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**Terms of Reference for Independent Final Evaluation of four projects on employment**

**and sustainable enterprises development in Africa**

**Draft 7 November 2020**

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| **Project titles** | 1. Employment and Integrated Local Development in the Comoros (EILD) 2. Access to productive employment, decent work and economic opportunities for women and men facilitated at Somalia 3. Increasing employment creation and opportunities in Sierra Leone through entrepreneurship training, business development services and labour intensive investments 4. Promotion of peace and creation of decent and productive jobs in the Central African Republic |
| **ILO Outcomes** | Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects  Outcome 4: Promoting sustainable enterprises |
| **Implementer** | ILO Country Offices Abuja, Addis, Antananarivo and Kinshasa |
| **Backstopping units** | ILO Decent Work Teams Cairo, Pretoria and Yaoundé |
| **Donor** | ILO Regular Budget Supplementary Account (RBSA). |
| **Budget** | US$ 3,846,160 |
| **Duration** | January 2018-December 2020 |
| **Type of Evaluation** | Independent |
| **Timing of evaluation** | Final December 2020-March 2021 |

1. **Background of the Projects**

To creating productive and decent employment for young women and men, as well as the promotion of an enabling environment for entrepreneurship and sustainable enterprises, in particular micro, small and medium-sized enterprises, especially in fragile states contexts are important work areas for ILO in Africa, as indicated in the ILO Programme and Budget (P&B) 2018-and 2019 and P&B 2020-2 documents (2018:52 [here](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---program/documents/genericdocument/wcms_736562.pdf) and 2020:49 [here](https://www.ilo.org/global/about-the-ilo/how-the-ilo-works/programme-and-budget/WCMS_736562/lang--en/index.htm)). In this context ILO have implemented several projects towards results in these areas since 2018, funded under the ILO Regular Budget Supplementary Account (RBSA).

The RBSA funding is an account established based on the voluntary contributions of Member States, in addition to their contributions to the regular budget. It is directed to the implementation of decent work priorities selected in dialogue with tripartite constituents in Member States.

These Terms of reference have been developed towards evaluating four projects in Africa, that are RBSA- funded and started in the Biennium 2018-19 (two competed in 2019 and two in 2020). They are focused on the P&B Outcomes on employment promotion and enterprises development. For P&B 2018-19 Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects and Outcome 4: Promoting sustainable enterprises; and for P&B 2020-21 Outcome 3: Economic, social and environmental transitions for full productive and freely chosen employment and decent work for all, and Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work.

The four projects subjected to this evaluation are presented below:

**1. Project “Employment and Integrated Local Development in the Comoros (EILD)” at Comoros (COM182 - P&B 2018-19)**

**Objectives and outputs**

Outcome 1: Institutional capacity building of local institutions, including tripartite constituents, to assess, design and implement employment programs for peace and resilience.

* Output 1.1: Increased awareness of local institutions, tripartite constituents and other key actors on the importance of youth employment for peace and resilience
* Output 1.2: Local institutions and tripartite constituents have improved knowledge and capacities to design, implement and evaluate employment programs.

Result 2: Increased decent employment opportunities through investments and entrepreneurship of young vulnerable women and men

* Output 2.1: Local investments and employment-intensive demonstration projects have been designed
* Output 2.2: Launch of new youth businesses in social and environmental services

**Period and target groups**

The project is implemented from January 2018 to December 2020 in the three most vulnerable communes of the Comoros (in the islands of Mohéli, Anjouan and Ngazidza). The ultimate beneficiaries of the project are vulnerable women and men, in particular poor and unemployed young women and men.

The government institutions at central and local level, workers and employers organizations as well as civil society organizations are also the direct beneficiaries of the project.

**Management arrangements**

The project was implemented by a technical management team composed of a National Project Administrator s; and a National Engineer based in Moroni, Comoro.

The project budget is US$ 1,000,000.

