



Terms of reference of the final independent evaluation of the AFD and EU project "Support for the dynamisation of local economic development in disadvantaged areas- PECOBAT

Project Title	Support for boosting local economic development in less-favoured areas
ILO DC / Symbol	MRT/18/01/FRA and MRT/16/01/EUR
Country	Mauritania
ILO Administrative Office	ILO Country Office for Algeria, Libya, Mauritania, Morocco and Tunisia.
Assisting ILO units/offices	DEVINVEST, SKILLS, EMPLAB
External partners	Ministry of Employment and Vocational Training, public and private training structures, decentralised local authorities, individual and collective enterprises,
Project start and completion date	September 2016 – January 2023
Donor and project budget	European Union (EU): USD 3,665,795 (for interventions in Brakna, Guidimakha, and Gorgol) Agence Française de Développement (AFD): USD 4,006,932 (for interventions in Guidimakha, Gorgol, and Assaba)
Type of evaluation	Independent final evaluation,
Date of evaluation	September- December 2022

Evaluation Manager

DESSERO Pacome

Acronyms

ADE	Business Academy
AFD	French Development Agency
ANAPEJ	National Agency for Youth Employment
TECHGHIL	National Employment Agency abbreviated "TECHGHIL Agency"
BIT	International Labour Office
CONSTRUCTION	Building and Public Works
BTC	Compacted Earth Bricks
BMI	Mauritanian Office for Integration
CC	Certificate of Competence (national diploma)
DAO	Technical Offer File
DEL	Local Economic Development
DGFTP	Directorate-General for Technical and Vocational Training
ESP	École Supérieure Polytechnique
ER	Maintenance Routier
EETFP	School of Technical Education and Vocational Training (former CFPP)
GIE	Economic Interest Grouping
HIMO	High Labor Intensity
INAP- FTP	National Institute for the Promotion of Technical and Vocational Training
MHUAT	Ministry of Housing, Urban planning and regional planning
MFPTEMA	Ministry of Public Education, Renovation, Employment and Liberalization of Agriculture
MPEME	Micro and Medium Enterprises

ILO	International Labour Organization
PPTD	Decent Work Country Programme
TC	Terracotta
EU	European Union

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1 Context of the project.

In the Sahel and Lake Chad region, the problems of deep poverty, lack of stability, fragile economy and low resilience remain considerable. This situation is exacerbated by climate change, in a region where more than 80% of the population lives mainly from agriculture and livestock. Irregular migration and associated criminal activities, such as trafficking in human beings, smuggling of migrants, corruption, smuggling and transnational organized crime, are on the rise, especially where there is an insufficient presence of law enforcement and public administration. These security challenges are increasingly linked to terrorist groups and trafficking of all kinds.

The region also faces growing challenges related to population pressure, institutional and governance weaknesses, inadequate social and economic infrastructure, environmental constraints and poor resilience to food and nutrition crises. All of these factors are the root causes of forced displacement and push people to flee conflict, seek refuge from persecution and physical danger, or seek new economic opportunities to build a better life. As a result, migratory pressure is increasing, with serious consequences for both the countries of the region and the EU.

The International Labour Office (ILO) has been engaged since 2011 in a sub-regional initiative for the identification and promotion of the creation of green jobs, "jobs that reduce the environmental impact of companies and economic sectors to sustainable levels in the long term by helping to reduce the need for energy and raw materials, avoid greenhouse gas emissions,

minimize waste and pollution and restore ecosystem services such as drinking water, flood protection or biodiversity" (ILO, 2011).

In this context, PECOBAT links the will of the European Union (EU) and the French Development Agency (AFD) with the technical expertise of the International Labour Office in the field of employment.

The project also contributes to the Country Programme for the Promotion of Decent Work (PPTD) 2012-2018 signed between the International Labour Office and the Islamic Republic of Mauritania, in particular under priority axis 1 (*Promoting decent jobs for young men and women, in urban and rural areas*).

