthened to design and implement youth entrepreneurship programmes and identify opportunities to link businesses of young Georgians with the economy in the country, tailored business development services (BDS) for young entrepreneurs will be provided; young Georgians will be provided with SIYB training to develop their own business ideas; GEA and other social partners will engage in policy dialogue conducive to improving the business climate, and the capacities of the Human Rights Secretariat strengthened to promote a responsible business conduct (RBC) with a focus on the productive inclusion of young entrepreneurs and community-based initiatives, as well as the facilitation of policy framework to allow RBC to take place

Outcome

Leading to the establishment of new businesses by young Georgians; Responsible business conduct aimed at the productive inclusion of youth implemented; awareness raised on the benefits of responsible business conduct; and more jobs for youth created.

Impact

Eventually *contributing* to overall DANEP objective of stability, democracy and growth and compliance with the EU Association Agreement.

Key stakeholders of the project include Ministry of Internally Displaced Persons from the Occupied Territories, Labour, Health and Social Affairs of Georgia (MoIDPLSA); Ministry of Economy and Sustainability Development of Georgia (MoESD); Georgian Trade Unions Confederation (GTUC); Georgian Employers Association (GEA); Tripartite Social Partnership Commission (TSPC); Human Rights Secretariat (HRS); High School of Justice (HSoJ).

The four-year project is delivered in two stages (I: 2017-2021; II: 2022-2023 no-cost extension).

The expected results of ILM project are:

Outcome 1 – Regulatory labour market institutions ensure improved enforcement and respect for labour laws and international labour standards



Output 1.1 Support provided for legislative reform (MoIDPLSA, TSPC)

Output 1.2 Support provided for improved labour law and ILS compliance (MoIDPLSA, GEA, GTUC, TSPC, HSoJ)

Output 1.3 Support provided to constituents, including members of the TSPC, to improve social dialogue institutions and processes (MoIDPLSA, GEA, GTUC, TSPC)

Outcome 2 – Youth entrepreneurship in Georgia promoted and strengthened through capacity building and institutional strengthening of the GEA and relevant government institutions, with the aim of creating new businesses, strengthening and formalizing the existing ones, and involving the private sector through awareness raising on responsible business conduct

Output 2.1 Technical support provided to Eos and Government bodies to put in place interventions to promote youth entrepreneurship and improve the business climate for the establishment of new businesses by the youth

Output 2.2 Technical support provided to GEA and Human Rights Secretariat (HRS) to promote Business and Human Rights (BHR) and responsible business conduct (RBC)

During the implementation of the project, the following major results have been achieved with the technical support of the project:

- National Employment Strategy 2019-2023 has been adopted with the technical support of the ILO
 1. - Assessment of the Social Protection System in Georgia report produced
 - Labour Code reform 2020 implemented (consist of a Law on Labour Inspection Services and extensive amendments to the Labour Code) - ILO assistance for the reform process was provided within the framework of the Project “Improved Compliance with Labour Laws in Georgia”, funded by the United States Department of Labour and the Project “Inclusive Labour Markets for Job Creation” funded by Denmark Ministry of Foreign Affairs
 2. - Bylaw on the definition of night workers and regulation related to their health assessment adopted as determined by the transitional provisions of the recently amended Organic Law of Georgia “Georgian Labour Code”
 - Frequently Asked Questions (FAQ) related to 2020 amendments to the Labour Code of Georgia were made available
 3. - Training of Judges- since 2020 the project has trained additional 40 judges (30 women and 11 men) in ILS
 4. - Training of Legal Practitioners-since 2020 the project has trained additional 254 legal practitioners (170 women and 84 men)
 5. - Official registry of 17 mediators (10 women and 7 men) for 2020-2023 approved by the Ministerial Order
- Labour Inspection Plan & Monitoring framework, Risk Assessment Methodology, and Standard Operating Procedures (SoP) has been developed in Occupational Safety and Health (OSH) and regulations adopted
- Labour Inspection Management System (LMIS) developed and 60 tablets handed over to Labour Inspection Office (LIO)
- Research on the reasons for significant gender pay gap and development of a methodology of labour cost assessment and policy recommendations to improve compliance with the ILO Convention No: 100 produced
- 2 ITC ILO Certification Course on Conciliation/ Mediation for state registry mediators organized



