

Call for expressions of interest

The ILO Evaluation Department is seeking an evaluator to conduct the final evaluation of the following project in Senegal "Strengthening the capacities of ILO constituents, within the framework of social dialogue, to promote recovery measures in the care economy strongly impacted by the COVID-19 pandemic" (SEN/20/01/RBS). The evaluation is scheduled for September to November 2022.

The final assessment is estimated at 22 working days.

The deadline for submission of applications: August 26 , 2022

For more details see below the TdRs and on [this link](#)

The Evaluator should have a profile corresponding to the following criteria:

- Have at least a Master's degree in Social Sciences, Development Studies, Economics or equivalent qualifications;
- A minimum of 7 years of professional experience, particularly in the evaluation of international development initiatives, including UN Sprojects in the country or similar country
- 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
- Having proven knowledge and experience on themes of intervention and country will be assets ;(care sector, promotion of gender equality)
- A good understanding of the ILO's mandate, tripartism and the UNS would be an asset.
- Proven experience in facilitating workshops for the presentation of evaluation results;
- Excellent command of French.
- 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,);

For more information please refer to the terms of reference below.

Candidates who wish to submit their application are requested to submit the following information:

1. The call for expressions of interest to which the person wishes to submit his application
2. A description of the relevance of the candidate's skills, qualifications and experience to the qualifications required for this assessment.
3. A list of assessments already conducted by the candidate that are relevant to the context and theme of the assessment indicating the role played by the candidate (this information may be included in the CV)
4. A declaration confirming his availability to carry out this mission, and the amount of the daily fees expressed in US dollars.
5. A curriculum vitae.
6. A statement confirming that the applicant has had no previous involvement in the implementation of the project to be evaluated as well as any personal relationship with ILO officials involved in the project.

7. The names of two reference persons (including telephone and email) who can be contacted.
8. Two evaluation reports for which the candidate was the sole evaluator or the leader of the evaluation team.

The deadline for applications is August 26, 2022. Applicants are requested to send an email with the subject line "Evaluation project SEN/20/01/RBS" to evaluation manager Aurélie Klein (klein@ilo.org) by copying Ricardo Furman (furman@ilo.org).

Terms of reference

Final evaluation of the Project

Strengthen the capacities of ILO constituents, within the framework of social dialogue, to promote recovery measures in the care economy strongly impacted by the COVID-19 pandemic

Title of the project to be evaluated	Strengthen the capacities of ILO constituents, within the framework of social dialogue, to promote recovery measures in the care economy strongly impacted by the COVID-19 pandemic
Project code	SEN/20/01/RBS
Duration	01/07/2020 – 30/04/2022; 22 months
Project Budget	USD 413,000
Source of funding	ILO Regular Budget Supplementary Account (RBSA)
ILO administrative unit responsible for project management	DWT/CO-Dakar
OUTCOME(S) of the ILO Programme and Budget to be evaluated	Outcome 6: Gender equality and equal opportunities and treatment in the world of work Outcome 1: Strong tripartite constituents and influential and inclusive social dialogue
SDG(s) to be assessed	SDG 08: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all SDG 05: Achieve gender equality and empower all women and girls SDG 16: Peace, justice and strong institutions
Type of evaluation	Independent
Evaluation Timeline	Final evaluation
Evaluation Period	September-November 2022
Evaluation Manager	Aurélie Klein (klein@ilo.org)

1. Project Context

The intervention addresses the issue of the care economy carried out mainly by women (70% of the workforce) and the negative consequences that decent work deficits in this sector have on the living conditions of the population. It follows the request of the Senegalese government to address this situation - also considering the vulnerability exacerbated by the COVID-19 crisis - through the implementation of innovative measures promoting gender equality in care structures and the more balanced sharing of family responsibilities.

The intervention strategy is based on building the capacity of constituents to improve knowledge and address decent work deficits in the care economy. It also includes the implementation of pilot childcare initiatives through a tripartite action programme aimed at the balanced sharing of family responsibilities, and the construction of an inclusive social dialogue to promote the calming of the social climate, especially in health structures.

The intervention is anchored in the Equal Remuneration Convention, 1951 (No. 100); the Discrimination (Employment and Occupation) Convention, 1958 (No. 111); the Occupational Safety and Health Convention, 1981 (No. 155); maternity protection convention, 2000 (No. 183); domestic workers Convention, 2011 (No. 189), and on the general comment on Convention No. 156 adopted by the Committee of Experts on the Application of Conventions and Recommendations at its 2019 session.