**2. Access to productive employment, decent work and economic opportunities for women and men facilitated at Somalia (SOM 101 – P&B 2018-19)**

**Objectives and outputs**

Objective 1: To develop policies and programmes to enhance employment generation with particular focus on youth employment

* Output 1.1: Employment policy and strategy for Somalia developed
* Output 1.2: Programs designed and implemented to address youth employment challenges

Objective 2: To enhance the capacity of Government and social partners in the design and implementation of disaster risk reduction programmes

* Output 2.1: Capacity of government and social partners improved to design and implement disaster risk reduction and recovery programs

**Timeframe and target groups**

The project was implemented from December 2017 to December 2019. The target group included the Government of Somalia and social partners in terms of strengthening their capacities in legal, policy and institutional areas.

**Project management**

The project has been conducted by an international programme manager supported by an international Security Officer and a national Admin/Finance Assistant .

The project budget was USD 864,160.

**3. Increasing employment creation and opportunities in Sierra Leone through entrepreneurship training, business development services and labour intensive investments (SLE 107 –P&B 2018-19)**

**Objectives and outputs**

Outcome 1: Enabled environment for sustainable enterprises

* Product 1.1: Assessment report on the state of the environment for sustainable MSMEs in Sierra Leone is available
* Product 1.2: Complementary reforms towards a more conducive environment for sustainable and resilient enterprises are identified and agreed upon in consultation with tripartite partners
* Product 1.3: Embedd3d technical assistance to the SME Development Agency on the development of a strategy and roadmap for its operationalization

Outcome 2: Improved high quality and continuous non-financial services

* Product 2.1: SMEDA has established hands-on mechanisms to sustain non-financial service provision for women and men-owned MSMEs
* Product 2.2: Sierra Leone has introduced high quality, affordable and suitable entrepreneurship training and business support services including basic in green economy for men and women entrepreneurs
* Product 2.3: MSMEs have received entrepreneurship and skills training as well as post-service delivery support to access finance, markets, sustain their services and promote the Made in Sierra Leone initiative though environmental-friendly practices

Outcome 3: Enhanced access to financial services for MSMEs

* Product 3.1: Financial services providers offer responsible and client centric financial services
* Product 3.2: Entrepreneurs make informed and effective financial decisions and know, understand and use effectively the financial services that are available to them
* Product 3.3: Coordination among financial and non-financial services providers, industry association and regulator is improved through a stringer Sierra Leone Association of Microfinance Institutions (SLAMFI)

Outcome 4: Increased employment opportunities for local enterprises and youth through EIIP

* Product 4.1: Implementing agencies improve their capacity for better contracting with national and local enterprises in employment-intensive approach
* Product 4.2: Enterprises and potential entrepreneurs improves capacity to actively participate in contracting for employment intensive public works
* Product 4.3: Decent working conditions are ensured in the public workers with enhanced awareness
* Product 4.4: Youth contractors are established and capacitated to carry out small infrastructure development and maintenance projects to improve local assets and social and economic services

**Timeframe and target groups**

The project was implemented from November 2017 to December 2019.

The direct recipient were the government (i.e. those national and local institutions working on SMEs development), employers’ and workers’ organizations, financial and non-financial service providers, women and men associations form the informal economy, and industry associations academic and other relevant organization. The ultimate beneficiaries were the women and men currently operating or intending to operate MSMEs (i.e. young women and men in the informal economy, rural and .or disaster prone areas.

**Project management**

The project has been conducted by an international programme manager and national program officer.

The project budget has been USD 1,000,000.

**4. Promotion of peace and creation of decent and productive jobs in the Central African Republic (CAF106 P&B 2018-19)**

**Objectives and outputs**

Objective 1 Communities improving their resilience through better access to employment through skills development and employability at the local level.

* Output 1.1. Access to employment information is improved
* Output 1.2. The technical capacities of institutions and members of targeted communities are strengthened

Objective 2 Labor market institutions are strengthened to support the creation of micro-enterprises and youth cooperatives,

* Output 2.1 Micro, small and medium-sized cooperative enterprises that create decent jobs and benefit from non-financial and financial support services are created
* Output 2.2: The institutional and legal framework for the establishment of the health insurance system is defined
* Output 2.3: A social dialogue pact is put in place and operational

Objective 3. The capacities of communities are strengthened to rehabilitate and build infrastructures through labor-based approaches.