- Produced knowledge, instruments, advocacy, and cooperation at the service of social partners. (A set of measures and support services, including for enterprise improvements, awareness raising on mediation of collective labour disputes, increase knowledge regarding the new amendments to the Labour Code for trade union leaders, training services for companies using ILO guides on OSH and addressing the challenges of COVID)
- Information awareness raising materials in connection to occupational safety and health (OSH) and on COVID-19 prevention at the workplace produced. The materials helped labour inspection office to conduct awareness raising activities at enterprises for preventing the spread of new coronavirus
- 30 Start and Improve Your Business (SIYB) trainers (23 women and 7 men) certified
- 409 young entrepreneurs (290 women and 119 men) trained in SIYB
- 6. - At least, 15 young people (11 women and 4 men) trained in SIYB have registered a business
- 7. - Representatives from at least 17 businesses developed understanding on CSR and RBC through two events (1) GEA's "Understanding and Promoting CSR and RBC in Georgia" and (2) through ILO HRS partnership "Seminar on Business, Human rights and Decent Work for SME Advisors"
- 8. - Inter-ministerial workshop titled "Responsible Business conduct: The approach of the MNE Declaration and role of Government to advance responsible labour practices" organized to allow in-depth inter-ministerial discussions on the use of ILO's instruments, including the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration) and contribute to the implementation of Business and Human Rights action plan;
- 9. - e-course on Business and Human Rights developed for awareness raising in Responsible Business Conduct
- 10. - Engagement of Danish partners ensured- Confederation of Danish Industry (DI), for the provision of technical support to and strengthening the capacity of Georgian Employers Association (GEA) and Danish Trade Union Development Agency DTDA (Ulandssekretariatet) for supporting Georgian Trade Unions Confederation (GTUC) in advocacy on Occupational Safety and Health (OSH) and OSH in Agriculture; and provide support with institutional capacity building in labour market analysis and statistics and in the health care and nursing sector.
- 11.
- 12. The ILM project is in alignment with the ILO's Programme and Budget outcomes for the biennium 2020–21 and 2022–23. Specifically, the project contributes to the achievement of Outcome 2: International labour standards and authoritative and effective supervision and Outcome 1: Strong tripartite constituents and influential and inclusive social dialogue.

The ILM project contributes to the 2030 Agenda and the fulfilment of the Sustainable Development Goals (SDGs). Specifically, it falls under SDG Goal 8: Decent work and economic growth. The project aligns with the Government of Georgia: Program for 2021 - 2024 Towards Building a European State 13.), economic development and development of social policy and human capital; the project also aligns with Small and Medium-Size Enterprises (SME) Development Strategy of Georgia, the EU/Georgia Association Agreement (AA), Annex on Employment, Social Policy and Equal Opportunities focuses on labour rights and lays out specific directives and timetables for legislation and practices; the EU/Georgia Deep and Comprehensive Free Trade Agreement (DCFTA), within which Chapter 13 lays out issues related to Trade and Sustainable Development and with The United Nations Sustainable Development Cooperation (UNSDCF) Framework Georgia 2021-2025, Outcome 1: By 2025, all people in Georgia enjoy improved good governance, more open, resilient and accountable institutions, rule



of law, equal access to justice, human rights and increased representation and participation of women in decision making; Outcome 2: By 2025, all people in Georgia have equitable and inclusive access to quality, resilient and gender-sensitive services delivered in accordance with international human rights standards and Outcome 3: By 2025, all people without discrimination benefit from a sustainable, inclusive and resilient economy in Georgia. And is linked to the ILO Decent Work country programme outcomes GEO801 - Strengthened institutional capacity of employers' organizations; GEO802 - Strengthened institutional capacity of workers' organizations; GEO803 - Strengthened mechanisms for tripartite social dialogue; GEO826 - Strengthened capacity of member States to ratify and apply ILS and to fulfil their reporting obligations; GEO104 - Improved comprehensive programmes that enable the implementation of OSH Management Systems at national, sectorial and enterprise level;

The project team is comprised of one project manager, Chief Technical Adviser (CTA), one National Project Officer, one Monitoring and Evaluation Officer, one Project Assistant (all based in Georgia), and one Fin/Admin Assistant based in Moscow. The project receives technical backstopping support from the DWT/CO-Moscow specialists, and technical backstopping from SME Unit at ENTERPRISES at ILO HQ.

