Call for Expression of Interest, ILO Final Evaluation Consultancy: Advancing Workers’ Rights in the Palm Oil Sector in Indonesia and Malaysia project

The International Labour Office (ILO) is looking for an external evaluation team (preferably as a team of one international consultant and one national consultant) to undertake the final evaluation of the project “Advancing Workers’ Rights in the Palm Oil Sector in Indonesia and Malaysia project”. TOR attached. The assignment is for approximately 30 days duration, spread over a period of 8 weeks (this will include a two week mission to the project sites in Indonesia and Malaysia).

Interested teams or companies should send an expression of interest containing:

• A one-page cover letter indicating relevant expertise and availability during the evaluation time-frame and a financial proposal.
• Full CV(s) of the applicant team members clearly indicating the lead evaluator/researcher.
• 2 examples of evaluation reports that were written by the team leader
• List of 3 professional references

Qualifications and details are included in the attached TOR. Fluency in English is required. Fees will be based on competitive UN system relevant levels. Proposals will be judged based on the following criteria: contextual knowledge, technical specialization, prior experience, clarity and soundness of proposed methodology, language and understanding of thematic issues addressed by the project, and financial competitiveness.

Applicants should submit their EoIs via e-mail to Ratna Mathai-Luke at mathai-luke@ilo.org, by close of business on 17th October 2023. Please indicate “Advancing Workers’ Rights in the Palm Oil Sector in Indonesia and Malaysia project” in the subject line of the e-mail.
Terms of Reference

Final independent evaluation of the Advancing Workers’ Rights in the Palm Oil Sector in Indonesia and Malaysia project

1. Key facts

<table>
<thead>
<tr>
<th>Title of project being evaluated</th>
<th>Advancing Workers’ Rights in the Palm Oil Sector in Indonesia and Malaysia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project DC Code</td>
<td>RAS/18/10/USA</td>
</tr>
<tr>
<td>Type of evaluation (e.g. independent, internal)</td>
<td>Independent</td>
</tr>
<tr>
<td>Timing of evaluation (e.g. midterm, final)</td>
<td>Final</td>
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<tr>
<td>Donor</td>
<td>US Department of State (Bureau for Democracy, Human Rights and Labour) (USDRL)</td>
</tr>
<tr>
<td>USG FAIN/ Grant Number</td>
<td>SLMAQM19GR2200</td>
</tr>
<tr>
<td>Administrative Unit in the ILO responsible for administering the project</td>
<td>ILO Country Office for Indonesia and Timor Leste (CO Jakarta)</td>
</tr>
<tr>
<td>Technical Unit(s) in the ILO responsible for backstopping the project</td>
<td>SECTOR</td>
</tr>
<tr>
<td>P&amp;B outcome (s) under evaluation</td>
<td>Outcome 3 (Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all) (ILO P&amp;B 2022-2023)</td>
</tr>
<tr>
<td></td>
<td>Outcome 7: Adequate and effective protection at work for all (ILO P&amp;B 2022-2023)</td>
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<tr>
<td>SDG(s) under evaluation</td>
<td>Goal 8</td>
</tr>
<tr>
<td></td>
<td>Also relevant SDG 1, 2 and 10.</td>
</tr>
<tr>
<td>Budget</td>
<td>US$ 1,950,743</td>
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<tr>
<td></td>
<td>(Indonesia: US$ 1,391,358; Malaysia: US$ 485,185. ILO contribution for Indonesia: US$ 74,200)</td>
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2. Background information

2.1 Background information

The palm oil sector is a key contributor to the national economies of Indonesia and Malaysia and a source of income and jobs for millions of people. The sector contributes 1.5-2.5 per cent of Indonesia’s and 2.7 per cent of Malaysia’s GDP. It also constitutes a major source of export revenues and provides employment for millions of rural workers. In Indonesia, oil palm plantations and mills provide livelihoods to more than 6 million workers. More workers are engaged along the palm oil supply chain. In Malaysia, the jobs in the industry have provided opportunities for migrant workers from various countries, predominantly Indonesia.

However, many of these jobs are characterized by decent work deficits, including those related to fundamental principles and rights at work, namely freedom of association and collective bargaining; the elimination of forced labour and of child labour; non-discrimination in employment; and a safe and healthy working environment, as well as other important areas such as employment relationship and wages. The 2015 diagnostic study on working conditions in Indonesia’s palm oil sector conducted by the ILO identified five thematic areas where main decent work deficits were. These included; contractual arrangements and wages; freedom of association and collective bargaining and social dialogue; occupational safety and health; living conditions; and, labour inspection. The 2018 Employment Survey in Oil Palm Plantations conducted by Malaysia’s Ministry of Primary Industries and Commodities showed that 8 out of every 1000 palm oil plantation workers, mostly migrant workers, were in forced labour and that there were 33,600 children aged 5-17 years old in child labour from the sector. About two-thirds of these children are Malaysians and the rest are non-Malaysians. Palm oil produced in Malaysia has been included in the 2020 US Department of Labor “List of Goods Produced by Child Labor or Forced Labor”.