* Output 3.1 Public institutions integrate labor-based approaches in the planning, implementation, and monitoring and evaluation of their investment programs
* Output 3.2. Rehabilitation of agricultural infrastructure and rural development are carried out

**Period and target groups**

The project started in October 2017 and will end in December 2020. The target groups are the constituents of the ILO (governance and employers 'and workers' organizations) and three youth cooperatives from Pk5 and Bimbo3 around Bangui (Coopérative des Artisans Fabriquant de Bricks and Pavers SARA-MBI-GA-ZO, Cooperative of Road Maintenance Building Together, and Cooperative of Building Technicians Union Makes the Strength of Bimbo3 and Pk5.

**Management arrangements**

The project has been conducted by an international program manager and national program officer.

The project budget is USD 1,000,000.

1. **Evaluation background**

As per ILO evaluation policy, the RBSA-funded projects with budget of US$ 800,000 and over are subjected to an independent final evaluations for accountability, learning, planning, and building knowledge. It should be conducted 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.

The evaluation is managed by an evaluation manager not linked with the projects or the Countries offices covering the project, and implemented by an evaluation team. The evaluation follows the same standard valid for independent evaluation of Development Cooperation projects.

This evaluation will adopt a “clustered approach” which means that the evaluation will examine a cluster of four projects located in Africa that address employment and enterprises development in context of fragility. This approach will allow a comprehensive coverage of various projects with greater opportunities for feedback on the overall strategy as well as mutual learning across project locations.

In addition, the clustered approach is likely to be more cost and time efficient compared to individual project evaluations. It will apply a scope, purpose and methodology comparable to what would be used for an individual project evaluation.

1. **Purpose of the Evaluation**

The cluster final independent evaluation has the following objectives:

* Assess the extent to which the projects have achieved the stated objectives and expected results, while identifying the supporting factors and constraints that have led to them;
* Identify unexpected positive and unexpected results of the projects
* Assess the extent to which the projects outcomes will be sustainable;
* Establish the relevance of the project design and implementation strategy in relation to the ILO, UN and the national development frameworks
* Identify lessons learned and potential good practices, especially regarding models of interventions that can be applied further;
* Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes

1. **Scope of the Evaluation**

The scope of the evaluation covers the entire project period from the start of the implementation to its end and all project objectives and results focusing not only in what has been achieved bit how and why.

The evaluation should be carried out in adherence with the relevant parts of the ILO Evaluation Framework and Strategy; ILO Policy Guidelines for Evaluation: Principles, Rationale, Planning and Managing for Evaluations and UNEG Principles. For all practical purposes, this ToR and ILO Evaluation policies and guidelines define the overall scope of this evaluation. 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.

The evaluation will integrate gender equality and non-discrimination as a crosscutting concern throughout its deliverables and process, with special attention to women workers. It should be addressed in line with EVAL guidance note n° 4 and Guidance Note n° 7 to ensure stakeholder participation. Furthermore, it should pay attention to issues related to social dialogue, international labour standards and fair environmental transition. Moreover, the impact of the COVID19 in the completion of the project will be taken into account.

1. **Clients**

The primary clients of the evaluation are the ILO constituents and ILO Country Offices and relevant DWT and HQ Departments.

1. **Evaluation criteria and questions**

The evaluation will cover the following evaluation criteria

1. Relevance, coherence and strategic fit,
2. validity of design,
3. projects effectiveness,
4. efficiency,
5. impact orientation and sustainability as defined in ILO policy guidelines for results-based evaluation.

Analysis of gender-related concerns will be based on the ILO Guidelines on Considering Gender in Monitoring and Evaluation of Projects (September, 2007). The evaluation will be conducted following UN evaluation standards and norms and the *Glossary of key terms in evaluation and results-based management* developed by the OECD’s Development Assistance Committee (DAC).

In line with the results-based approach applied by the ILO, the evaluation will focus on identifying and analysing results through addressing key questions related to the evaluation criteria and the achievement of the outcomes/ objectives of the project using the indicators in the logical framework of the project.

The evaluation should address the questions bellow. Other aspects can be added as identified by the evaluator in accordance with the given purpose and in consultation with the evaluation manager. Any fundamental changes to the evaluation criteria and questions should be agreed between the evaluation manager and the evaluator, and reflected in the inception report.