3 Purpose, objectives and scope of the evaluation

ILO considers project evaluations as an integral part of the implementation of technical cooperation activities. The evaluation findings will be used for project accountability and organizational learning.

The purpose of the final independent evaluation is to provide an objective assessment of the accomplishment of project activities in terms of coherence and relevance, efficiency, effectiveness, orientation towards impact and sustainability.

The specific objectives of the evaluation are:

1. Establish the relevance of the project design and implementation strategy in relation to the ILO, UN and national development frameworks (i.e., SDGs, UNSDCF, etc.)
2. Assess the relevance and coherence of the project regarding country needs and how the project is perceived and valued by project beneficiaries and partners.
3. 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
4. Identify unexpected positive and negative results of the project
5. Assess the implementation efficiency in terms of financial, human, etc. resources
6. Assess the extent to which the project outcomes will be sustainable



7. Identify lessons learned and potential good practices, especially regarding models of interventions that can be applied further
8. Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes

The geographical analysis of the assessment should cover Georgia nationwide.

The evaluation will examine the entire project intervention from December 2017 to May 2023.

The evaluation will use the findings of the midterm internal evaluation.

The evaluation will integrate gender equality and non-discrimination, international labour standards, social dialogue, as crosscutting themes throughout its deliverables and process. It should be addressed in line with [EVAL guidance note 3.1 on gender](#) and [Guidance Note 3.2 on ILO's normative and tripartite mandate](#). COVID-19 response and recovery measures will be also looked into.

The evaluator should adhere to [ILO policy guidelines for results-based evaluation \(4th edition\)](#).

Clients of the evaluation are:

ILO's constituents: Ministry of Internally Displaced Persons from the Occupied Territories, Labour, Health and Social Affairs of Georgia (MoIDPLSA); Georgian Trade Unions Confederation (GTUC); Georgian Employers Association (GEA);

National partners: Ministry of Economy and Sustainability Development of Georgia (MoESD); Human Rights Secretariat (HRS); High School of Justice (HSoJ);

Funding partner: Denmark Ministry of Foreign Affairs

Furthermore, the findings of this final evaluation are destined for ILO's management (the ILM team, the ILO DWT/CO Moscow, ILO Regional Office Europe and Central Asia, ENTERPRISES, ACRTAV, ACTEMP).

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, funding partners, 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, coherence, validity of project design, effectiveness, efficiency, impact orientation and sustainability in the context

of criteria and approaches for international development assistance, as established by the OECD/DAC Evaluation Quality Standard; and the UNEG Code of Conduct for Evaluation in the UN System.

Recommendations, emerging from the evaluation should be strongly linked to the findings of the evaluation and should provide clear guidance to stakeholders on how they can address them.

Relevant data should be sex-disaggregated and different needs of women and men should be considered throughout the evaluation process.

The following questions, while not an exhaustive list, are intended to guide and facilitate the evaluation. Evaluator may adapt the evaluation criteria and questions, but any fundamental changes should be agreed between the evaluation manager and the evaluator and reflected in the inception report.

Relevance and strategic fit:

- How relevant is the project to the needs and priorities of tripartite constituents' organizations in the context of Georgian labour market?
- To what extent did the project build on previous experience of the ILO in Georgia, and relevant experience of other local and international organizations in Georgia?
- To what extent did project strategies remain flexible and responsive to emerging concerns such as the situation of COVID 19?