2.2 Project background

The International Labour Organization (ILO), with the financial support of the US Department of State (Bureau for Democracy, Human Rights and Labour), has been implementing the Advancing Workers’ Rights in the Palm Oil Sector in Indonesia and Malaysia project.

The project time frame is September 2019 to December 2023, with a total budget of US$1,950,743.00. The project operates in two countries – Indonesia and Malaysia – with the following implementation period and budget for each country:

<table>
<thead>
<tr>
<th>Country</th>
<th>Implementation period</th>
<th>Budget</th>
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</thead>
<tbody>
<tr>
<td>Indonesia</td>
<td>September 2019 – August 2023</td>
<td>US$ 1,391,358.00</td>
</tr>
<tr>
<td>Malaysia</td>
<td>November 2021 – October 2023</td>
<td>US$ 485,185.00</td>
</tr>
</tbody>
</table>

2.3 Project objectives, rationale and implementation information

The project’s overall objective is to advance the rights of workers in the palm oil supply chain in Indonesia and Malaysia. For each country there are specific objectives and outcomes, as noted below.

In Indonesia, the project aims to ensure that Indonesian unions in the palm oil supply chain effectively advocate for their members’ access to fundamental workers’ rights, in particular freedom of association and collective bargaining.

This initiative builds on and complements the ILO’s past and ongoing work in Indonesia’s palm oil sector, and seeks to improve workers’ access to labour rights and decent work; improve compliance with core labour standards and national labour laws; to expanded rule of law at both national and local levels; and to address emerging challenges, including the impact of the COVID-19 pandemic. It

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1 The project was initially set to operate from September 2019 to September 2021, only in Indonesia. Following a costed extension, the project expanded its work to cover Malaysia; the budget was also increased. The project received a no-cost extension in June 2023, extending its end date to 31 December 2023.
has done so by *inter alia* promoting social dialogue and strengthening the capacity of unions to effectively engage in it with employers and government and advocate for their members; supporting the strengthening and enforcement of national legislation on labour issues and collecting and disseminating knowledge on employment and labour issues in the palm oil supply chain.

Project outcomes in Indonesia are:

- **Outcome 1.** In-depth knowledge is generated about opportunities and challenges for the promotion of freedom of association and collective bargaining and effective social dialogue in the sector.
- **Outcome 2.** National-level coordination and engagement among trade unions in the palm oil supply chain and their capacity to advocate for their members is strengthened through the effective functioning of the national union network.
- **Outcome 3.** At the enterprise/local level, labour unions and workers in the sectors/sub-sectors of the palm oil supply chain, in particular plantation workers, have better capacity to advocate for and access their rights.
- **Outcome 4.** Sound industrial relations are facilitated through strengthened capacity of the tripartite constituents to participate meaningfully in social dialogue.

In **Malaysia**, the project aims for a *child labour- and forced labour-free palm oil plantations*. The project in Malaysia contributes to the elimination of child labor and forced labor in the oil palm plantations sector by supporting the Malaysian Government’s responses to the recommendations contained in the 2018 Employment Survey on Oil Palm Plantations.

It seeks to improve the labour recruitment and management system in the Malaysian oil palm sector; develop guidelines in promoting fair recruitment in Malaysia-Indonesia corridor for plantation sector; build knowledge and capacity of community leaders, employers and workers on forced labour and child labour issues; pilot a community-based complaints mechanism on forced labour. This is being done through social dialogue with tripartite partners, and support to workers’ organisations for a campaign promoting freedom of association in the palm oil plantations in collaboration with the Indonesian and Philippine Embassies in Malaysia and the civil society organisations.

Project outcomes in Malaysia are:

- **Outcome 1:** Improved labour recruitment and management system in the Malaysian oil palm sector.
- **Outcome 2:** Community-based complaints mechanism piloted, and community leaders, employers and workers sensitized on forced labour and child labour issues.
- **Outcome 3:** Strengthened capacity of employers to mitigate risks in oil palm plantations.
- **Outcome 4:** Strengthened capacity of trade unions in organizing local and migrant workers in the plantations and in engaging in collective bargaining agreements.

Project implementation took place in the following locations:

- **Indonesia:** National-level activities are implemented in Jakarta. Activities at the provincial and local level are implemented in North and South Sumatera and West Kalimantan, Aceh, Riau, East, Central and North Kalimantan.
- **Malaysia:** Six districts in Sabah and Sarawak.

In terms of **target groups and stakeholders**, the programme has planned to reach out to 20,000 workers in the palm oil supply chain, who are project ultimate beneficiaries. It has also committed to strive to ensure that 50 per cent of all project activities participants will be women. The other direct beneficiaries and key stakeholders are trade unions and workers’ organizations in the palm oil supply chain, employers’ associations, government authorities (both national and local level). Community
leaders are both stakeholders and target groups particularly for the community-based awareness raising and complaints mechanism.