Given the nature of the interventions and the strategy adopted for the valorization of the workforce and for the strengthening of the private sector, the project is inserted, more specifically, in the Country Programme Outcome (CPO) for Mauritania MRT105 "Job opportunities for young men and women are created on the basis of decentralized infrastructure works".

The institutional anchoring of the project within the vocational training system aims to promote and integrate strategies and approaches that sustainably improve working conditions.

2 Description of the PECOBAT AFD-EU project.

The overall objective of the PECOBAT Project (AFD-EU) in disadvantaged areas is to support the dynamism of local economic development in disadvantaged areas from three pillars: (i) vocational training and the integration into the labour market of unemployed young women and men, especially those with few qualifications, through the creation and consolidation of decent employment in disadvantaged areas (ii) the creation of infrastructures likely to have a rapid impact on the dynamisation of the region in economic and social terms, (iii) the implementation of activities aimed at boosting local socio-economic development, based on support for entrepreneurship and business creation, strengthening local services for businesses, improving access to micro-finance for young people, inter alia. The area of intervention of the project is made up of the Wilayas of Brakna (EU), Assaba (AFD), Gorgol and Guidimakha (AFD, EU).

More specifically, the project followed the intervention logic of the previous projects (PECOBAT and Chantier École routier financed by the European Union) with the same methodological approach (schools-construction site and the High Intensity of Manpower (HIMO)). Nevertheless, the added value of this proposal is to take into account the triggers of the local economic development process such as job creation, infrastructure construction, the dynamism of local businesses or the strengthening of entrepreneurship. The project aims at the organization, participation and involvement of the public, private and civil society sectors around the formulation and implementation of local development interventions that will be based on the analysis of new economic opportunities to be exploited, as well as on the strengthening of local businesses and the promotion of entrepreneurship, among others.

The project will dedicate efforts to technical training at High Intensity of Manpower and through the Construction Schools. Moreover, the project will identify sectors of activity with great potential for job creation and facilitating the integration of low-skilled or out-of-school young people into the labour market, in collaboration with public authorities, the private sector and civil society.

Specific objective: To improve the employability of young people through dual vocational training and the creation of decent jobs.

It is structured around three components integrating all financing (AFD and EU)

- **Component 1:** Vocational training and skills development of young people.
- **Component 2:** Local economic development via a territorial approach to the construction of public infrastructure in local materials.
- **Component 3:** Creation of decent jobs through support towards employment, entrepreneurship and the structuring of very small enterprises.

Expected results of the project

RResult 1. The quality of the local workforce is improved through training with a high practical component from the exploitation of local resources through the "school site" modality.

RResult 2. Infrastructure that maximises the use of local materials and has an impact on local development is built, appropriated and operated in an organised manner.

RResult 3. The employability of young people, in the sectors favoured by the project, has improved through the mechanisms put in place: mechanisms for professional integration, the promotion of entrepreneurship and the strengthening of the private sector.

The area of intervention of the project is made up of the Wilayas of Brakna (EU funds), Assaba (AFD funds), Gorgol and Guidimakha (AFD and EU funds), as well as the city of Nouakchott with regard in particular to institutional support.

Project management. The project is managed by a Technical Monitoring Committee (CTS), chaired by the Directorate of Vocational Technical Training (DFTP).

The management system is carried out on the basis of an ILO management unit which is structured as follows:

- A National Project Coordinator,
- An architect technical manager,
- A Monitoring and Evaluation Manager,
- A Technical Specialist in training HIMO method, School Site and Eco-construction,
- Two Socio-Economic Technical Specialists,

- Two administrative and financial aspects,
- Two Drivers.

Main results reported by the project until 31 March 2022

Result 1: The quality of the local workforce is improved through training with a high practical component from the exploitation of local resources through the "school site" modality.

566 trained young people between the ages of 16 and 35 from the region, targeted by the project, attended a vocational training and training course for entrepreneurship, business management with a high practical component in the regions of Assaba, Brakna, Gorgol and Guidimakha.