Coherence:

- To what extent was the project built upon for an integrated and harmonized response with on-going ILO, UN and government operations at country level?
- Is the project relevant for the ILO's strategic objectives and initiatives at national, regional and global levels?
- Are there any synergies and interlinkages between the project and other interventions carried out by the ILO at country level? To what extent there is a consistency of the project with the crosscutting issues of standards, social dialogue and tripartism, gender equality and non-discrimination, environmental sustainability issues?
- What adjustments have been made to indicators and their measurement efforts to provide the Office with robust feedback on the ILO's contribution to the ILS, social dialogue, business and human rights, youth entrepreneurship?
 - To which extent other interventions of the partners (particularly policies) support or undermine the project activities?



Validity of project design:

- Do the project design results lead to meet project objectives? Do outputs causally link to the intended outcomes and objectives and consider external factors (assumptions and risks)? Does the project express in a consistent Theory of change?
- To what extent did the project build on the comparative advantage of the ILO in the field of youth entrepreneurship, ILS, social dialogue, business and human rights?
- Has the project planning included a useful monitoring and evaluation framework, including outcome indicators with baselines and targets?
- Has the project design included an exit strategy and a strategy for sustainability?

Effectiveness of the project in relation to the expected results:

- To what extent have the project objectives been achieved?
- To what extent have the project delivered on the recommendations of mid-term evaluation report?
- Have unexpected positive and negative results take place?
- What were the main internal and external factors that influenced the achievement or non-achievement of results?
- Have ILO constituents been actively involved in articulating, implementing and sustaining coherent response strategies? To what extent have stakeholders other than ILO constituents been engaged in the project activities for sustainable responses?
- To what extent has the project made progress in achieving results on crosscutting issues of international labour standards, social dialogue and tripartism, gender equality and non-discrimination (i.e., people with disabilities), fair transition to environmental sustainability? In accordance with the overall objective and outcomes, what specific measures were taken by the project to address issues related to the gender equality and non-discrimination?
- How gender considerations have been mainstreamed throughout the project cycle (design, planning, implementation, M&E), including that of implementation partners?
- How has the COVID-19 pandemic influenced project effectiveness and intervention model?

Efficiency of the resources used:



- Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outputs and specially outcomes?
- To what extent has the intervention leveraged partnerships (with constituents, national institutions, and other UN/development agencies) that enhanced projects results and contributed to priority SDG targets and indicators (explicitly or implicitly)?
- To what extent did the project leverage resources (financial, partnerships, expertise) to promote:
 - i. Gender equality and non-discrimination?
 - ii. Inclusion of people with disabilities?

Impact orientation and sustainability of the project:

- What can be identified as project sustainable impacts in the target groups and other actors as relevant? Are the results integrated or likely to be integrated into national institutions, target populations, and will partners be able to sustain them beyond the project (institutionalisation of project components)?
- What measures and actions have been put in place to ensure ownership of the project's results at national level? Has the project developed an exit strategy?
- Can the project's approach or parts of it, and results be replicated or scaled-up by national partners or other actors considering institutional and financial dimensions?

5 Methodology

This evaluation will be carried by a team of two consultants: an international consultant (team leader) and a locally recruited consultant (team member).

The evaluation approach will be theory of change-based, (reconstructing the TOC if necessary), with particular attention to the identification of assumptions, risk 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.

The methodology should include multiple methods, with analysis of both quantitative and qualitative data, and should be able to capture intervention's contributions to the achievement of expected and unexpected outcomes. Multiple sources of evidence will be used and triangulated. During the data collection process, the evaluation team 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 data and information should be collected, presented, analysed with appropriate gender disaggregation even if project design did not take gender into account. The data collection, analysis and presentation should be responsive to and include issues relating to ILO's normative work, social dialogue, diversity and non-discrimination, including disability issues, and environmental sustainability.

The methodology should ensure 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 group of stakeholders.

In order to help answer the above questions, the evaluator should consult [Guidance Note 4.3: Data collection methods](#).