In terms of project management, the project has been implemented by the ILO Country Office for Indonesia and Timor Leste with technical backstopping from the Sectoral Policies Department (SECTOR). Additional technical support has also been received from the Decent Work Team specialists in the ILO Regional Office for Asia and the Pacific (ILO ROAP). These included specialists in labour administration; occupational safety and health; workers’ activities; labour migration; and, fundamental principles and rights at work. The project included personnel in the two countries. In Indonesia, it has consisted of a team of three personnel: a National Project Coordinator (NPC, NO-B), a Provincial Project Coordinator (NO-B), and an administrative finance assistant (GS-4). In Malaysia, it has consisted of a team of four personnel: a technical officer (P3, 80 per cent), national project coordinator (NO-B), project coordinator (NO-A), and an administrative finance assistant (GS-5).

2.4 Project alignment with strategic frameworks (DWCP, P&B, CPO & SDGs)

In relation to the Decent Work Country Programme (DWCP), the project contributes to the priorities and outcomes of the Indonesia DWCP 2020-2025, and the Malaysia DWCP 2019-2025.

<table>
<thead>
<tr>
<th>DWCP Priorities</th>
<th>Corresponding country programme outcomes (CPOs)</th>
</tr>
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<tbody>
<tr>
<td>Indonesia</td>
<td>Priority 3: Enhancing protection for vulnerable groups of workers</td>
</tr>
<tr>
<td>Malaysia</td>
<td>Priority 1: Rights at work – Protecting and promoting rights at work</td>
</tr>
</tbody>
</table>

The projects aligns with ILO P&B 2022-2023 Outcome 3 on Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all, in particular Output 3.2 on ILO P&B 2022-2023 Outcome 7 on Adequate and effective protection at work for all.

The project also is aligned with and contributes to the respective countries’ United Nations Sustainable Development Cooperation Framework (UNSDCF), both of which cover the 2021-2025 period. In particular,

- In Indonesia, the project is aligned with Outcome 1: People living in Indonesia, especially those at risk of being left furthest behind, are empowered to fulfil their human development potential as members of a pluralistic, tolerant, inclusive and just society, free of gender and all other forms of discrimination; and
- In Malaysia, the project is aligned with Outcome 3: By 2025, Malaysia is making meaningful progress towards an economy that is inclusive, innovative and sustainable across all income groups and productive sectors.

The project contributes to sustainable development goal (SDG) 1 to end poverty in all its forms everywhere, goal 5 to achieve gender equality and empower all women and girls, and particularly to goal 8 to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
The project takes ILO cross-cutting policy drivers (gender and non-discrimination; environmental sustainability, international labour standards, tripartism and social dialogue) into consideration. As part of the Decent Work Agenda, the project has sought to promote fundamental principles and rights at work, gender and non-discrimination, contributing to its national capacity interventions to upholding children’s rights to freedom from forced and compulsory labour. The identification, and implementation, of activities has also been benefited from regular consultations with key relevant stakeholders. Under the DWCP framework, the project works together with other ILO programmes in both countries.

2.5 Previous evaluations of the programme
The project document provides information on its monitoring and evaluation procedures and data collection strategy. In agreement with the donor, the project has been designed to include both mid-term and final evaluations. The Project has had one internal mid-term evaluation, in 2021. The evaluation covered the period 2019-2021. The focus of the evaluation was to review the progress and performance of the project in Indonesia, in realising its objectives, outputs and targets, as well as providing recommendations to improve project implementation.

3. Purpose, objectives, and scope of the evaluation

3.1 Evaluation background
The ILO considers evaluation to be an integral part of the implementation of development cooperation activities. As per ILO evaluation policy and procedures all programmes and projects with a budget of USD 1 million + must have an independent evaluation. This project has had one mid-term evaluation in 2021. This final evaluation will be managed by an ILO certified evaluation manager and implemented by a team of evaluators.

Evaluations support project accountability, organisational learning, and project improvement. 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 final evaluation will follow guidelines contained in the “ILO Policy Guidelines for Results-based Evaluation (4th edition)” as well as the following ILO Evaluation Department (EVAL) checklists on preparing the inception report (checklist 3), validating methodologies (checklist 4.1), and preparing the evaluation report (checklist 5). It should follow the OECD/DAC framework and principles for evaluation. This TOR, and the ILO evaluation policies and guidelines will define the overall scope of this evaluation.

3.2 Evaluation purpose and objectives
The purpose of this final evaluation is to independently assess the project’s attainment of the overall objective of advancing the rights of workers in the palm oil supply chain in Indonesia and Malaysia. In assessing the interventions, the evaluation will review the project’s relevance, coherence, efficiency and effectiveness, results and potential sustainability. This will not only help to promote project accountability in project management and implementation, but also strengthen knowledge-building for internal learning and inform the future work in this area. The results will be used by the ILO as well as the USDRL, key stakeholders and the broader national process.