The intervention began in July 2020 for an initial period of 15 months with a budget of USD 413,000. A request for an extension without additional costs of 5 months was granted.

As a project financed from the Supplementary Account of the Regular Budget, the intervention aims to develop an innovative approach in a priority sector for the ILO, the care sector, but in which the ILO's activities are still limited.

The intervention was implemented by the ILO Country Office for Senegal with the technical support of specialists from the Decent Work Team based in Dakar. Under the overall objective of improving working conditions in the care sector, the main results of the project were:

1. Three studies on decent work deficits in health facilities; gender inequalities and discrimination in the health sector in Senegal.
2. A comparative study between national legislation and Convention 156 on workers with family responsibilities.
3. A study on the consideration of issues related to equity, gender, non-discrimination, violence and harassment in the process of elaboration and discussion of the draft labour code of Senegal.
4. The formulation and validation of a Transformative Program in the care economy in Senegal
5. Two guides on good practice on social dialogue and Convention 190
6. 90 actors from fifteen (15) public and private health structures (employers and workers) trained on social dialogue.
7. 50 members in fifteen (15) public and private health structures trained on the notion of safety, health at work, by the HealthWise method.
8. Installation of occupational health and safety committees in fifteen (15) public and private health structures.

9. Workers in the care economy have been equipped to influence national policies. To this end, a trade union memorandum for decent work in the care economy has been submitted to the government.
10. The establishment of a crèche at the Abass Ndao Hospital Center in Dakar, in partnership with the Local Committee for Social Dialogue
11. The implementation of an awareness-raising and advocacy campaign for the ratification of Convention No. 190 on combating violence and harassment at work

2. Evaluation Context

The ILO considers evaluation to be an integral part of the implementation of technical cooperation activities. 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.

For this project the final evaluation will be independent and managed by a manager who is not related to the ILO project designated by EVAL. The Senior Monitoring and Evaluation Officer of the ILO Regional Office for Africa will provide technical support to the process. The evaluation will be conducted by an external consultant who is not related to the project.

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".

3. Objectives and portée of the evaluation

The objective of the evaluation is to assess the results that the intervention has achieved as well as to identify recommendations, lessons learned and good practices that can be used for other interventions of a similar nature.

More specifically, the final evaluation aims to:

- (i) Provide an analysis of the relevance and coherence of the intervention in relation to the country's strategic framework, the PPTD, the UNDAF, the SDGs; and the needs of the final beneficiaries and various interventions related to the project theme.
- (ii) Give an assessment of the progress made from the intervention towards the achievement of the objectives and results set by identifying the factors that affected the implementation of the project (positively and negatively).
- (iii) Give an appreciation of the strategies and implementation modalities chosen, the partnerships established during the implementation of the intervention, the constraints and opportunities in relation to the objectives of the project.
- (iv) Review the efficiency of the project implementation process, comparing the results achieved with expected outputs, and analyzing how financial and human resources have been used;
- (v) Examine the orientation towards the direct and indirect impact of the project's results and its sustainability;

- (vi) Highlight lessons learned and good practices and provide recommendations for different stakeholders.

The evaluation covers the entire duration of the intervention, including all activities from the beginning to the end of the intervention.

The evaluation will pay particular attention to the project's contribution to the promotion of the ILO's common principles of action or cross-cutting themes. These include gender equality and non-discrimination, the application of international labour standards, the involvement of the social partners, social dialogue and tripartism, and just transition relating to the environment.

The main recipients of the evaluation are the partners in the implementation of the intervention, in particular the Ministry of Labour, the High Council for Social Dialogue (HCDS), the National Council of Employers (CNP), the Coalition of Trade Union Centres of Senegal. Other recipients include UN Women, the Office of the High Commissioner for Human Rights (UNCDH) - the Association of Women Lawyers with whom the sharing of experiences and knowledge on women's equal rights was strengthened during the intervention; and the National Institute of Statistics for better access to data. Within the ILO, the recipients of the evaluation are the BP-Dakar, the Regional Bureau for Africa and the departments supporting the intervention at headquarters.

4. Evaluation criteria and questions (including cross-cutting/ILO-specific topics of interest)

The evaluation should address all the evaluation criteria listed in the RELEVANT ILO Guide. The following key questions are intended to guide the evaluator in the collection and analysis of information, conclusions and recommendations, as well as lessons learned and good practices. In consultation with the Evaluation Manager, the evaluator may modify or delete certain questions that would not be sufficiently relevant to the ILO's technical assistance in the context of the intervention. Any other information or questions that the evaluator may wish to include should be discussed with the Evaluation Manager.