Desk review:

The Desk review will take place before data collection phase, and it will include the following documents and information sources:

- Project document
- Results framework
- Action Plan on the Implementation of Mid-Term Evaluation Report recommendations
- Mid-term evaluation report
- Project Advisory Committee (PAC) meeting notes
- Implementation plan
- Work plans
- Progress reports
- Project budget and related financial reports
- Reports from various activities (including trainings, workshops, task force meetings, video conferences etc.)
- Relevant minute sheets
- Documents produced as outputs of the project (e.g., knowledge products)
- Other relevant documents as required

All documents will be made available by the Project Manager in coordination with the evaluation manager, in a Dropbox (or similar) at the start of the evaluation. During the desk-review phase, the evaluators will firstly review and analyse project and other documentation, and thereafter produce an Inception report that will operationalise the ToR.

Initial meeting (on-distance) will be held with the evaluation manager, the Project Manager and the Project Team to capture and manage expectations of the evaluation. The objective of the initial consultation is to reach a common understanding regarding expectations and available data sources, and this should be reflected in the inception report.

Interviews with key stakeholders in the project sites and with the funding partner:



Data will be collected via face-to-face fieldwork that will be carried out responsibly in the various locations of the ILM project implementation, in line with ILO safety and health protocols. The evaluators will undertake group and/or individual discussions. The project will provide all its support in organization of these face-to-face interviews to the best extent possible. The evaluators will ensure that opinions and perceptions of women are equally reflected in the interviews and that gender-specific questions are included. The evaluators will meet relevant stakeholders including Ministry of Internally Displaced Persons from the Occupied Territories, Labour, Health and Social Affairs of Georgia (MoIDPLSA); Georgian Trade Unions Confederation (GTUC); Georgian Employers Association (GEA), project team, the funding partner, ultimate project beneficiaries (i.e., youth), SIYB trainers and state-level government officials and experts to examine the delivery of outcomes and outputs. List of beneficiaries will be provided by the project for selection of appropriate sample respondents by the evaluator(s). The criteria and locations of data collection should be reflected in the inception report mentioned above. The evaluator is encouraged to propose alternative mechanisms or techniques for the data-collection phase. These would need to be discussed with the project and the evaluation manager at the desk review/inception phase and any alternative methods should be reflected in the inception report.

Key national partners to be interviewed:

- o Ministry of Internally Displaced Persons from the Occupied Territories, Labour, Health and Social Affairs of Georgia (MoIDPLSA)
- o Georgian Employers Association (GEA)
- o Georgian Trade Unions Confederation (GTUC)
- o Human Rights Secretariat (HRS)
- o Tripartite Social Partnership Commission (TSPC)
- o Ministry of Economy and Sustainability Development of Georgia (MoESD) represented by the implementing agencies: Georgia's Innovation and Technology Agency (GITA); Enterprise Georgia (EG); Rural Development Agency (RDA)
- o High School of Justice (HSoJ)
- o Georgian Bar Association (GBA)
- o The Mediators Association of Georgia (MAG)
- o Youth Agency
- o State Employment Support Agency (SESA)
- o SIYB Trainers

Funding partner:



- o Denmark Ministry of Foreign Affairs

ILO:

- o Project staff based in Tbilisi
- o Director ILO DWT Moscow
- o Backstopping technical specialists (LA/LI/OSH, ENTERPRISES, EMPLOYMENT, ILS, Senior Workers' Specialist/ACTRAV, Senior Employers' Specialist/ACTEMP)

UN Agencies and Development Partners:

- o UNRCO
- o UN Women
- o EUD
- o Expertise France
- o Danish Trade Union Development Agency
- o New Democracy Fund

Ultimate beneficiaries: sample of youth in in the various locations of the ILM project implementation.

For required quality control of the whole process, the evaluator will follow the EVAL evaluation policy guidelines and the ILO Evaluation Guidance³ and ILO/EVAL checklists.

Stakeholders' workshop:

The preliminary findings, conclusions and recommendations will be presented to all project stakeholders including the national key stakeholders, project partners, ILO project team and the funding partner in a bilingual workshop in Tbilisi (hybrid set-up). This will allow validating the findings, addressing factual errors, clarifying ambiguities or issues of misunderstanding or misinterpretation.

Reporting:

The evaluation team will develop the draft evaluation report in English that will be methodologically reviewed by the evaluation manager and then shared with key stakeholders. Comments received will be provided to the evaluator for consideration, no later than 2 weeks after reception of the first draft.

