

Dear colleagues,

The ILO/EVAL is looking for a team of evaluators (one team leader and one national consultant) to conduct the mid-term evaluation of the ProAgro – Promotion of Decent Work in Agribusiness in Ethiopia from October to December 2022.

Type of contract: External Collaboration (individual) contract or Service contract.

The candidates can apply either individually for each role or as a team.

The Mid-term evaluation of the project should take about 23 working days for the team leader (home based and field visits) and 20 working days for each team member (based in Ethiopia and Morocco).

Application deadline: 26 September 2022.

For further details about the evaluation, please see the attached ToR and [here](#).

Candidates intending to submit an expression of interest must supply the following:

1. Indication of which position(s) the candidate(s) apply
2. A description of how the candidate's skills, qualifications and experience are relevant to the required qualifications of this assignment (maximum 2 pages)
3. A list of previous evaluations that are relevant to the context and subject matter of this assignment, indicating the role played by the consultant(s) applying (they can be highlighted in the CV)
4. A statement confirming their availability to conduct this assignment, and the daily professional fee expressed in US dollars without travel or field visit costs (indicating also fees received for similar assignments in the last 2 years as a reference: project/function/daily honorarium rate paid)
5. A copy of the candidate's curriculum vitae
6. A statement confirming that the candidates have no previous involvement in the implementation and delivery of the project to be evaluated, or a personal relationship with any ILO Officials who are engaged in the project
7. The names of two referees (including phone and email) who can be contacted
8. Two reports in which the evaluator team leader has been the sole evaluator or the team leader.

The deadline to submit an expression of interest for undertaking this evaluation is the 26 September 2022. Please send an email with the subject header "Evaluation of project" to the Evaluation Manager **Pierre N'Guessan DJE** (dje@ilo.org) copying **Ricardo Furman** (furman@ilo.org).

Terms of Reference

INDEPENDENT CLUSTER MID-TERM EVALUATION OF THE PROJECTS “PROAGRO – PROMOTION OF DECENT WORK IN AGRIBUSINESS ETHIOPIA AND MOROCCO”

Version 12 September 2022

Projects names	ProAgro – Promotion of Decent Work in Agribusiness in Ethiopia ProAgro – Promotion of Decent Work in Agribusiness in Morocco
Projects DC Code	GLO/20/12/DEU (Umbrella) ETH/20/50/DEU MAR/20/50/DEU
Projects duration	Ethiopia: 15 June 2020 - 14 June 2024 (42 months) Morocco: 15 June 2020 - 14 June 2024 (42 months)
Donor	Germany/BMZ
Administrative Unit in the ILO responsible for administrating the project	CO Addis Ababa CO Algiers
Technical Unit(s) in the ILO responsible for backstopping the project	EMPLOYMENT
P&B outcome (s) under evaluation	Outcomes 3,4,5
SDG(s) under evaluation	SDG 7,8
Budget	Proagro Ethiopia: US\$ 5,464,123 Proagro Maroc: US\$ 5,464,123
Type of evaluation	Independent cluster
Timing of evaluation	Midterm (October-December 2022)
Evaluation manager	Pierre N’Guessan DJE

1. Background information

Africa has made a lot of commendable progress the last decade. From 2005 to 2015, many African countries had realised high economic growth (around 5% per year. That was accompanied by a decrease of poverty and a creation of jobs before some exogenous crisis came to interrupt the process. However due to the importance of the challenges, that significant advancement did not eradicate all the problems of the continent. Africa still has several challenges among which there are widespread poverty and informal employment, poor working conditions, low education and skills levels and weak institutions, compounded by insufficient growth, stagnating labour productivity and inadequate social and economic development.

A keyway to address these challenges is job creation. In this context the German Federal Ministry for Economic Cooperation and Development (BMZ) launched in 2019¹ the Special Initiative on Training and Job Creation as part of its Marshall Plan for Africa. This initiative aims to create jobs through a favorable business environment and support private investment, including in infrastructure. It sets a high ambition to create up to 100.000 decent jobs until 2022, improve working conditions and income opportunities, create training opportunities, and increase private investment.

In this regard, ILO designed the projects ProAgro for Ethiopia and Morocco with specific focus on agribusiness to response to the objectives articulated by the named German Initiative. The projects put forward the ILO's approach to decent work, skills development, and enterprise development.

The projects PROAGRO Ethiopia and Maroc

Objectives: ProAgro projects in Ethiopia and Morocco are two a four-year project with an ultimate objective to create decent jobs opportunities for women and young men in the agribusiness sector. Both are based on two interrelated and mutually reinforcing pillars which are (i) Foster a conducive environment for decent job creation and sustainable investment, and (ii) Value chain, skills development, and enterprise development. In operational terms, the two pillars of ProAgro correspond to four key priorities: i) supporting job rich, sustainable private investment and decent work conditions in the target areas (cross-cutting); ii) support better skills governance to provide people with the skills they need to access the labour market (push); iii) nurturing a new generation of enterprises linked to the agribusiness sector (push), iv) supporting a dynamic, employment-rich, private sector (pull).

Outcomes of the projects.