70% of these young people have benefited from financial inclusion training with the opening of bank accounts.

Result 2 : Infrastructure that maximizes the use of local materials and has an impact on local development is built, appropriated and operated in an organized manner.

10 plots of land were made available to the project for the implementation of infrastructure by the town halls and/or other authorities concerned at the end of the project. In addition, a rural track of nearly 10 km.

Already 8 infrastructures are built by the participants of the school sites as of March 31, 2022.

Result 3: The employability of young people, in the sectors favoured by the project, has improved through the mechanisms put in place: mechanisms for professional integration, the promotion of entrepreneurship and the strengthening of the private sector.

At least 181 of the 566 participants are employed by the various integration measures of the project including economic allowances in the construction sector and in other trades related to Local Development and business creation.

3 Evaluation Framework

This evaluation is conducted in accordance with the ILO's evaluation policy. Indeed, any project with a budget of more than US\$ 5 million is subject to a mid-term evaluation and a final evaluation, one of which must both be independent. An independent mid-term evaluation of the project was carried out in December 2020 by AFD (donor).

This final evaluation will also be independent and managed by a manager (ILO official unrelated to the project) designated by EVAL. The Senior Monitoring and Evaluation Officer of the ILO Regional Office for Africa will provide technical support to the process.

Evaluation at the ILO aims at accountability, learning, planning and knowledge acquisition. It should be conducted in the context of the criteria and approaches to international development assistance, defined by the OECD/DAC Evaluation Quality Standard and the UNEG Code of Conduct for Evaluation in the United Nations System.

In particular, this evaluation will follow the ILO guidelines on results-based evaluation; and Checklist 3 of the Guidelines for the Development of EVAL Guidelines, entitled "Preparation of the initial report"; Checklist 4 "Validation Methodologies"; and Checklist 5 "Preparation of the Evaluation Report".

4 Evaluation Objectives

The objective of this independent final evaluation is to make an overall assessment of the entire project design and implementation process while examining its relevance, coherence, performance, efficiency, impact and sustainability. It will have to analyze certain points and answer certain questions, including:

- a) Examine the project's contributions to the national development framework, the Sustainable Development Goals (SDGs), the UNSDCF to the objectives of the ILO and donors and particularly to the needs of the final beneficiaries,
- b) Evaluate the results obtained from the project, identifying the factors that affected the implementation of the project (positively and negatively);
- c) Analyze project implementation strategies with respect to their effectiveness that contributed to the achievement of project outcomes, including unintended outcomes;
- d) Review the institutional structure, project implementation capacity, coordination mechanisms, use and usefulness of management tools, including project monitoring tools and work plans and its synergy with other projects and programmes;
- e) Review sustainability strategies;
- f) Examine the potential impact of the project;
- g) Review the implementation of the recommendations of the mid-term evaluation;
- h) Identify potential lessons and good practices for key stakeholders;
- i) Provide strategic recommendations to different stakeholders to improve the implementation and achievement of the objectives of future projects.

5 Scope of the evaluation

This final independent evaluation will cover the entire project implementation period, assessing all results achieved since the beginning of the project. The geographical scope will cover the 5 regions where the project carried out its direct interventions. It will take into account all the basic data, the data of the mid-term evaluation and those produced during the implementation of the project in order to show the situation before and after the project.

6 Evaluation Clients

The main client of this evaluation is the Government of Mauritania, employers' and workers' organizations, and donors: the European Union and the French Agency for Development. Apart from this, the Algiers Country Office of the International Labour Organization (OIT) and its implementing partners are the main clients of the evaluation.

ILO offices and staff involved in the project (project staff, ILO departments at headquarters, the Department of Technical Support and the Regional Office for Africa (ROAF) will use the content of the report.

7 Criteria and evaluative questions

7.1 Evaluation Criteria

This final independent evaluation will base its analysis on the evaluation criteria applied in the United Nations system: strategic relevance, coherence, design validity, effectiveness, efficiency, impact orientation and sustainability as defined in the ILO policy guidelines for Evaluation, principles, rationale, planning and managing for evaluations 4th edition¹.