The evaluator will present clearly (a separate comments log or using track-changes mode on MS Word) how the comments have been addressed in the revised draft. The final draft will be reviewed by the

³ Available at: [wcms_853289.pdf \(ilo.org\)](https://www.ilo.org/wcmsp5/groups/public/-/wcms_853289.pdf)



Regional Evaluation Focal person. After approval by the evaluation manager and the regional evaluation focal point a final review will be conducted by ILO/EVAL. Once approved by EVAL, the report will be uploaded it in the EVAL *i*-discovery repository and shared by the ILO project with the stakeholders and a management response will be developed.

6 Main deliverables

The following products will have to be produced and delivered by the evaluator:

Deliverable 1. Inception report in English (incl. methodological note) in accordance with ILO Evaluation Office Checklist 4.8 Writing the Inception Report ⁴. This report will be 5 to 10 pages in length and will propose the methods, sources and procedures to be used for data collection. It will also include a proposed timeline of activities and submission of deliverables. The Evaluator will share the draft inception report with the Evaluation Manager to seek comments and suggestions.

Deliverable 2. Stakeholder workshop presentation. On the last day of the field mission, the evaluator will conduct a debriefing meeting for the key national partners and relevant stakeholders, ILO and the funding partner to present and discuss the preliminary findings and the lessons learned. The workshop will be in Georgian and English with interpretation. Stakeholders will be provided with a draft report in English that they can check for accuracy and provide general comments. The consolidated comments will be compiled by the evaluation manager and then sent to the evaluator for consideration.

Deliverable 3. Draft evaluation report. The draft evaluation report will have to be written in English, must be about 30-40 pages maximum (excluding annexes and executive summary). It will follow the following structure:

Cover page with key project and evaluation data ([using ILO EVAL template](#))

Acronyms

1. Executive Summary
2. Description of the project
3. Purpose, scope and clients of the evaluation
4. Evaluation criteria and questions
5. Methodology and limitations
6. Clearly identified findings for each criterion
7. Conclusions
8. Lessons learned and good practices (briefly in the main report and a detailed in ILO EVAL template [4.1](#) and [4.2](#) , annexed to the report)

⁴ Available at [wcms_746817.pdf \(ilo.org\)](#)



9. Recommendations

10. Annexes:

- a) ToR
 - b) Evaluation questions matrix
 - c) Data Table on Project Progress in achieving its targets by indicators with comments
 - d) Evaluation schedule
 - e) Documents reviewed
 - f) List of people interviewed
 - g) Lessons learned and good practices (using ILO-EVAL template [4.1](#) and [4.2](#))
- Any other relevant documents

Deliverable 4. Final evaluation report. The final evaluation report must be written in English, must be about 30-40 pages maximum (excluding annexes and executive summary), follow the structure presented in [Checklist 4.2 Preparing the Evaluation Report](#). Appendices should include the questions matrix, lessons learned and good practices using the ILO EVAL templates [4.1](#) and [4.2](#), the interview and focus groups guides, field work schedule, a list of interviewees, and a list of documents analysed, a PowerPoint summary in English.

A summary of the final evaluation report ([ILO Eval template 4.4](#)) will be sent, together with the final report, in English to the evaluation manager based on the executive summary of the evaluation report.

The quality of the report will be assessed against the relevant EVAL Checklists.

7 Management arrangements and work plan (including timeframe)

The organization and coordination of the evaluation will be provided by the designated Evaluation Manager at ILO level. The evaluation team will discuss with the Evaluation Manager all technical and methodological issues when needed. The evaluator will also receive technical, logistical, and administrative support from the project team.