In practical terms, the evaluation will address the ILO's evaluation concerns such as:

- i) the relevance, coherence, and strategic alignment of the intervention;
- ii) the validity of the intervention design;
- iii) the performance of the intervention and effectiveness;
- iv) the efficiency of resource use;
- v) the effectiveness of the management system;
- vi) focus on the impact and sustainability of the intervention;

Gender concerns will be based on the ILO guidelines on gender mainstreaming in project monitoring and evaluation (September 2007). 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). The evaluation will also be based on the protocol developed by the ILO to collect information on the ILO's response to the

COVID-19 crisis as well as the UNEG Directive on the inclusion of disability issues in assessments (see links in the Annex).

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 project results using the indicators of the logical framework.

i) Relevance, coherence and strategic alignment of the intervention

- How does the project align with the priorities of national development strategies as well as those defined in the UNDAF and the Decent Work Country Programme (DWCP) and in general the country's response to the COVID-19 crisis and national policies applicable to the care sector?
- Did tripartite constituents and other direct beneficiaries feel sufficiently involved in the development, implementation and monitoring of the project? If so, do these assessments vary according to the principals?
- Do the results, outputs and activities correspond to the needs of national constituents, in particular workers in the care sector? Have they appropriated the concept and approach of the project?
- To what extent has the project been complementary and coherent with other ONGOING ILO and SNU interventions in Senegal? Has the ILO's intervention implemented capacity-building strategies complementary to other structural response actions to address the effects of the COVID-19 pandemic holistically?

ii) Validity of the intervention design

- Is the design of the intervention logical, coherent and realistic? Is there really a causal relationship between the outputs with the expected outcomes, and between these outcomes and the development objectives of the intervention? What is the theory of change of the intervention?
- Have performance indicators for results been clearly defined with baselines and targets, and gender-sensitive?
- How were gender issues (including the strategic needs of women) and vulnerable groups (e.g. persons with disabilities), international labour standards, social dialogue, environmental sustainability taken into account in the intervention?

iii) Performance and effectiveness of the intervention

- To what extent have the outputs and outcomes of the intervention been achieved?
- In which areas have the actions of the intervention recorded the best performance? In which areas have the actions of the intervention had little success? What factors contributed to success or were constraints and why? What adaptations would have been necessary to ensure the achievement of the results, if any?
- Has the intervention fostered the active participation of ILO constituents, through social dialogue, in the development and implementation of coherent strategies to mitigate the effects of the pandemic on the care sector? To what extent did the intervention involve stakeholders other than ILO constituents to achieve sustainable results?
- To what extent has the intervention taken into account, as it is implemented, other cross-cutting dimensions of decent work such as gender and non-discrimination, tripartism, environmental sustainability and specific international standards in the field of SME development?

iv) *Efficiency in the use of project resources*

- Were the resources (financial, human, temporal, expertise, etc.) sufficient? Have they been adequately allocated to provide the necessary support and ensure the implementation of activities, products and the achievement of the objectives of the intervention?
- Were the resources used efficiently? Could the same results have been achieved at a lower cost? Are the quality and quantity of the products in line with the resources mobilized? If not, what are the bottlenecks encountered?
- To what extent has the response mobilized new financial resources or reallocated existing resources to mitigate the effects of COVID-19 in a balanced manner? Does the leverage of resources take into account the sustainability of results?

v) *Effectiveness of the intervention management system*

- Has a monitoring and evaluation system been put in place? Did it work optimally?
- Did the intervention adequately involve and consult with tripartite constituents and other direct beneficiaries in the interim planning, implementation and monitoring and evaluation phases?
- To what extent has the intervention ensured the visibility of its actions and achievements with tripartite constituents, targets?
- To what extent has the ILO's intervention applied innovative approaches to mitigate the immediate effects of the pandemic on the world of work and more specifically on the care sector?

vi) *Impact orientation and sustainability of the intervention*

- What real changes, planned or unforeseen, intended or unintended, did the project induce?
- Did the intervention have a strategy for the sustainability of the actions? What are the foreseeable effects in general, as well as on the target groups targeted by its activities?
- To what extent have sustainability considerations been taken into account in the execution of the activities? Have the capacities of implementing partners been sufficiently strengthened to ensure sustainability? What are the actions carried out by the national partners for sustainability?
- What is the likelihood that the intervention will lead to outcomes that will be integrated into other post-pandemic responses over time?