The evaluation will integrate gender equality and non-discrimination as a cross-cutting concern in all its outputs and outcomes. This issue should be addressed in accordance with EVAL's Guidance Note #4 and Guidance Note #7 in order to ensure stakeholder participation. In addition, it should pay attention to issues related to social dialogue, tripartism and international labour standards and just transition in the context of climate change.

The evaluation will be carried out in accordance with the United Nations Evaluation Standards and the glossary of key terms relating to evaluation and results-based management developed by the OECD's Development Assistance Committee (DAC). In line with the ILO's results-based approach, the evaluation will focus on the identification and analysis of results by addressing key issues related to evaluation concerns and the achievement of the immediate results/objectives of the project using the logical framework indicators as a reference but not limited to this.²

7.2 Key evaluation questions

The evaluator should consider the following evaluative questions, which could be reviewed in the start-up phase and updated with the approval of the evaluation manager:

7.2.1 Strategic relevance and coherence of the project

- How does the project align with the priorities of the Government of Mauritania in terms of employability, the standards of the ILO, the SDGs, the UNSDCF, other development frameworks of the project implementation regions, partner institutions, donor objectives and target groups?
- Were national institutions, populations and target groups involved in the design, implementation, monitoring and evaluation of the project?

¹ https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_168289.pdf

² ST/SGB/2000 Regulation and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation

- Are the objectives, outputs and activities consistent with, or complementary to, other projects of regional institutions, other ILO programmes or projects or other development partners? Did they take ownership of the concepts and understand the project's approach? How does the project complement the strategies and programmes of other partners?

7.2.2 Design validity

- Did the project formulate a comprehensive and realistic theory of change in relation to the situation on the ground? Is there really a causal relationship between the outputs/outputs and the expected results, and between these results and the development objectives expected by the project?
- Have performance indicators been clearly defined with reference levels and targets for results ?
- How were gender issues and non-discrimination, international labour standards, social dialogue, environmental sustainability addressed in the project?
- Did the project design take into account all the risks and assumptions that could affect the success of the project? If not, what are the unidentified risks that could have an effect on the achievement of project results?

7.2.3 Project performance and efficiency

- To what extent have the objectives of the project been achieved?
- Were the quantity and quality of the products produced satisfactory? Did the benefits benefit equally to the young men and women targeted by the project?
- In which geographical regions have the project interventions performed well and were successful or not? What factors contributed to success or were constraints and why? What adaptations have been made to ensure the achievement of results, if any?
- What obstacles did the project encounter during implementation?
- Does the project have adequate arrangements in place to monitor and measure progress towards the achievement of results?
- Does the project have a mechanism in place to anticipate obstacles and make the necessary corrections/adjustments according to its priorities?
- To what extent has the COVID-19 pandemic influenced the results and effectiveness of the project and how has the project addressed this influence to adapt to the changes?
- Do the (adapted) intervention models used in the project suggest an intervention model for a similar crisis response?

7.2.4 Efficiency in the use of resources

- Were the resources (financial, human, temporal, technical, material, etc.) sufficient and strategically allocated to achieve the expected results?

- Have resources been used efficiently and optimally? Have the activities that support the strategy been profitable? In general, do the results obtained justify the costs? Could the same results have been achieved with fewer resources?

7.2.5 Efficiency in project management

- Did the project's managerial structure facilitate good results and the effectiveness of outputs, including the existence of a functional monitoring and evaluation system?
- Have the relevant ILO services in Abidjan (Regional Office) and the ILO office in Algiers, and the office in Geneva (ILO Headquarters) ensured adequate backstopping for the technical, programmatic, administrative and financial management of the project?
- Has the project made strategic use of coordination and collaboration with other ILO projects and other UN agencies and donors in the country to increase its effectiveness and impact?