The specific objectives of the final evaluation are:

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2 The mid-term evaluation report will be shared with the final evaluation team, along with other project documents.
1. Apply the OECD/DAC criteria (relevance, coherence, effectiveness, efficiency, impact and sustainability) to assess the project’s achievement of its stated objectives, outcomes, and outputs.

2. Evaluate the synergies and sustainability of the project’s interventions in relation to the SDGs, the DWCP, national strategies and frameworks, and other ILO projects relevant to palm oil sector in Indonesia and Malaysia.

3. Assess the impact of COVID-19 on the implementation of the programme, and the adaptability of the project to remain relevant to the needs of project ultimate beneficiaries.

4. Document the lessons learnt, identify project strategies and good practices, and provide recommendations that will support organizational learning and knowledge sharing for the ILO, USDRL, and other key stakeholders, for future interventions in the palm oil supply chain.

3.3 Evaluation Scope
The evaluation will cover the entire project timeframe from September 2019 to August 2023. Geographically, the evaluation will cover interventions that have taken place across both countries at the national level, as well as those at provincial/district level. Based on the recommendation of the mid-term evaluation, efforts will have to be made to include stakeholders from remote and hard-to-reach sites.

The final evaluation will use the project documents, the quarterly progress reports, the mid-term evaluation reports, and other reports, knowledge-products, and documentation produced by the project. The evaluation will involve meetings and interviews with key stakeholders, target beneficiaries, implementing partners, programme staff, as well as other staff of ILO offices in Indonesia and Malaysia from other ILO projects that work with the project under the DWCP framework, other UN agencies (as relevant), visits to communities, desk reviews and analysis of information from the project’s own monitoring and reporting.

The evaluation will integrate gender equality and non-discrimination, disability inclusion, human rights, international labour standards, tripartism and social dialogue, and environmental sustainability as crosscutting themes throughout its deliverables and process. In this regard, it will be guided by EVAL guidance notes on gender, norms and tripartism, stakeholder participation.

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

4.1 Criteria
Keeping in line with the OECD/DAC Principles and the UNEG Norms and Standards for Evaluation, this final evaluation will be based on the six evaluation criteria (relevance, coherence, effectiveness, efficiency, impact, and sustainability) as defined in the ILO Policy Guidelines for Results-based Evaluation.

In the context of the project’s objectives and implementation strategy, the evaluation questions will also address the extent to which the project integrated ILO’s cross-cutting policy priorities (gender equality and non-discrimination, disability inclusion, human rights, international labour standards, tripartism and social dialogue, and environmental sustainability) in the design and implementation of the project interventions, as outlined in ILO’s evaluation guidance notes on gender, COVID-19, non-discrimination, disability inclusion, social dialogue and tripartism.

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3 Detailed explanations on each of the criteria can be found in OECD/DAC (2019), Better Criteria for Better Evaluation Revised Evaluation Criteria Definitions and Principles for Use.
Evaluation data should be sex-disaggregated and different needs of women and men should be considered throughout the evaluation process.

4.2 Evaluation questions

The evaluation will assess the programme on the basis of specific evaluation questions, and against the evaluation criteria mentioned above. The following list of questions provide a broad framework to guide the evaluation; a more detailed analytical framework of questions and sub-questions will be developed by the evaluation team) via the consultation process, and in agreement with the evaluation manager (the final list of evaluation questions will be validated as part of the inception phase).

