

► **Terms of Reference**

Productivity Ecosystems for Decent Work M&E
system development and data collection

Introduction

Over the past decade, a consistent decline in productivity growth, worsened by the COVID-19 pandemic, has posed significant challenges for emerging and developing economies. In response, the ILO has developed the Productivity Ecosystems for Decent Work Programme, aiming to strengthen the link between productivity growth and decent work, recognizing the multifaceted dynamics across policy, sectors, and enterprises. By addressing productivity and decent work deficits at various levels, the Programme seeks to achieve lasting change by tackling root causes and promoting local and national ownership.

The Programme is a global program with a management component in Geneva and implemented in three countries, Ghana, South Africa, and Viet Nam. Two expected outcomes are:

- **Outcome 1:** Increased capacity of ILO constituents to formulate and implement national employment policies and frameworks, with a focus on jobs, productivity, informality and working conditions.
- **Outcome 2:** Sectoral and enterprise constraints that prevent productivity growth, formalization, and the creation of more, better, and formal jobs are addressed and relaxed.

Under Pillar 1, the Programme aims to enhance productivity and decent work by improving the evidence base on productivity and using it for policy design and implementation. The team collaborates with national statistical offices and stakeholders to produce official productivity data and analysis, engaging early with government and social partners. The project promotes evidence-based policy dialogues, supports policy reform implementation, and strengthens collaboration between public and private sectors and ILO constituents to improve the business environment for SME growth.

Under Pillar 2, the Programme fosters sustainable economic growth and development by enhancing productivity and decent work within targeted sectors and enterprises. Each country chose 2 priority sectors (Ghana: Textile & garment, Shea butter processing, South Africa: Leather, leather goods and footwear and Automotives, Viet Nam: Wood processing and Machinery) and they have designed distinctive measures to improve sectoral functions and services, address job creation challenges, and enhance productivity within firms. Selected activities increase the adoption of best practices and technologies, foster collaboration among stakeholders, and improve productivity and efficiency within targeted sectors.

Purpose and objectives of this assignment

The programme has developed a Monitoring and Evaluation (M&E) system to monitor and evaluate project implementation progress, assess achievements, identify challenges, and extract lessons learned for evidence-based decision-making. It is seeking an individual consultant or a firm to undertake the upgrading of the current Monitoring and Evaluation (M&E) system. The primary objectives and purposes of this assignment are, as follows:

- **Strengthening Outcome and Impact Level Indicators Development and Measurement Strategies:** The consultant will enhance the development and measurement strategies of Outcome and Impact level indicators. This involves refining existing indicators and introducing new ones where necessary to better capture the intended project outcomes and impacts.
- **Improving Country Level Monitoring Tools in Ghana, Viet Nam, and South Africa:** The consultant will work to enhance the monitoring tools used at the country level in Ghana, Viet Nam, and South Africa. This may include reviewing and updating data collection methods, streamlining data management processes, and ensuring alignment with the overall M&E frameworks and donors' requirements.
- **Providing On-the-Job Training for Project Staff in Monitoring Tools:** The consultant will deliver on-the-job training sessions to project staff on the use of the upgraded monitoring tools. This training will empower project staff to effectively collect, manage, and analyze data using the new framework.

- Collecting Qualitative and Quantitative KPIs for 2024 with the New Framework:** The consultant will collect both qualitative and quantitative Key Performance Indicators (KPIs) in collaboration with the project team, for the year 2024 using the upgraded monitoring framework. These KPIs will be used to report project results back to donors in March 2025, providing valuable insights into the progress and impact of the Programme.

Overall, this assignment aims to enhance the effectiveness, efficiency, and alignment of the Programme’s Monitoring and Evaluation system, ultimately supporting informed decision-making, accountability, and reporting to stakeholders and donors, based on the feedback and recommendations provided by the ongoing independent Programme mid-term evaluation, which will be completed in May 2024.

Deliverables of the assignment

The assignment is expected to start from 15 June 2024, with the tentative schedules, as follows:

Outputs	Description	Deliverables	Estimated working days ¹	Tentative timeframe (to be completed by -)
0. Contracting	Signature of contract/ Start of contract			15 June 2024
1. Desk review	During the desk review, the consultant will receive briefings from relevant ILO colleagues, review pertinent documents ² , and propose timeframes for fieldwork.	Inception report (max. 7 pages)	5 days	30 June 2024

¹ While the estimated working days provided serve as an indication of the expected workload, consultants are encouraged to propose their own estimates based on their expertise and the specific requirements of the assignment.