**Key Evaluation Questions**

The evaluator shall examine the following key issues:

1. Relevance, coherence and strategic fit,

* Are the projects relevant to the achievements of the government`s strategy, policy and plan, the DWCPs as well as other relevant regional and global commitments such as the UNDAF, SDGs targets and ILOs strategic Objectives (Programme & Budget 2018-19 and 2020-21 as applicable)?
* Are the projects relevant to the felt needs of the beneficiaries?
* How well the projects complement and fit with other ongoing ILO programmes and projects in the country.
* What links are established so far with other activities of the UN or non-UN international development aid organizations at local level and/ or Government partners?

1. Validity of design

* Do the projects have a clear theory of change that outlines the causality?
* Have the projects design clearly defined achievable outcomes and outputs?
* Have the projects planning included a useful monitoring and evaluation framework including outcomes indicators with baselines and targets?
* Did the projects design include an exit strategy and a strategy for sustainability?
* Were the implementation approaches valid and realistic? Have the projects adequately taken into account the risks of blockage?
* Have the projects addressed gender and disability inclusion, and of other vulnerable groups, related issues in the project document?
* Have the projects integrate the International labour standards application?
* Were the ILO tripartite constituents involved in the design and implementation of the projects, including working through social dialogue?

1. Project effectiveness

* To what extent have the projects achieved their results at outcome and output levels, with particular attention to the project objectives?
* What, if any, unintended results of the projects have been identified or perceived?
* What have been the main contributing and challenging factors towards projects’ success in attaining their targets?
* Did the projects effectively use opportunities to promote gender equality and disability and other vulnerable groups’ inclusion within the project’s result areas?
* To what extend is the COVID-19 Pandemic have influenced projects results and effectiveness and how the projects have addressed this influence?
* Do the (adapted) intervention models used in the projects suggest an intervention model for similar crisis response?

1. Efficiency of resource use

* How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to provide the necessary support and to achieve the broader projects objectives?
* To what extent have the disbursements and projects expenditures been in line with expected budgetary plans? Why?

1. Effectiveness of management arrangements

* Have the management and governance arrangement of the projects facilitated project results? Was there a clear understanding of roles and responsibilities by all parties involved into implementation and monitoring?
* Have the monitoring & evaluation strategies been in place relevant, including collecting and using data disaggregated by sex (and by other relevant characteristics, such as people with disabilities and other disadvantaged groups the project might have identified)?
* Have the projects created good relationship and cooperation with relevant national, regional and local level government authorities and other relevant stakeholders to implement the project?
* Have the projects received adequate administrative, technical and - if needed - policy support from the ILO office and specialists in the field (Country Offices, Decent Work Teams, Regional Office and HQ)?

1. Orientation to impact and sustainability

* To what extent there is evidence of positive changes in the life of the ultimate project beneficiaries?
* What concrete steps were or should have been taken to ensure sustainability?
* Identify and discuss gaps in the sustainability strategy and how the stakeholders, including other ILO projects support, could address these, taking into consideration potential changes in the country due to the COVID 19 pandemic

1. **Methodology**

The evaluation should be carried out in adherence with the relevant parts of the ILO Evaluation Framework and Strategy; ILO Policy Guidelines for Evaluation: Principles, Rationale, Planning and Managing for Evaluations and UNEG Principles.

In particular, this evaluation will follow the ILO policy guidelines for results-based evaluation; and the ILO EVAL Policy Guidelines Checklist 3 “Preparing the inception report”; Checklist 4 “Validating methodologies”; Checklist 5 “Preparing the evaluation report” and Checklist “6 Rating the quality of evaluation report”.

Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to all stakeholders on how they can address them, indicating in each one to whom is directed, Priority, Resources required and timeframe (long, medium or short).

Due to the onset of the COVID-19 pandemic and its impact on the world of work, this evaluation will be conducted in the context of criteria and approaches outlined in the ILO internal guide: Implications of COVID-19 on evaluations in the ILO: An internal Guide on adapting to the situation (version March 25, 2020 [here](https://www.ilo.org/eval/WCMS_744068/lang--en/index.htm))

A team leader consultant will conduct the evaluation virtually (home-based) with support of national consultants for fieldwork in Comoros, Sierra Leone and CAR. For Somalia he will conduct the full data collection virtually.