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Guiding questions</th>
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| Relevance and strategic fit   | 1. To what extent the project’s design and strategy have been found to be appropriate and relevant given the political, economic and sectoral context in both countries, as well as the government’s policy framework?  
2. To what extent has the project been relevant in addressing decent work deficits in the palm oil supply chain in the countries of operation, and addressing beneficiaries and constituents’ (evolving) needs during the project’s timeline?  
3. Was the ILO unique placed to undertake this project, given its tripartite relationships built with employers, government, implementing partners, unions, and other actors?  
4. What is the relevance of the project interventions:  
   4.1. to improving FoA and collective bargaining agreements for palm oil sector workers in Indonesia?  
   4.2. to national policies, strategies and other national development frameworks, ILO’s Programme & Budget objectives, Decent Work Agenda, DWCP, CPOs, UNSDCF, and SDGs?  |
| Coherence and validity of the design | 5. Does the project link with, and complement, other ILO, UN, other donor-funded interventions, and/or national efforts to improve workers’ conditions in the palm oil supply chain in Malaysia and Indonesia? This includes internal coherence and external coherence.  
   5.1. To what extent did the project take into account in its design and results framework the crosscutting ILO priorities of standards, social dialogue and tripartism, gender equality and non-discrimination, environmental sustainability issues?  
6. To what extent was the project design appropriate for its work with migrants, and gender issues?  |
| Effectiveness                 | 7. To what extent, and how, has the project achieved its objectives and planned outcomes at the time of the evaluation? Specifically, what is the quality of the project’s interventions in relation to:  
   7.1. increased capacity of national institutions and stakeholders to identify, monitor, and respond to decent work deficits in the palm oil supply chain as part of the promotion of international labour standards?  
   7.2. the application of a rights-based, and gender-sensitive approach in its implementation (inclusive, participatory, transparent, etc.)?  
   7.3. Have unintended results of the project been identified?  
7.4. With evolving conditions in both countries, what opportunities was the project able to take advantage of? |
| Efficiency | 8. To what extent have the intervention results been reasonable for the resources (financial, human, technical support etc) allocated?  
 8.1. To what extent did the project leverage resources to promote gender equality and non-discrimination; inclusion of people with disabilities, environment sustainability etc?  
 8.2. What changes have been made in the project to improve efficiency following the recommendations of the mid-term evaluation? |
| --- | --- |
| Impact | 9. What is the evidence of the project’s impact (foreseen and unforeseen) on the reduction for decent work deficits in the palm oil sector in Indonesia and Malaysia?  
 9.1. To what extent has the intervention had an impact on social dialogue practices? How much understanding and commitment to decent work, forced labour and child labour elimination do stakeholders display as a result of the project activities?  
 9.2. To what extent has migrant workers’ conditions, forced labour and child labour improved in Malaysia?  
 10. What can be identified as the project’s sustainable impacts in the target groups and other actors as relevant?  
 10.1. What measures and actions have been put in place to ensure ownership of the project’s results at national level and within governorates?  
 10.2. Are the results integrated or likely to be integrated at an institutional and community level, and will partners be able to sustain them beyond the project?  
 10.3. To what extent has project strengthened individual and institutional capacities for workers’ organising and collective bargaining; and reducing forced labour and child labour? |
| Sustainability | 11. What assessment is made regarding the sustainability of the project outcomes?  
 11.1. Has the project developed and implemented any exit strategy? How sustainable is the exit strategy?  
 11.2. To what extent has the project supported national ownership of its interventions?  
 11.3. Are the interventions replicable in other occupational sectors? Are the knowledge products and tools relevant for other ILO and UN programmes? |
| Good practices and lessons learnt | 12. What are the approaches and strategies, good practices and intervention models that were deployed by project that should be pursued in future programming in the palm oil sector, with focus on collective bargaining, workers’ rights, labour migration, child labour; can future interventions scale-up based on lessons learnt?  
 13. How did the ILO establish trust and access among all stakeholders, determined program pace, built relationships, and emphasize gender and |
Other evaluation questions can be added as identified by the evaluation team after consultation with the evaluation manager. However, any fundamental changes to the evaluation criteria and questions should be agreed between the evaluation manager and the evaluation team, and reflected in the inception report.

5. Methodology

The methodology of this final evaluation is expected at the very least to use a mix of qualitative and quantitative methods and should include reconstructing the project’s logical framework model into a theory of change, especially in relation to the logical connect between the levels of results and their alignment with the ILO’s strategic objectives at the global and national level, and the SDGs and related targets. The use of methodologies - such as outcome harvesting, process tracing, contribution analysis – that allow stakeholders to assess the factors that led to the project success and outcomes are strongly encouraged.

Recommendations 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.

The evaluation team must cross-validate the data from different sources to verify the veracity and accuracy of the information. The methodology should be selected for its ability to produce empirical evidence to meet the evaluation criteria, answer the evaluation questions and meet the objectives of the evaluation. Different methodological tools may be required for this.

The specific methodology will be defined in consultation, and finalised in agreement, with the evaluation manager, and will be elaborated in detail in the inception report. It is expected that the evaluation methodology will include the following:

- **Desk review** of all relevant documents including the project document (prodoc) and its logical results framework, workplans and budget, funding agreement with the donor, progress reports, interim evaluation reports, knowledge products, communication materials, the project’s monitoring and reporting data, other relevant documents and studies.

- **Inception meeting** with the project team, the relevant technical backstopping unit at the ILO, and the donor to develop a common understanding on the technical and financial status of the project, the priority topics and questions for the final evaluation, the data collection process, the stakeholders to be consulted, and the outlines of the inception report and the final evaluation report. This meeting can take place online, as needed.

- **Initial consultations/survey** with key stakeholders may be needed to ensure that the final methodology and evaluation questions (as detailed in the inception report) include the feedback of the key stakeholders. The project team will facilitate access to the key stakeholder group.

- **Inception report** drafted and submitted to the ILO by the evaluation team. The inception report will include details on the evaluation approach, the methodology, and the work plan. The inception report will be finalised by the evaluation manager prior to the commencement of the data collection.
• **Data collection, including field visits and interviews**, with stakeholders such as direct beneficiaries (workers in the palm oil supply chain in Indonesia and Malaysia), community leaders, donors, implementing partners, government, workers’ and employers’ organisations, and the project team will be carried out, depending on the field conditions. The list of stakeholders will be prepared by the project team in consultation with the evaluation manager. If not all direct interventions sites can be visited, then the evaluation team should note the basis of selection of the final sites selected.