² The consultant will review the following documents before conducting any interviews or trips to the country projects:

- Productivity Ecosystem for Decent Work project document
- Three country project strategies
- M&E guidance note
- Annual reports
- Performance plans
- Quarterly progress reports
- Project publications
- SECO indicator list
- Any other documents that might be useful for this assignment

Outputs	Description	Deliverables	Estimated working days ¹	Tentative timeframe (to be completed by -)
2. Global M&E system upgrade	The consultant will work with project team to propose gender-sensitive Outcome and Impact Level Indicators and Measurement Strategies.	A tentative list ³ of outcome and impact level indicators and measurement strategies (max. 3 pages)	3 days	15 July 2024
3. Country specific M&E system development	The consultant will visit all project countries (Ghana, South Africa, and Vietnam – with a suggested length of stay of approximately 10 workdays) to review interventions and data that is currently being generated, and develop monitoring tools to collect data for outcome and impact indicators.	Country specific monitoring tools ⁴	35 days	15 October 2024
4. Collecting and compiling KPIs for 2024 annual report while training project staff.	The consultant will support the project to collect and compile data for all indicators for the 2024 annual report while ensuring that staff members are equipped with the necessary skills and knowledge to	Collection of project achievement data in January 2025. A total of three country-specific training sessions will be conducted, with one session	30 days	28 February 2025

³ This list is viewed as preliminary and subject to verification and further development through the consultant’s field visits. As the consultant has not yet had the opportunity to conduct field visits and witness interventions firsthand, there is a possibility that additional insights and nuances may emerge during these visits that could influence the final selection and refinement of indicators and measurement approaches.

⁴ As a global program, it is important to recognize that each country project component has adopted different country-specific implementation strategies based on unique contextual factors and priorities. Consequently, certain indicators included in the monitoring tool for one country may not be directly applicable to another due to these variations in implementation approaches. However, our objective is to develop a monitoring tool that maintains consistency across countries where applicable, while also accurately reflecting the specific nuances and differences in project design and implementation strategies for each country component.

Outputs	Description	Deliverables	Estimated working days ¹	Tentative timeframe (to be completed by -)
	effectively collect accurate project performance data through KPIs going forward.	<p>scheduled for each country team.</p> <p>A revised Programme’s M&E guidance note reflecting final list of outcome and impact level indicators and measurement strategies.</p>		

All documents need to be submitted in English in Word/Excel/PowerPoint format. The ILO will review all deliverables and provide feedback on whether the product is in line with expectations. Conference calls can be organised at the request of the consultant.

All data and information received from the ILO for the purpose of this assignment are to be treated confidentially and used only in connection with the execution of these Terms of Reference (TOR).

The contents of written materials obtained and used in this assignment may not be disclosed to any third parties without the expressed advance written authorisation of the ILO. All intellectual property rights arising from the execution of these ToR are assigned to the ILO.

Application process

Interested consultants should submit the following documents, by 22 May 2024:

- CVs with a short summary of the profile and capacity of the Contractor to develop a monitoring and evaluation system for a private sector development project, including a record of relevant work executed in the past five years.
- A proposal on how the contractor intends to complete the work described in the ToRs, including timeline and costs⁵.
- A short summary of similar assignments undertaken by the consultant and reference information.

Qualification requirements

The qualification requirements for the M&E system revision assignment include a proven track record in developing and implementing monitoring and evaluation systems, particularly within development projects or programmes, preferably in the private sector. Candidates should possess technical expertise in M&E methodologies, tools, and frameworks, with a solid grasp of data collection, analysis, and reporting techniques. Familiarity with the specific industry or sector (Ghana: Textile & garment, Shea butter processing, South Africa: Leather, leather goods and footwear and Automotives, Viet Nam: Wood processing and Machinery) targeted by the project is essential to ensure a nuanced understanding of relevant performance indicators. Additionally, strong

⁵ Please note that the financial proposal submission for this project should not include travel costs to the three countries mentioned (Ghana, South Africa, and Vietnam) at this stage. These costs will be revisited and discussed with the project team following the preparation and review of the inception report.

analytical skills are needed to interpret data and draw actionable insights to enhance project performance. Effective project management abilities, along with excellent communication skills, are crucial for coordinating with stakeholders and conveying findings and recommendations clearly. Problem-solving abilities are necessary to identify challenges within existing M&E systems and propose innovative solutions for improvement.

Contact information

Interested consultants who meet the qualification requirements should submit their proposal, together with the required documents, to the following address: Na Eun Mun, Project Officer (mun@ilo.org) and Stephan Ulrich, Global Programme Coordinator (ulrich@ilo.org) for the ILO's Productivity Ecosystem for Decent Work Programme.

Contact details

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