The Evaluator's roles and responsibilities:

- Responsible for conducting the evaluation according to the terms of reference (TOR)
- Coordinate with evaluation manager, project team and stakeholders to conduct the entire evaluation process
- Responsible for data collection and analysis
- Conduct preparatory consultations with the ILO prior to the mission
- Conduct a field mission to meet main stakeholders
- Elaborate the inception report (incl. methodological elaborations), the first version and final report in deadlines and in conformity with ILO and international standards



- Responsible for overseeing the work of the national consultant and coordinating tasks with her/him
- 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

National consultant's roles and responsibilities:

- Assist the evaluator in field work, data collection and analysis
- Perform written and consecutive translations (from English to Georgian and vice-versa) of reports and meetings and interviews, including during field visits
- Coordinate with project team in scheduling meetings

The Evaluation Manager's roles and responsibilities:

- Draft ToR and circulate the draft ToR to the stakeholders, and work with project management, REO and DEFP to finalize them after input is received
- Preparations for starting: the evaluation schedule, time frame and work plan in collaboration with project staff; solicit input from project staff for the necessary documentation for implementing the evaluation; confirm the project staff are preparing their schedules and documentation for the upcoming evaluation
- Select and contract the suitable consultant, through the most effective, efficient and transparent way; prepare and publish the call for expressions of interest (EoI); undertake due diligence to check references
- Manage the evaluator- ensure initial briefing, approve inception report, manage the evaluation data collection process in collaboration with the project team
- Finalize the evaluation- check the first draft report quality; circulate the report to the stakeholders; consolidate the comments from stakeholders and send to the evaluator for consideration
- Review final report and evaluation summary, plus all annexes and submit to the RO for Europe for approval and to EVAL/HQ evaluation officer for a final approval.
- Signal the Evaluation Office if any problems arise that relate to the ethical principles, the conduct of honest, objective, and fair evaluation work; management of any political or ethical conflict; fiscal transparency in the conduct of the evaluation; apply the ILO anti-fraud and anti-corruption policy

The Project Manager and staff's roles and responsibilities:



- Review the draft TOR and provide inputs, as necessary
- Provide project background materials and documents produced as outputs of the project (e.g., knowledge products) including surveys, studies, analytical papers, reports, tools, publications
- Cooperate with Evaluation Manager and provide evaluator with access to relevant monitoring data as requested
- Participate in preparatory meeting prior to the evaluation
- Schedule all meetings
- Provide logistics and administrative support to the evaluation process
- Review and provide comments on the report
- Organizing and participating in debriefing on findings, conclusions, and recommendations

The work plan table below highlights the main activities, tentative time frame and the workdays

Phases	Tasks	Responsible Person	No of days team leader	No of days Team member	Tentative Dates (TBD)
Development of ToRs	o Draft the ToRs	Evaluation Manager	0	0	01-11 November
	Comments by stakeholders	Evaluation Manager and the project team	0	0	14 -30 November
	Integration of comments	Evaluation Manager	0	0	1 December
Call for EoI	Evaluation Manager	Evaluation Manager	0	0	TBD
Selection and contracting	Evaluation Manager	Evaluation Manager, Programming	0	0	TBD



of the consultants		Officer, Project CTA,			
Briefing	Initial meeting and methodological briefing	Evaluation Manager	1	0	27 February 2023
Inception phase	Desk Review Preliminary interviews with the project Coordinator Inception report	Team leader	7	2	28 February – 10 March
	Review and Approval of inception report	Evaluation Manager	0	0	13 - 17 March
Field data collection	In-country consultations. Field visits Interviews with projects staff, partners, and beneficiaries	Team leader	8	8	20 -27 March
	Stakeholders workshop for sharing of preliminary findings	Team leader	1	1	28 March
Draft reporting	Draft report	Team leader	6	4	29 March-4 April



	Review by Evaluation Manager	Evaluation Manager	0	0	5-7 April
	Circulate draft report to stakeholders for comments	Evaluation Manager	0	0	10 -14 April
	Consolidate comments of stakeholders and send to the evaluator	Evaluation Manager	0	0	17-21 April
	Integration of comments	Team leader	2	0	24 April
Final report	Review of final report and approvals	Senior Regional M&E focal point; EVAL	0	0	25-28 April
TOTAL			25	15	

8 Profile of the evaluation team

The evaluation will be conducted by a team leader and team member.

Team leader (International consultant)

Advanced university degree in social sciences or related graduate qualifications/equivalence.