5. Methodologie

The evaluator will work to apply a variety of evaluation techniques - document review, stakeholder meetings, group discussions, triangulation of data and information collected. Data collection and presentation will be disaggregated, inter alia , by sex (and other relevant characteristics where appropriate).

Briefing

A briefing session of the Evaluator is planned at the start of the mission. The briefing will provide him with the requested clarifications before writing the report on the start of the evaluation. The

evaluation manager will facilitate this methodological briefing. After that, the evaluator will have an interview with the official in charge of management to plan the evaluation process.

Desk review

The Evaluator will have to consult all the documentation made available. In general, the ILO will provide it with all the documents it deems useful for the exercise of its mission. 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 develop the assessment tools to be finalized in consultation with the evaluation manager. The Evaluator will review the documents before conducting any interview. At the end of the initial document review, the Evaluator will submit the mission start-up report to the evaluation manager.

Documentation

- Approved Project Proposal
- Project Approval Minutes
- Summary of Project Expenditures
- Final Project Report
- Report on the results achieved in the 2020/21 biennium in Senegal (available online on the Decent Work Results Dashboard)
- Other

After the document review the evaluator will develop the start-up report according to EVAL Checklist 3, The approval of the start-up report by the evaluation manager is a necessary condition to move to the data collection stage.

Field visits and interviews with key and other stakeholders

This documentary research work will be complemented by field visits to Dakar and interviews with the various stakeholders involved in the project. Particular attention will be paid to ensuring a distribution of interlocutors that takes into account the different gender perspectives. These stakeholders are:

- ILO constituents in Senegal (employers' and workers' representatives and ministerial departments);
- the technical staff of the project;
- partners at UN Women, the Office of the High Commissioner for Human Rights (UNCDH), the Association of Women Lawyers;
- the technical staff in Geneva involved in the project;
- ILO/Dakar technical and administrative staff involved in the project (Director of the ILO Office in Dakar; Technical specialist; Programme Officer of the Office);
- The staff of the Regional Programming Unit of the Regional Bureau for Africa

After consultation with the evaluation manager, an indicative list of interviewees with their contacts (e-mail, telephone, etc.) will be provided by the project coordinator to the Evaluator at the start of the mission. The Evaluator will have the latitude to complete this initial list.

Presentation of preliminary results (following the data collection stage)

At the end of his field mission, the Evaluator will present his findings, results and preliminary recommendations to the stakeholders. An extended meeting of constituents and other stakeholders will be organized to present the preliminary results of the evaluation.

At the end of the data collection process, the evaluator will prepare the draft report (see below for details). The draft report will be subject to a methodological review by the evaluation manager and, after the necessary adjustments, will be circulated 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.

6. Products to be delivered

The evaluator will be required to submit 3 products as follows.

Output 1 – Start-up Report

A start-up report that specifies the evaluation methodology (data collection methods, documentation to be reviewed, list of interviewees and information gathering tools, limitations of the methodology, finalization of the evaluation questions, structure of the workshop to present the preliminary results and the evaluation report) as well as a work plan (based on EVAL Checklist 3).

Output 2 – Draft of the evaluation report and participation in a restitution workshop (including presentation of conclusions and recommendations)

An evaluation report in French of maximum 30 pages following the ILO instructions for independent evaluations according to EVAL Checklists 5 and 6.

The evaluation report should establish a logical link between the recommendations and the conclusions and should incorporate the following structure:

1. Table of Contents;
2. List of figures and tables;
3. List of acronyms;
4. Executive Summary: provides a brief overview of the evaluation by including the results of the sections
5. History and description of the program, including context
6. Objectives of the mid-term evaluation;
7. Methodology and limitations;
8. Results of the mid-term evaluation (organised according to the evaluation criteria and according to the evaluation questions in an integrated manner by criterion)
9. X. Conclusions (generals and by criterion)
10. XX. Lessons Learned and Good Practices
11. IX. Recommendations:
 - Must be linked to findings on the success of project objectives and judgments on changes to future programming.
 - Recommendations must indicate in parentheses the stakeholder(s) to whom the recommendation is addressed and specify (i) the level of priority (low, medium or high); (ii) the level of resources required (low, medium or high), and; (iii) the schedule (short, medium or high).