• **Draft evaluation report** will be submitted to the evaluation manager, who will share it with the ILO, the donor, and key stakeholders for their feedback and clarifications (as required). The consolidated feedback will be submitted to the evaluation team for consideration.

• **Stakeholders’ workshop** where the evaluation team will present the preliminary findings, validate any data gaps, discuss the lessons learnt and identify key recommendations with the key stakeholders of the project. The workshop can take place online, simultaneous to the submission and review of the draft evaluation report.

• **Final report** will be submitted to the evaluation manager after the evaluation team has addressed, as appropriate, the comments received to the draft report. The evaluation report will be shared with the donor and the key stakeholders, and uploaded in the EVAL public repository of evaluation reports.

The evaluation team may adapt the proposed methodology, after consultation, and agreement, with the evaluation manager. The agreed changes must be reflected in the inception report.

Additional considerations for the methodology:

• The impact of COVID-19 should be factored into the methodology and the evaluation questions. Flexibility in the methodological design and evaluation timelines should also be considered for these reasons. ILO evaluation guidance on COVID-19 can be found [here](#).

• Gender should be considered as a cross-cutting concern throughout the methodology, analyses, deliverables and final report of the evaluation. Data should disaggregated by sex and gender, and the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men should be assessed. The ILO evaluation guidance on gender can be found [here](#).

• The evaluation must also include non-discrimination, disability inclusion, social dialogue and tripartism in the methodology design (including the questionnaires), and throughout the evaluation process. ILO guidance on social dialogue and tripartism can be found [here](#).

• The methodology should comply with ethical safeguards for evaluation, including the principle of “do no harm”, especially in relation to the ultimate beneficiaries.

• The methodology should clearly acknowledge the limitations of the chosen evaluation methods, including those related to representation of specific group of stakeholders.

6. **Main deliverables**

The following deliverables will be submitted by the evaluation team under this ToR:

1) **Inception report** (approximately 20 pages, excluding annexes)

The inception report will be prepared following a review of the available documents and an initial discussion with the project personnel and the donor. The report should adhere to the ILO/EVAL Checklist ‘Writing the Inception Report’ ([checklist 4.8](#)).
The **draft inception report** should include the following information:

i. The conceptual framework for the evaluation (what is being evaluated and why)

ii. Elaborated evaluation criteria and questions to be used in the evaluation (based on what has been proposed in the TOR and to note any amendments)

iii. Details on type of information being sought and the data sources to be used

iv. Details on the methodological approach, interview guides and questionnaires, and data collection tools to be utilised (the instruments need to make provision for the triangulation of data wherever possible)

v. Information on the selection criteria for the individuals to be interviewed (to keep a gender balance to the extent possible)

vi. Workplan indicating the evaluation phases, key deliverables, timelines and key milestones for the evaluation

vii. Outlines of 1) agenda for the stakeholders’ workshop, and 2) structure of the final evaluation report

The draft inception report will be circulated with the project team, USDRL, ILO and other stakeholders for their feedback. The **final inception report** will incorporate and address any comments received from ILO, USDOL, and other stakeholders involved in the review of the inception report.

The inception report should be approved by the evaluation manager before the consultant proceeds with the field work and data collection.

### 2) **Draft evaluation report** (approximately 20 pages, excluding annexes)

The draft evaluation report must be prepared as per the ILO/EVAL Checklist ‘Preparing the Evaluation Report’ ([checklist 4.2](#)). In particular, the draft evaluation report must include future-looking, practical and specific recommendations, including the identification of the project approaches, materials, tools, products and intervention models that could potentially be replicated or scaled.

i. Cover page with key project and evaluation data (please use [checklist 4.3](#))

ii. Executive summary (which contains the key findings, conclusions, and recommendations, guidance available [here](#))

iii. Acronyms and abbreviations

iv. Context and description of the project including reported key reported results

v. Methodology of the evaluation (including limitations and ethical considerations)

vi. Findings, which respond to the all the evaluation questions

vii. Key results achieved by the project as per its objectives (including both expected and unexpected results). A table showing output and outcome level results through indicators and targets planned and achieved and comments on each, should be included.

viii. Lessons learnt and good practices (using the templates provided: [template 4.1](#) and [template 4.2](#))

ix. Clear set of conclusions and recommendations. Recommendations should clearly indicate the stakeholders to whom the recommendations are addressed.

x. Annexes should include the TOR, the questionnaires, the interview details of the stakeholders (dates, place, and organisation affiliation), and timeline of the consultations (interviews/FGD schedules) with the beneficiaries, bibliography, evaluation matrix

The draft evaluation report will be reviewed by the evaluation manager, and circulated internally by the evaluation manager for review and feedback from ILO, USDRL, and other key stakeholders.

### 3) **Stakeholder reference group workshop**
The stakeholders’ reference group meeting will take place once the data collection is complete. The workshop’s purpose is to share the preliminary findings, validate any data gaps, discuss the lessons learnt and identify key recommendations with the key stakeholders of the project.