The evaluation will be carried out through a desk review and field visits to the project sites in Comoros, Sierra Leone and CAR. Interviews and consultations will take place with implementing partners, beneficiaries, the ILO and other key stakeholders.

The draft evaluation report will be shared with all relevant stakeholders and a request for comments will be asked for 10 working days. The evaluator will seek to apply a variety of evaluation techniques – desk review, meetings with stakeholders, focus group discussions, and observation during the field visits and virtually as applicable. Triangulation of sources and techniques should be central.

**Desk review**

The Desk review will include the following information sources:

* Projects document
* Work plans
* Progress reports
* Project budget and related financial reports
* Reports from various activities (including trainings, workshops, task force meetings, video conferences etc.)
* Others as required

All documents will be made available by the Evaluation manager in coordination with Country Offices, in a drop-box (or similar) at the start of the evaluation.

In addition, the evaluation team will conduct initial interviews with the COs officers involved closely with the projects. The objective of the consultation is to reach a common understanding regarding expectations and available data sources.

The Inception report will cover status of logistical arrangements, project background and materials, key evaluation questions and evaluation indicators, evaluation matrix, detailed work plan, list of stakeholders to be interviewed, outline of the stakeholders’ workshop and of the final report, and all data collection tools following EVAL Checklist 3 (see Annex 1). The Inception report that will operationalize the ToRs and should be approved by the evaluation manager before moving to data collection at field level.

The Evaluation team leader will receive a list of key stakeholders by project bythe EM. If the Evaluator requires contacting other stakeholders, beyond the list, this can be discussed during the preparation of the Inception report.

The desk review phase will produce the Inception report that will operationalize the ToRs and should be approved by the evaluation manager.

**Data collection/field work**

The current COVID-19 pandemic restricts mobility for country and field visits to international consultants. In line with these restrictions, the evaluation data collection methodology will combine remote/virtual (evaluation team leader) and field work data collection (evaluation team member for CAR, Comoros and Sierra Leone). This will require enhanced engagement and collaboration with the project team in terms of organizing the contact with stakeholders.

The Evaluators will undertake group and/or individual discussions. The Country offices will provide all their support in organizing these virtual and 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 evaluator is encouraged to propose alternative mechanism or techniques for the data collection phase. These will be discussed with the project and the evaluation manager at the Inception phase. Any alternative should be reflected in the Inception report.

**Interviews with ILO Staff**

A first meeting will be held with the ILO CO Director and the Program unit officer.. The evaluator will also interview project staff of other ILO related projects, and ILO staff responsible for financial, administrative and technical backstopping of the project. An indicative list of persons to be interviewed will be prepared by the NPO in consultation with the Evaluation Manager.

**Interviews with Key Stakeholders the project sites**

The evaluator will meet relevant stakeholders including, project beneficiaries and regional and local level government officials and experts to examine the delivery of outcomes and outputs at local level. List of beneficiaries will be provided by the project for selection of appropriate sample respondents by the evaluators. The evaluator will select the field visit locations, based on criteria defined by her/him. The criteria and locations of data collection should be reflected in the inception report mentioned above.

At the end of the data collection, the evaluators will organize, with logistic support from the project, a stakeholders’ virtual workshop to present the preliminary findings of the evaluation to key stakeholders

**Report Writing Phase**

Based on the inputs from discussions and interviews with key stakeholders, the evaluation team leader with inputs for the national consultants will draft the evaluation report. The draft report will be sent to the Evaluation Manager for a methodological review, and then to be shared with key stakeholders for their inputs/comments.

The Evaluation Manager will consolidate all comments including methodological comments and will then share them with the Evaluator for consideration in finalizing the report.

The Evaluator will finalize the report, taking into consideration the stakeholder comments and submit the final version for approval of EVAL.