A minimum of 7 years' professional experience in project evaluations of social development projects, including in the role of sole evaluator or team leader with international organizations employable covering areas such as skills development, youth employment, livelihoods, enterprise development, value chain and/or market systems development.

Proven understanding and experience of M&E methods and approaches (including quantitative, qualitative and participatory), logical framework, theory of change and other strategic planning approaches, information analysis and report writing

Fluency in written and spoken English and strong report-writing skills in English; knowledge of Georgian an advantage

Excellent consultative, communication and interviewing skills

Demonstrated ability to deliver quality results within strict deadlines



Understanding of Decent Work concepts and the ILO's normative mandate and tripartite structure will be an asset
Knowledge of the UN System and of UN evaluation norms and its programming
Understanding of the development context of Georgia or similar countries.
No involvement in the project.

Team member (National consultant based in Georgia)

University degree in social sciences or related graduate qualifications equivalent.
A minimum of 5 years' professional experience in evaluating social development projects or related qualitative research (i.e., data collection and analysis) as team member.
Proven understanding and experience of M&E methods and approaches (including quantitative, qualitative and participatory), logical framework, theory of change, and other strategic planning approaches, information analysis and report writing.
Excellent communication and interviewing skills
Demonstrated ability to deliver quality results within strict deadlines
Understanding of Decent Work concepts and the ILO's normative mandate and tripartite structure would be an asset.
Knowledge of the UN System and of UN evaluation norms and its programming will be an asset.
Experience of research in the area of employable skills development, youth employment, livelihoods, enterprise development, value chain and/or market systems development will be an asset.
Fluency in written and spoken Georgian and very good knowledge of English
Understanding of the development context of Georgia.
Based in Georgia.
No involvement in the project.

9 Legal and ethical matters

The evaluation will comply with UN Norms and Standards. The evaluator will abide by the EVAL's Code of Conduct for carrying out the evaluations⁵. The UNEG ethical guidelines will be followed. The consultant should not have any links to project management, or any other conflict of interest that would interfere with the independence of the evaluation. 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.

10 The budget of the evaluation includes:

⁵ ILO Code of Conduct: Agreement for Evaluators [Microsoft Word - Evaluators_code%20of%20conduct_Final_EVAL_7.11.18.doc \(ilo.org\)](#)



The budget allocated to this evaluation is entirely covered by the project and its execution is under the control of the evaluation manager for the recruitment of consultants, field missions, organizing workshops and consultation meetings with stakeholders.

For the International consultant- team leader.

- Consultancy fees for the International Team Leader for 25 days.
- DSA costs and international travel costs as per ILO travel policy (8 days),

For the national consultant - team member.

- Consultancy costs for the national consultant, 15 days.
- DSA fees as per ILO travel policy (8 days)

To this are added the costs dedicated to the logistics for the field missions and organization of the stakeholder's workshop.



Annex 1. Relevant documents and tools on the ILO Evaluation Policy

1. [Code of conduct form](#) (to be signed by the evaluator)
2. Checklist No. 3 [Writing the inception report](#)
3. Checklist 5 [Preparing the evaluation report](#)
4. Checklist 6 [Rating the quality of evaluation report](#)
5. Guidance note 7 [Stakeholders participation in the ILO evaluation](#)
6. Guidance note 4 [Integrating gender equality in M&E of projects](#)
7. [Template for lessons learned](#)
8. [Template for Emerging Good Practices](#)
9. [Template for evaluation title page](#)
10. [Template for evaluation summary](#)
11. [Implications of COVID-19 on evaluations in the ILO: Practical tips on adapting to the situation](#)
12. ILO Policy Guidelines for results-based evaluation, 4th Edition, 2020
https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm
13. Implications of COVID-19 on evaluations in the ILO: Practical tips on adapting to the situation
https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_744068.pdf
14. Protocol to collect evidence on ILO response to COVID-19
https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_757541.pdf
15. ILO EVAL [Guidance Note 3.1 on integrating gender equality and non-discrimination](#)
16. ILO EVAL [Guidance Note 3.2 on Integrating social dialogue and ILS in monitoring and evaluation of projects](#)