The workshop will be technically organized by the evaluation team (i.e. setting the agenda for the discussions), in consultation with the evaluation manager, and with the logistic support of the project team. The evaluation team will be required to make a presentation of the draft findings.

4) **Final evaluation report** (approximately 40 pages (excluding annexes))

The final evaluation report will be submitted after the evaluation team has addressed the feedback received from the stakeholders’ workshop, and the comments received from the internal review of the draft evaluation report.

The quality of the report will be determined based on quality standards defined by the ILO Evaluation Office. The report should be professionally edited and include a cover page. The final version is subjected to final approval by EVAL (after initial approval by the Evaluation manager/Regional evaluation officer).

5) **Summary of evaluation, findings and recommendations** (approximately 10 pages)

A summary of the final evaluation report will be sent, together with the final report to the evaluation manager. The summary will be draw on the executive summary, the findings, and the recommendations of the final evaluation report. The summary should adhere to ILO/EVAL checklist “preparing the evaluation report summary” (checklist 4.4).

*Consultants should please note:*

All deliverables will be produced and circulated as per the agreed timelines of the workplan which will be prepared, and finalised, in consultation with the evaluation manager. All the deliverables will be in English (unless specified otherwise), utilising the templates provided by ILO/EVAL prepared for this purpose. The quality of the reports will be assessed against the relevant ILO/EVAL guidelines.

All drafts and final outputs, including supporting documents, analytical reports and raw data should be provided in electronic version compatible for Word for Windows. All intellectual property rights arising from the execution of these Terms of Reference are assigned to the ILO. ILO will disseminate the final evaluation report to the project’s donor and other relevant internal and external stakeholders. Use of the data for publication and other presentation will only be made with prior agreement of the ILO. Key stakeholders will be able to make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

7. **Management arrangements and work plan (including timeframe)**

The Final Evaluation is expected to be carried out between October - November 2023. The Final completion of the evaluation is set to early December 2023. The evaluation management arrangements are as follows:

Evaluation manager: The evaluation will be managed by Ms. Ratna Mathai-Luke (mathai-luke@ilo.org), ILO officer in process of certification by EVAL as evaluation manager, who has no prior involvement in the project. Oversight will be provided by Ms. Pamornrat Pringsulaka, Regional Evaluation Officer (REO), ILO Regional Officer for Asia and the Pacific (ILO ROAP).
The evaluation manager is the main point of contact for the evaluation team on all technical and methodological matters related to the evaluation. In addition, the evaluation manager is responsible for the following tasks:

1. Prepare the evaluation TOR with inputs from key stakeholders; selecting and contracting an independent evaluation team in coordination with ILO EVAL
2. Brief the evaluation team on ILO evaluation policies and processes; introduce them to the project team.
3. Review the evaluation criteria, questions and methodology with the evaluation team and liaise with concerned stakeholders as necessary
4. Monitor the implementation of the evaluation methodology, as appropriate and in such a way as to minimize bias in the evaluation findings
5. Review the draft deliverables and provide initial comments
6. Circulate the draft deliverables to all relevant stakeholders for their comments; forward the consolidated comments to the evaluation team for their action
7. Ensure that the final version of the deliverables addresses the stakeholders’ comments (or an explanation why any has not been addressed) and meets ILO requirements
8. Liaise with the project team whenever their engagement is required to fulfil the requirements above
9. Liaise with the REO and ILO EVAL on issues regarding the management of the evaluation.

Evaluation team: The evaluation will be carried out by the evaluation team, who will be selected through a competitive process, as per the criteria identified in the section below (“profile of the evaluation team”). The evaluation team will lead the evaluation and will be responsible for delivering the above evaluation deliverables using the evaluation criteria, and methodology mentioned above. The evaluation team will be responsible for the following:

1. Design and implement the evaluation using an approach agreed with ILO
2. Draft and finalise the evaluation deliverables in accordance with the ILO’s specifications and timeline
3. Report to the evaluation manager, keep her appraised of all phases of the evaluation and consult with her in the preparation and finalisation of the deliverables
4. Facilitate contact with the beneficiaries; facilitate contact, liaise with, and seek clarifications from, the project team, the ILO (including Headquarters, and country teams), other stakeholders, as required, to ensure the satisfactory delivery of the deliverables
5. Make themselves available, if required, to take part in briefings and discussions, online or, if judged necessary, at the ILO Geneva Office or other venue, on dates to be agreed, in line with the work outlined in these TOR
6. Supervise the other team members (as applicable) to ensure quality assurance for their deliverables
7. Adhere to ILO’s Code of Conduct for Evaluators at all times, and report any violation by team members to the evaluation manager.

The evaluation team should note that all data and information received from the ILO for the purpose of this evaluation will be treated confidentially and are only to be used in connection with the execution of these TOR.