7.2.6 Focus on impact and sustainability of the project

- What real change, planned or unforeseen, wanted or unintended does the project have induced? What is the sustainability potential of the project's achievements?
- How many institutions benefit from the implementation of the project and are likely to ensure continuity? Are they the key institutions?
- Have the capacities of the implementing partners been sufficiently strengthened to ensure the sustainability of the outputs beyond the project implementation period? How effective and realistic is the project's exit strategy?
- Are the results and achievements of the project likely to be sustainable?
- To what extent can the project approach be replicated and/or scale-up?
- How has the project's sustainability approach been affected by the Covid19 situation in the context of national responses and how has the project and stakeholders reacted to advance ownership of project results?

7.2.7 Gender and non-discrimination

- To what extent has the project integrated gender and diversity needs and priorities into its actions? What is the level of involvement of women and other vulnerable groups (such as people with disabilities and young people) in the design, implementation, monitoring and evaluation of the project?
- Have the benefits of the project benefited men and women equally, been able to meet the specific needs of women and other vulnerable groups, improved their status? In what way?
- Have the partners been sensitized and trained on gender issues and do the tools developed by the project integrate gender issues?

7.2.8 Cross-cutting themes

Did the project take into account, in its design and implementation, tripartism, social dialogue and international labour standards? Does it actually contribute to action against climate change?

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8 Evaluation Methodology

The methodology will combine quantitative and qualitative approaches, however the final choice of the different data collection methods for this evaluation remains the responsibility of the evaluator in coordination and with the approval of the evaluation manager.

Due to the COVID-19 pandemic and its impact on the world of work, this evaluation will be conducted in the context of the criteria and approaches described in the ILO's internal guide: Implications of COVID-19 on evaluations within the ILO: Internal guide on adapting to the situation.³

If, at the time of the start of the evaluation, the situation of the COVID-19 pandemic has changed in Mauritania, adjustments to this methodology may be discussed between the evaluation manager and the lead evaluator. The evaluation will be conducted by a team of two consultants including a team leader, of international posture and a national consultant who will work under the responsibility of the Team Leader.

The methodological approach will take into account the following five points:

8.1 Methodological briefing:

At the start of the mission , preparatory meeting sessions involving the first evaluation manager and the consulting team to show the ILO's methodology and evaluation procedures and explain the terms of the contract. A second meeting will be held with the ILO Country Office and the project team to provide the consultant with key information on the life of the project, project documents and plan the data collection phase. A third with donors to discuss their expectations on this evaluation.

8.2 Literature review

The document review will analyse all existing documents on the project, which are: project background documents, progress reports and outputs, press clippings, the DWCP, the corresponding programmes and budgets and any other relevant project documents. The literature review will suggest a number of initial findings that may in turn lead to other evaluation questions or to a review of existing ones. This will help to develop the start-up report which includes the assessment tools that should be finalised in consultation with the evaluation manager.

³https://www.ilo.org/eval/WCMS_744068/lang--en/index.htm 6

8.3 Interviews with ILO staff

The Consultant team will conduct interviews with project staff. He/She will also interview key staff from other ILO projects and ILO staff responsible for financial, administrative and technical backstopping support (ILO Office in Ager, ILO Regional Office for Africa, based in Abidjan and ILO Headquarters in Geneva). An indicative list of interviewees will be provided by the Project Management Team (SRC) after consultation with the evaluation manager.

8.4 Key stakeholder interviews and field visits

The team of consultants will conduct face-to-face interviews, preferably through group and/or individual interviews with stakeholders, including donors and ILO constituents (representatives of workers, employers and the Government). National institutions involved in the implementation of the project, development partners operating in the employment sector (United Nations agencies and technical and financial partners), project beneficiaries will participate in the various interviews

A selection of the areas to be visited will be made in the start-up phase, taking into account criteria relating more or less to success cases to better understand the results obtained.

8.5 The preparation/execution of the restitution workshop for stakeholders and the preparation of the preliminary and final reports of the evaluation.