Annexes, including but not limited to:

- TDR;
- Matrix of questions;
- List of documents examined;
- List of interviews.

Evaluation Timeline

- Models of lessons learned from the ILO; and
- ILO models of good practice.

Exesummary in EVAL format

Output 3 – Final Evaluation Report

The final report will include written comments received from the various project stakeholders as well as comments received during the restitution workshop.

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.

7. Management arrangements and work plan (including indicative timetable)

The total duration of the evaluation process is estimated at a maximum of **22 working days** for the Evaluator over a calendar period from September to November 2022.

Tasks	Responsible person	Time Indicative	# of M/J for the consultant
<ul style="list-style-type: none"> • Sharing ToR with stakeholders • Identification of an evaluator • Preparation of contracts 	Evaluation Manager	August 2022	-
<ul style="list-style-type: none"> • Desk review • Startup Report 	Evaluator	12 – 16 September	5
<ul style="list-style-type: none"> • Stakeholder consultations, field visits, preliminary results presentation workshop 	Evaluator	19 – 30 September	10
Develop and submit the draft evaluation report based on the literature review and consultations	Evaluator	3 – 14 October	5
<ul style="list-style-type: none"> • Circulation of the draft evaluation report to key stakeholders • Consolidation of stakeholder feedback and sending to the evaluator 	Evaluation Manager	17 – 28 October	-

Tasks	Responsible person	Time Indicative	# of M/J for the consultant
<ul style="list-style-type: none"> Finalization of the report with explanations in case some comments are not taken into account 	Evaluator	October 31 – November 4	2
<ul style="list-style-type: none"> Transmission of the final report to the Senior M&E officer to the ILO Regional Office for Africa Review and transmission of the report to EVAL Approval of the report by EVAL 	Evaluation Manager Evaluation Manager	November 7 – 18	-
Total number of days worked			22

Procedures for circulation and submission of the report.

For this evaluation the final report the submission procedure will follow the following process:

- ✓ The Evaluator will submit an interim evaluation report to the evaluation manager
- ✓ The evaluation manager will send a copy to key stakeholders for comments and factual corrections
- ✓ The evaluation manager will send the consolidated comments to the Evaluator.
- ✓ The Evaluator will finalize the report taking into account the observations deemed relevant and providing a brief note explaining why some comments would not have been incorporated. He/she will be required to submit his/her final report to the evaluation manager.
- ✓ The evaluation manager will forward the draft final report to the evaluation focal point to the ILO Regional Office for Africa, which will review it and then forward it to EVAL for review and finally approval and upload to the e-discovery Platform.
- ✓ EVAL formally forwards the approved evaluation report to the Country Office for transmission to stakeholders and formulate the management response to the recommendations.

8. Evaluator Profile

The Evaluator should have a profile corresponding to the following criteria:

- Have at least a Master's degree in Social Sciences, Development Studies, Economics or equivalent qualifications;
- A minimum of 7 years of professional experience, particularly in the evaluation of international development initiatives, including UN Sprojects in the country or similar country
- 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
- Having proven knowledge and experience on themes of intervention and country will be assets ;(care sector, promotion of gender equality)
- A good understanding of the ILO's mandate, tripartism and the UNS would be an asset.
- Proven experience in facilitating workshops for the presentation of evaluation results;
- Excellent command of French.

- 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,);

9. Legal and ethical issues

The evaluation will be carried out in accordance with the United Nations standards and norms for evaluation as well as the UNEG ethical guidelines. The evaluator will comply with EVAL's Code of Conduct for the Conduct of Evaluations.

The evaluator will have no previous involvement in the implementation of the intervention as well as any personal relationship with the ILO officials involved in the intervention.

Annex: All relevant ILO evaluation guidelines and standard templates

Code of conduct form (To be signed by the evaluators)

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

Checklist No. 3 Writing the inception report

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

Checklist 5 Preparing the evaluation report

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

Checklist 6 Rating the quality of evaluation report

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

Guidance note 7 Stakeholders participation in the ILO evaluation

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

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

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

Template for evaluation title page

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

Template for Lessons learnt 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

Protocol on collecting evaluative evidence on the ILO's COVID-19 response measures through project and programme evaluation

https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_757541.pdf

Guidance on Integrating Disability Inclusion in Evaluations and Reporting on the UNDIS Entity Accountability Framework Evaluation Indicator

<http://www.un.uneval.org/document/download/3818>