Project team: The project management team will provide logistical, technical and administrative support to the evaluation team. Specifically, the responsibilities of the project team are:

1. Provide administrative assistance to the evaluation (issuing and administering contracts), provide feedback on TORs.
2. Provide the evaluation team with access to all relevant project documents and information, ensuring that the documentation is up-to-date and easily accessible (in electronic form in a space such as MS Teams)

3. Assist the evaluation team in identifying the list of stakeholders and beneficiaries for the interviews, providing their contact details, and facilitating introductions (as required)

4. Schedule meetings for field visits and coordinate in-country logistical arrangements

5. Be interviewed and provide inputs as requested by the evaluation team during the evaluation process

6. Review and provide comments on evaluation deliverables, as requested

7. Organize and participate in the stakeholder workshop; participate in other relevant meetings, briefings and discussions as required.

**Evaluation timeframe**
The final evaluation will be conducted between October - November 2023. The following number of day and tasks are proposed, and will be finalised, along with the timeline for delivery, in the inception report by the evaluation team, after consultation with the evaluation manager.

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Person responsible</th>
<th># proposed working days required</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. evaluation team briefed on ILO evaluation policy and the project</td>
<td>Evaluation manager</td>
<td>0.5</td>
</tr>
<tr>
<td>2. Inception meeting</td>
<td>Evaluation manager, evaluation team, project team</td>
<td>0.5</td>
</tr>
<tr>
<td>3. Submission of the draft inception report</td>
<td>Evaluation team</td>
<td>5</td>
</tr>
<tr>
<td>4. Circulate draft report for feedback and share consolidated feedback to the evaluation team</td>
<td>Evaluation manager</td>
<td></td>
</tr>
<tr>
<td>5. Revision, finalisation and approval of inception report</td>
<td>Evaluation team, Evaluation manager</td>
<td>1</td>
</tr>
<tr>
<td>6. Fieldwork (as per the agreed itinerary, and include travel time)</td>
<td>Evaluation team, project team</td>
<td>15</td>
</tr>
<tr>
<td>7. Submit draft report with findings, recommendations (with annexes)</td>
<td>Evaluation team</td>
<td>5</td>
</tr>
<tr>
<td>8. Stakeholders’ workshop (presentation, preparation and workshop</td>
<td>Evaluation team, project team</td>
<td>1</td>
</tr>
<tr>
<td>9. Circulate draft report for feedback and share consolidated feedback to the evaluation team</td>
<td>Evaluation manager</td>
<td></td>
</tr>
<tr>
<td>10. Submit final evaluation report (with annexes) and summary</td>
<td>Evaluation team</td>
<td>2</td>
</tr>
</tbody>
</table>
8. Profile of the evaluation team

The final independent evaluation will be conducted by an evaluation team (preferably as a team of one international consultant (lead, and to cover Malaysia) and a national consultant in Indonesia); a gender balance in the team is strongly encouraged); individual international and national consultants are also welcome to apply.

Qualifications:
- University Degree in social sciences, public administration, development studies or related subjects;
- A minimum of 7 years’ experience in evaluating of social development programmes (for international consultants/evaluation leads)/ 5 years’ experience in evaluating development programmes (for national consultants);
- Demonstrated experience of utilising theory of change, logical framework approaches and M&E methods (including quantitative, qualitative and participatory methodologies) for programme evaluations;
- Understanding of the application of labour standards, gender-based, and human rights-based approaches to evaluations;
- Excellent consultative, communication and interview skills in face-to-face and virtual settings;
- Strong data collection, analytical and report writing skills;
- Ability to work with multiple stakeholders, and be sensitive to their needs and concerns
- Ability to deliver high-quality results within tight deadlines;
- Experience of successfully concluding evaluations during COVID-19, and/or in politically sensitive contexts is an added advantage;
- Understanding of the country context (Malaysia and/or Indonesia), and experience of evaluating agriculture, decent work, child labour, forced labour and/or social development programmes in Southeast Asia, will be an asset;
- Knowledge of ILO’s mandate, procedures and tripartite structure, understanding of the UN system, the UN evaluation norms and standards is desirable;
- Fluency in written and spoken English required; fluency in Bahasa Indonesia and Bahasa Malaysia will be an added advantage.

Legal and ethical matters

This final evaluation will comply with UN norms and standards for evaluation and ensure that ethical safeguards concerning the independence of the evaluation will be followed. The UNEG Ethical Guidelines for Evaluation (2020) will be followed.
The consultant should adhere to the highest level of technical and ethical standards. They should fulfil the criteria of professionalism, impartiality and credibility. They should not have any links to project management, nor any conflict of interest that would interfere with the independence of the evaluation. The evaluation team will abide by ILO EVAL’s Code of Conduct for Evaluators, which is in line with the UNEG Ethical Guidelines for Evaluation.

**Additional information**

Project overview is accessible at this link: Advancing Workers’ Rights in Indonesia and Malaysia’s Palm Oil Sector (ilo.org)