A stakeholder workshop will be organized to validate results and fill data gaps with key stakeholders, ILO staff and partners. The workshop will be organized by the project under the technical responsibility of a Team Leader consultant. The workshop could take place in an area of interest in Nouakchott. The final decision will be made during the start-up phase of the evaluation.

At the end of the data collection process, the lead evaluator will prepare the draft report (see below for details). The project will be subject to methodological review by the evaluation manager and, after the necessary adjustments, will be disseminated to key stakeholders for their comments. The evaluation manager will then consolidate the comments and forward them to the lead reviewer for finalization taking into account the comments or explaining why they are not considering them, if any.

9 Expected deliverables

- a) A start-up report of the mission: written according to the "**Checklist No. 3 Writing the inception report**" specifying the scope of the evaluation and the evaluation questions, the indicative list of persons to be interviewed, describing in detail the methodology that will be used to answer the evaluation questions including the evaluation tools, detailing the work plan.

- b) **A preliminary evaluation report:** (maximum 30 pages plus annexes) concise according to the structure proposed in the ILO evaluation guidelines and answering the various questions and analysis details cited below
- Cover page with key project and evaluation data
 - Acronyms
 - Executive Summary
 - Project Description
 - Purpose, scope and clients of the evaluation;
 - Methodology used and its constraints and limitations;
 - Clearly identified results for each evaluation criterion (answers the evaluation questions in an integrated way and not in a separate way)
 - Conclusions;
 - Recommendations (between 8 and 12 relevant recommendations; specify the recipients of the recommendations, the level of priority (low, medium, high), the temporal implication (short, medium, long term), the level of resources (low, medium, high);
 - Lessons learned and good practices;
 - Annexes (including the ToR; the matrix of evaluation questions, the list of people met, the documentation consulted; the evaluation timetable, the table of results by indicators planned and obtained with short comments by each, and lessons and good practices in relation to the ILO/EVAL format; etc.);
 - A summary based on a mock-up should be annexed to the report for publication on the ILO website.

A final report of the final evaluation: according to the same structure proposed in point 2:

All reports, including appendices, will be written in French. Ownership of the evaluation data belongs to the ILO. The copyright of the evaluation report belongs exclusively to the ILO. The use of the data for publication and other presentations can only be made with the written consent of the ILO. Key stakeholders may use the evaluation report appropriately, in accordance with the original purpose and with appropriate acknowledgements.

10 Management procedures and timetable

10.1 Composition of the evaluation team

The evaluation will be led by an international posture consultant (Team Leader) assisted by a national consultant. The independent international consultant in charge of the evaluation will be responsible for the evaluation report. He/she will be a highly qualified senior evaluation specialist with extensive experience in evaluations and proven expertise, issues related to the current project area: youth employability.

10.2 The Evaluation Manager

The evaluation team will send its report to the evaluation manager, Mr. DESSERO Pacome, dessero@ilo.org and will have to discuss all technical and methodological issues with him if necessary. The evaluation will be carried out with the logistical support and full services of the project, with the administrative support of the ILO Office in Agerand Abidjan, and the technical support of the Senior M&E Officer of the ILO Regional Office for Africa

10.3 Evaluation Timeline

Phases	Tasks	Responsible person	Time	Number of days for International Evaluator	Number of days for National Evaluator
01 Preparation of ToR	Preparation of the ToR project Preparation of the budget	Evaluation Manager	June and July 2022	0	0
	Stakeholder comments on ToR	Evaluation Manager	From 18 to 29 July	0	0
	Integration of comments into the final version of the ToR	Evaluation Manager	August 1-2	0	0
02 Selection of consultants	Publication of the recruitment notice	Evaluation Manager	From 03 to 17 August	0	0
	Recruitment of consultants and establishment and signature of the contract	Evaluation Manager and Country Office	From August 18 to September 8	0	0
03	Methodological briefing with the lead evaluator	Evaluation Manager	12 of September	0.5	0.5

