



## CALL FOR EXPRESSIONS OF INTEREST

High Level Evaluations, Meta-Analysis Studies and  
Synthesis Reviews

ILO EVALUATION OFFICE



The ILO Evaluation Office (EVAL) <http://www.ilo.org/eval/lang--en/index.htm> seeks expressions of interest (EOIs) from qualified independent evaluators and evaluation consultants or teams of independent evaluators and others with experience in strategy, corporate and institutional level evaluations; meta-studies of evaluation and synthesis review for the followings assignments selected from its work start in the second half of 2016:

1. [Meta-Study of Evaluability Reviews of ILO Projects over US\\$5 million](#)
2. [Synthesis Review Fundamental Principles and Rights at Work \(FPRW\) – lessons learned](#)
3. [Meta-Analysis of Decent Work Results from project evaluations](#)
4. [Institutional evaluation of the ILO Field Structure](#)
  - [Part I – Scoping](#)
  - [Part II – Evaluation](#)
5. [High Level Strategy Evaluation: Creating and Extending Social Protection Floors](#)

**The deadline to submit expressions of interest for the evaluations is by close of business on November 7 2016.**

**Each expression of interest should contain a full CV and one page outline of how past experience are specifically relevant for the assignment for which interest is expressed. Fee structure, tentative indication of the proposed level of efforts and availability should be included in this one pager. Fees will be based on UN system relevant levels. References for similar work should be provided.**

Applicants should submit their EoIs via e-mail to [eval@ilo.org](mailto:eval@ilo.org) and indicate the assignment for which they are applying in the e-mail's subject line.

Short-listed expressions of interest will be asked to prepare more thorough proposals based on detailed TORs. Expressions of Interest are welcome from both individual consultants, team of consultants and companies.



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### 1 META-STUDY OF EVALUABILITY REVIEWS OF ILO PROJECTS OVER US\$5 MILLION

The ILO Evaluation Office (EVAL) appraises the M&E arrangements of project designs as for all project proposals with budgets above \$5 million. The purpose of the preliminary M&E appraisal of project proposals is to ensure quality (including project outcomes and their links to Country Programme Outcomes). The preliminary M&E appraisals also review the completeness of the monitoring and evaluation (M&E) plan, including a reserved budget (for M&E and a more detailed evaluability assessment within one year of start-up) as a prerequisite before donor submission.

EVAL has conducted 50 EAs and now desires to do analysis in order determine recurring issues and the up-take of the recommendations contained there-in. The meta-study will use a retrospective pre- post-test design. The consultant will compare the original project documents to the final project documents in order to determine the extent to which the suggestions contained in the evaluability assessment were implemented in the design and approval process by PARDEV. EVAL will supply the data.

In addition, the consultant will conduct an online or telephone survey of project management and review of documentation to determine the extent that the recommendation to implement an evaluability assessment after one year (or after project start-up) has been implemented. EVAL will supply the sampling frame. The scope of work is expected to be between 20 and 30 days (depending on data availability) over a period of three months.



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## 2 SYNTHESIS REVIEW FUNDAMENTAL PRINCIPLES AND RIGHTS AT WORK (FPRW) – LESSONS LEARNED

ILO Evaluation Office (EVAL) has carried out a series of synthesis reviews looking at the results, lessons learned and good practices from evaluations and other studies. These reviews are intended to serve as background paper to discussions in ILO Governing Body and part of the knowledge base of ILO. Previous synthesis reviews have covered effective labour protection (2015); employment promotion (2014) and social dialogue (2013). This review is to look at Fundamental Principles and Rights of Work (FPRW) which is a fundamental pillar of ILO work ([see LINK](#)).

The synthesis review will be conducted by an independent team of consultants and will take the form of a mainly a desk review. It is expected to be completed by March 2017. Past synthesis reviews have used rigorous and systematic analysis with appraisal and review of exiting evaluations and research on the subject, both ILO and wider. Identifying research questions, search strategies and proposed parameters for inclusion; and screening and inclusion of collected literature and documentation are essential parts of the overall methodological approach. Evaluations and studies of interventions with a focus on lessons learned from within and beyond ILO is expected to be reviewed. Past synthesis reviews have been carried out by teams working at different levels of effort with senior team leader working with one or two researches at combined up to 60 days. It will include up to two on-site visits to ILO headquarters in Geneva for consultation and data collection. Fluency in English, spoken and written is essential and ability to review documents in French and Spanish is required (can be within the team).



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### 3 META-ANALYSIS OF DECENT WORK RESULTS FROM PROJECT EVALUATIONS – 2013-15

This is part of the regular series of meta-analysis of project evaluations, first carried out in 2011 for 2009-2010 and then in 2013 for 2011-2012 evaluations, that EVAL has commissioned to advance ILO's Decent Work agenda (See [LINK](#)). This meta-analysis will cover project evaluations 2013-2016 using a comparable approach and methodology using a similar sample as for previous periods covered. While the meta-analysis will reflect on successes and setbacks in implementing programming strategies to achieve targets, it aims to be forward-looking by providing empirical evidence and insights required to improve performance. It is a key part of ILO's assessment of its development effectiveness. A Summary of the study will be included in the 2016-17 Annual Evaluation Report presented to the ILO Governing Body. The study will have two parts:

- *Part I: A review and full documentation of the methodology used in the previous two meta-analysis including sampling, measurement, data management, data analysis, report format and process for use. This is for the purpose of proposing a standard methodology with core elements that allows comparison across periods while allowing for flexibility and expansion of the approach, for instance to include further emphasis on measuring broader development effectiveness and contribution to SDGs. The work will include two visits to ILO headquarters in Geneva for consultation with EVAL. Level of effort is expected in the range of 15-20 days of work and period December 2016 to February 2017.*
- *Part II: Meta-analysis of a sample of up to 80 independent final project evaluations done as desk review with up to three visits to ILO headquarters in Geneva for consultant with EVAL and data collection. EVAL has a searchable database of all evaluation reports. The study will be in English but an ability to review reports in Spanish and French is required. EVAL will be able to provide support for review of non-English reports if needed. Level of effort is expected in the range of 35-40 days, possibly divided by two or more team members if team is proposed. Work is expected to be completed in the period March to August 2017.*



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### 4 INSTITUTIONAL EVALUATION OF THE ILO FIELD STRUCTURE

The ILO's field structure - through 5 regional offices, more than 40 country offices and over 600 programmes and projects in more than 100 countries - is the main delivery mechanism for services and support to constituents through Decent Work Programmes and other activities inked to Country Programme Outcomes in the ILO Results Framework. Recent reform and focus on further decentralisation of ILO activities have aimed at strengthening the field structure as an effective structure for supporting constituents. Structures and organisational process at headquarters have been adjusted as well to support these changes. This high-level evaluation will focus on the relevance, coherence, effectiveness and contribution of the existing field structure and its supporting mechanisms. It will be forward looking in assessing the “fit for purpose” of the field structure, in view of the Decent Work Agenda in particular but also the 2030 Agenda and ongoing reform in the UN development system in view of the SDGs. This evaluation has been specifically requested by the Governing Body and scheduled at this time to complement several [recent reviews of the field structure](#) and [evaluation on ILO's technical cooperation structure](#). Ongoing DWCP evaluations and reviews will constitute a key basis for the evaluation.

#### I - Scoping

Given the potential expansive scope and focus of such an evaluation and to ensure it addresses key current issues and concerns of the Organisation from an evaluative perspective, the evaluation will start with an extensive scoping exercise. A senior consultant/evaluation expert with relevant expertise, and preferably documented knowledge of ILO, will work with EVAL to carry out a scoping exercise to identify the key scope and focus of the evaluation, through preparing a proposed evaluation framework with purpose, scope, possible evaluation questions and outline of methodology including proposed sampling frame and possible stakeholders. This will be based on a review of literature and examples of evaluations and reviews of field structures for similar organisations; review of field structure in ILO and relevant past review in ILO, definition of scoping questions and processes and carrying out the scoping process. The level of effort is expected to be 20 days with three visits to Geneva HQ for consultation and the scoping process. Relevant consultations with internal and external stakeholders is foreseen, including interview by telephone and Skype. Work is to be completed by latest January 2017.



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### II – Evaluation

Based on the outcome of the scoping exercise (see above) to determine the precise scope and focus and a proposed methodology - a team of evaluators are expected to further develop an analytical framework and operational plan for applying the methodology for a global institutional level evaluation. This will consist of visits to structures and locations at all levels from headquarters to regional offices to country offices. Up to 15 different locations will be visited, covering ILO worldwide structures and working in English, French and Spanish. The evaluation is expected to be a global institutional evaluation with strong evidence and examples from actual field structures. It should include suitable recommendations for enhancing the relevance and effectiveness of the organisational structures and process in ILO. The level of effort is expected to be between 100-110 workdays (combined) for a minimum three persons' team. Work is expected to be done in the period February to August 2017.



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### 5 HIGH LEVEL STRATEGY EVALUATION: SOCIAL PROTECTION

ILO Evaluation Office (EVAL) will undertake a high level strategy evaluation of ILOs work on creating and extending [social protection](#) floors from January to September 2017. The report will be discussed at the ILOs Governing Body in November 2017.

The ILO actively promotes policies and provides assistance to countries to help extend adequate levels of social protection to all members of society. Social security involves access to health care and income security, particularly in cases of old age, unemployment, sickness, invalidity, work injury, maternity or loss of a main income earner.

The ILO has developed a two-dimensional strategy that provides clear guidance on the future development of social security in countries at all levels of development. Its **horizontal** dimension aims at establishing and maintaining social protection floors as a fundamental element of national social security systems. The **vertical** dimension aims at pursuing strategies for the extension of social security that progressively ensure higher levels of social security to as many people as possible, guided by ILO social security standards. Together, these two dimensions aim at building [comprehensive social security systems](#) in line with national priorities, resources and circumstances.

The Terms of reference is being finalized. EVAL would like to seek expressions of interest from those individuals or companies who would be interested to undertake this evaluation. The evaluation will begin in January and needs to be completed by September 2017 for presentation to the Governing Body. In total, the evaluation is expected to require up to 80 days of work either from one evaluator or split amongst an evaluation team/consultants. EVAL is preparing a roster of companies or teams and/or individual evaluators to invite to the next selection process (Expressions of Interest). Ideally, the final composition of the evaluation team will include evaluators who can work in English and Spanish. EVAL will launch the formal expression of interest sometime in November.