One evaluation report integrating analysis form the four projects is expected. This means that specificities by project should be considered only to provide enough arguments for the analysis. An annex will present a tale by project to produce a summary of what the project have been achieved and way (brief discussion by objective in each project)

1. **Deliverables**

Then deliverables will be in English, with an Executive summary of the evaluation in French (draft and final version)

1. Inception report (with detailed work plan and data collection instruments following EVAL Checklist 3 – see annex)
2. A concise draft and final Evaluation Reports (maximum 30-40 pages plus annexes and following EVAL Checklists 5 and 6 -see Annex) as per the following proposed structure:

* Cover page with key project and evaluation data (using ILO EVAL template)
* Executive Summary
* Acronyms
* Description of the project
* Purpose, scope and clients of the evaluation
* Methodology and limitations
* Clearly identified findings for each criterion (looking at the four projects in an integrated manner)
* Conclusions
* Recommendations
* Lessons learned and good practices (briefly in the main report and a detailed in ILO EVAL template, annexed to the report)
* Annexes:
* TOR
* Evaluation questions matrix
* Data Table on Project Progress in achieving its targets by indicators with comments
* Evaluation schedule
* Documents reviewed
* List of people interviewed
* Lessons learned and good practices (using ILO-EVAL template
* Any other relevant documents

1. Evaluation Summary using the ILO template.

All draft and final outputs, including supporting documents, analytical reports and raw data should be provided to the evaluation manager in electronic version compatible with Word for Windows.

. **Management arrangements, work plan & time frame**

**Evaluation Manager**

The evaluator will report to the evaluation manager, Ricardo Furman (furman@ilo.org) and should discuss any technical and methodological matters with the evaluation manager should issues arise. The evaluation will be carried out with full logistical support of the project staff, with the administrative support of the ILO Offices in Abuja, Addis, Antananarivo, and Kinshasa.

**Work plan & Time Frame**

The total duration of the evaluation process is estimated to 44 working days for the team leader and 14 for the team members.

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| **N.** | **Activity** | **Responsible** | **Team leader**  **No days** | **Team member[[1]](#footnote-1)**  **No days** | **Dates** |
| **1** | Prepare a detailed Evaluation Budget and Draft the TOR   1. EM develops 2. COs provides feedback   EM finalizes | Evaluation manager (EM) | 0 | 0 | October 2020 |
| **2** | List of stakeholders (ILO all levels, national and donor) to share the TORs draft for comments (name, position , institution, and email) | Country Offices (CO) | 0 | 0 | October 2020 |
| **3** | Share the TORS with stakeholders for comments | EM | 0 | 0 | Oct-Nov 2020 |
| **4** | Integrate comments from constituents and final TORs | EM | 0 | 0 | Oct-Nov 2020 |
| **5** | Publish Call for expression of interest of evaluators | EM | 0 | 0 | Oct-Nov 2020 |
| **6** | Selection of team leader (int or national) and team members( national) | EM | 0 | 0 | Nov. 2020 |
| **7** | Contract of team leader and national evaluator: IRIS and contract signature | EM and Country Offices | 0 | 0 | Nov. 2020 |
| **8** | Launch the Evaluation and Briefing to the team leader | CTA/Project | 0.5 | 0 | Nov. 2020 |
| **9** | Desk-review phase and Inception report approval | EM | 12.5 | 2 | Dec. 2020-Jan 2021 |
| **10** | Data collection and field visits | Evaluator with project support | 22 | 10 | Jan-Feb 2021 |
| **11** | Draft report development | Evaluator with project sup. | 7 | 1.5 | Feb 2021 |
| **12** | Methodological review of the draft before circulation | Evaluator | 0 | 0 | Feb-March 2021 |
| **13** | Circulate the draft report to project team and stakeholders | EM | 0 | 0 | March 2021 |
| **14** | Consolidate comments from stakeholders and share with the Evaluator | EM | 0 | 0 | March 2021 |
| **15** | Incorporate comments from project team and stakeholders | EM | 0 | 0 | March 2021 |
| **16** | Review by EVAL and approval | Evaluator | 2 | 0.5 | March 2021 |
| **17** | EVAL send to ROAF-RPU for dissemination and Management response | EM and EVAL | 0 | 0 | March 2021 |
|  | Total number of days for evaluators |  | 44 | 14 |  |