Briefing					
04 Start-up phase	Literature review Tool design Preliminary consultations with the ILO project team and the donor Preparation and submission of the start-up report	International Consultant	From 12 to 23 September	6.5	2.5
	Review and approval of the final version of the start-up report	Evaluation Manager	September 22-23	0	0
05 Data collection and stakeholder consultations	Consultations with stakeholders	International Consultant	From 26 September 07 October	12	12
	Workshop to present the preliminary results of the evaluation to stakeholders,		10October	1	1
06 Preliminary report	Draft evaluation report based on the literature review, consultations and restitution workshop	International Consultant	October 11-25	5	2
	Methodological revision of the report	Evaluation Manager	November 22-25	0	0

	Stakeholder comments on the draft report		November 26 to December 9		
07 Final Report	Consolidation of comments to send to the consultant	Evaluation Manager	10-11 December	0	0
	Integrating comments into the report	International Consultant	14-15 December	2	1
	Revision of the final version report and approval by EVAL	SMEO/EVAL Evaluation Manager and International Consultant	16-23 December	0	0
	Total			27	19

11 Evaluation Budget

The budget allocated to this evaluation is fully supported by the two evaluated projects and its implementation is under the control of the evaluation manager for the recruitment of consultants, field missions, the organization of workshops and consultation meetings with stakeholders.

For the international posture consultant:

- The consultancy fee for the international consultant team leader for 27 days;
- DSA costs and international travel costs (by air),
- Field travel expenses.

For the national consultant:

- Consultancy fees for the national consultant, 19 days;
- DSA fees
- Costs of moving in the field

To this are added the costs dedicated to logistics for the organization of the restitution workshop

12 Key qualifications and experience required of the evaluation team

The evaluation is carried out by a team composed of a consultant with international experience and a national consultant.

12.1 Principal Consultant/Team Leader

- Have at least a Master's degree in Social Sciences, Project Management, Monitoring and Evaluation of Projects and Programmes, Development Studies, Economics or equivalent qualifications;
- A minimum of 7 years of proven experience in the evaluation of development projects and programmes, particularly in the evaluation of international development initiatives, including projects within the SNU;
- Proven experience with logical framework, theory of change and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing
- A good understanding of the ILO's mandate and tripartism, and the UNS would be an asset
- Have proven knowledge and experience on the themes of the project (employability of young people), son-in-law and country will be assets;
- Proven experience in facilitating workshops for the restitution of evaluation results;
- Have no past or present involvement with the project, have not prospected for a job in the Project;

- Do not have personal relations with the staff involved in the implementation and management of the Project (not be a member of the family);
- Excellent command of French.

12.2 Consultant team member)

- Bac + 3 in economics, project management, monitoring and evaluation or equivalent qualifications;
- Have a minimum of 5 years of professional experience, including as a team member to evaluate international development initiatives, including projects within the SNU or other international organizations;
- Proven experience with logical framework approaches, theory of change and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), would be an asset
- Knowledge and experience on project and country themes will be assets;
- A good understanding of the ILO's mandate and tripartism;
- Have no past or present involvement with the project, have not prospected for a job in the Project;
- Do not have personal relationships with the staff involved in the implementation and management of the Project (not be a family member)
- Excellent command of French and Arabic, knowledge of local languages in the Project's areas of intervention is an asset.

Annex 1 Relevant documents and tools on the ILO's evaluation policy

1. ILO Guidelines for Policy Evaluation: Principles, Rationale, Planning and Management of Evaluations, 4thed. (2020)

http://www.ilo.ch/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm

2. Code of Conduct Form (to be signed by the evaluator)

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

3. Checklist. 3 Drafting of the initial report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm

4. Checklist 5 Preparation of the evaluation report

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

5. Checklist 6: Evaluation of the quality of the evaluation report

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

6. Model 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

7. guidance note 7 Stakeholder participation in the ILO evaluation

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

8. guidance note 4 Gender mainstreaming in project monitoring and evaluation

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

9. Template for the evaluation title page

[http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm/.](http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm/)