1. **Evaluation team**

**Evaluation team responsibilities**

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| **Evaluation team leader responsibilities** |
| 1. Briefing with ILO/ Evaluation Manager 2. Desk review of programme documents 3. Preliminary interviews with the CO Director and projects officers 4. Development of the Inception report including the evaluation instrument 5. Undertake interviews with stakeholders (skype, telephone, or similar means) 6. Draft evaluation report 7. Finalise evaluation report |

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| **Evaluation team members ( xxx) responsibilities** |
| 1. Support the desk review of programme documents 2. Undertake interviews with stakeholders (skype, telephone, or similar means) 3. Field visits 4. Provide inputs in the draft and final evaluation report |

**Profile of Evaluation team**

The Evaluator team should have the following qualifications:

Team leader

* Advanced university degree in social sciences or related graduate qualifications;
* A minimum of 7 years of professional experience in evaluating social development projects initiatives; including role of sole evaluator or team leader, experience in the area of migration will be an added advantage;
* Knowledge of the projects thematic areas and countries will be an advantage
* Proven experience with logical framework approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing;
* Fluency in written and spoken English and French required.
* Knowledge and experience of the UN System of ILO’s roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable;
* Excellent consultative, communication and interview skills;
* Demonstrated ability to deliver quality results within strict deadlines.
* Not have been involved in the projects.

**Team member (national consultant for Central Africa Republic, Comoros and Sierra Leone)**

* University degree in social sciences or related graduate qualifications;
* A minimum of 5 years of professional experience in evaluating social development projects initiatives or related social research as team member (i.e. data collection and analysis), on the areas of the project to be evaluated will be an added advantage;
* Proven experience with logical framework approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing;
* Fluency in written and spoken English or French required. Knowledge of local languages will be an asset
* Knowledge and experience of the UN System of ILO’s roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable;
* Understanding of the development context of the Project Country is an advantage;
* Excellent communication and interview skills;
* Demonstrated ability to deliver quality results within strict deadlines.
* Not have been involved in the project.
* Based in the country capital (Bangui, Moroni or Freetown)

**Management Arrangements**

The evaluator will report to the evaluation manager (Ricardo Furman furman”ilo.org) and should discuss any technical and methodological matters with the evaluation manager, should issues arise.

For this evaluation, the final report and submission procedure will be as follows:

1. The Evaluation Consultant will submit a draft evaluation report to the Evaluation Manager
2. After reviewing compliance with the TORs and accuracy, the Evaluation Manager will forward to all key stakeholders, including the project and the donor, for comment and factual check;
3. The Evaluation Manager will consolidate the comments and send these to the Evaluation Consultant;
4. The Evaluation Consultant will finalize the report, incorporating any comments deemed appropriate and providing a brief note explaining why any comments might not have been incorporated. He/she will submit the final report to the Evaluation Manager;
5. The Evaluation Manager will forward the report to the Regional evaluation officer and then shared, for last review and approval, with EVAL. Feedback from EVAL on corrections is required before approval could take place.
6. Once approved, EVAL publishes the report in i-eval Discovery and informs PARDEV and/or the ILO responsible official for the submission of the approved report to the key stakeholders, including the donor.

**Resources**

The following resources are required:

1. Consultant fees for team leader 44 and team members in Comoros, Central African Republic and Sierra Leone 14 working days
2. Field visit support including DSA for national consultants according with ILO travel policies
3. Communication costs

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

1. Code of conduct form (To be signed by the evaluator)

<http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm>

2. Checklist No. 3 Writing the inception report <http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm>

3. Checklist 5 Preparing the evaluation report

<http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm>

4. Checklist 6 Rating the quality of evaluation report

<http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm>

5. Template for lessons learned and Emerging Good Practices

<http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm>

<http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm>

6. Guidance note 7 Stakeholders participation in the ILO evaluation

<http://www.ilo.org/eval/Evaluationguidance/WCMS_165982/lang--en/index.htm>

7. Guidance note 4 Integrating gender equality in M&E of projects

<http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm>

8. Template for evaluation title page

<http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm>

9. Template for evaluation summary: <http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>

1. For CAR, Comoros and Sierra Leone [↑](#footnote-ref-1)