ProAgro Ethiopia:

- Outcome 1: Conducive ecosystem for decent jobs creation and sustainable investment created
- Outcome 2: Social dialogue and inclusive collective bargaining are promoted as key means of achieving decent work and stable industrial relations in the sector
- Outcome 3: Quality and more demand oriented TVETs and trainings that increase employability and job prospects developed

¹ <https://www.giz.de/en/worldwide/79251.html>

- Outcome 4: Enterprise Development and Entrepreneurship trainings conducted

ProAgro Morocco:

- **Outcome 1:** A more conducive ecosystem in the selected region for decent jobs creation and sustainable investment;
- **Outcome 2:** Selected value chains in the agribusiness sector are more competitive and have boosted their job quality and creation potential;
- **Outcome 3:** Quality and more demand oriented TVET and training that increase employability and job prospects;
- **Outcome 4:** Enterprise development mechanisms in place for the agribusiness sector.

Strategy: ProAgro will contribute to support countries in achieving inclusive structural transformation and decent jobs creation, through strategic integrated interventions, combining both short-term and long-term measures, labour demand and supply side approaches, with a focus on key value chains in the agribusiness sector in Ethiopia and Morocco. The strategy is articulated around the four key priorities of ProAgro, namely i) sustainable investment, ii) dynamic value chain, iii) skills, iv) entrepreneurship

Contribution to ILO Programme and Budget (P&B) 2020-21. The project will contribute to the following Policy Outcomes of the ILO Programme & Budget 2020-2021:

- **Outcome 3:** Economic, social, and environmental transitions for full, productive, and freely chosen employment and decent work for all
- **Outcome 4:** Sustainable enterprises as generators of employment and promoters of innovation and decent work
- **Outcome 5:** Skills and lifelong learning to facilitate access to and transitions in the labour market
- **Outcome 7:** Adequate and effective protection at work for all

Contribution to SDGs. At Global level the project contributes particularly to SDG 8: "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all" and the following specific targets:

- 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity, and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services
- 8.5: By 2030 achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
- 8.6: By 2020 substantially reduce the proportion of youth not in employment, education or training

- 8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment

Key results as reported by the projects by July 2022:

Ethiopia

- 20 (17 male and 3 female) investment professional from Ethiopian Investment Commission and Regional Investment Bureaus from Amhara, Sidama and Oromia with improved capacity building on investment attraction and retention.
- Establishment of the Employment Services Facilitation Centre (ESFC) within the Yirgalem Integrated Agro-Industrial Park (IAIP) that so far has registered, 394 (140 female and 254 male) job seekers that receive career services, with 8 (4 male and 4 female) matched in decent jobs.. The Park centre provides range of employment services for inside and outside job seekers in the park.
- Handbook for core skills in the Agro-Processing sector was developed and Training of Trainers (ToT) delivered to 30 (5 female and 25 male) Skills experts from TVET colleges, polytechnics and stakeholders working on Agro-processing vocational skills development and employment promotion. Further, the training was cascaded, and 142 trainees (73 male and 69) trained on core skills in the Agro processing in Yirgalem TVET college.
- On-the-job training module for the poultry sector was developed and validated.
- Poultry parent stock and feed business case study to promote investment and interventions in the poultry sector was developed.
- A business case for ensuring investment in better & improved working conditions by medium and large scale enterprises developed.
- 29 individuals (Female= 8, Male=21) trained as trainers (ToT) on the Generate Your Business (GYB) and Start Your Business (SYB) modules of the SIYB programme (from the Amhara Bureau of Labour and Trainings, Sidama Bureau of Jobs, Skills and Enterprise Development, TVETS, Enterprise Development Institute, Entrepreneurship Development Centre). The training is cascade to 234 entrepreneurs (Female=85, Male= 149) from poultry and vegetable and fruits

Morocco

- Entrepreneurs' skills in business development and management strengthened through capacity building in pre-creation, creation, and post-creation
- Existing advisory structures that support entrepreneurship strengthened with innovative approaches and support tools (SIYB)
- Establishment of new public BDS provider (Regional Center for Young Agricultural and Agri-business Entrepreneurs - CRJEEA)
- Moroccan institutions involved in skills needs anticipation and strategic intelligence with strengthened capacities through the implementation a capacity building program, a national forum on "Skills for the Future", and technical assistance for the development of sectoral skills anticipation strategies.

2. Background, Purpose, objectives, and scope of the evaluation

Background

ILO considers project evaluations as an integral part of the implementation of development cooperation activities. The evaluations are developed for project accountability, management, learning and to support the knowledge base. As per ILO evaluation policy and procedures all programmes and projects with a budget of USD 5 million + must have to go through two independent evaluations, so ProAgro projects will go jointly through two independent evaluations: a mid-term evaluation and a final evaluation. Both evaluations are managed by an ILO certified evaluation manager not linked with the projects and implemented by independent evaluators.

This evaluation will adopt a “cluster approach”, which means that the evaluation will examine 2 projects in an integral way. This approach will allow full coverage of the two projects with greater opportunities for feedback on the overall strategy in the theme and geographic area, as well as learning from each other and considering that they are funded by the same donor. In addition, the cluster approach is likely to be more cost and time efficient than individual project assessments. It will apply a comparable scope, objective, and methodology. The advantage of clustering project evaluations into a single thematic evaluation, in this case is that it focuses increasingly on the interconnectedness of the achievements and learning of similar projects. The clustering of the evaluations facilitates the provision of evaluative information on the work of ILO to the UN system globally, regionally, and at country-level. Clustered evaluations are likely to be able to increase the focus on systematic changes and comparative analyses of ILO’s range of interventions and policy approaches.

Purpose and objectives of the Mid-term independent evaluation. The main purpose of this mid-term independent evaluation is to provide an independent assessment of the progress to date, through an analysis of relevance, coherence, effectiveness, efficiency, sustainability, and orientation to impact of the project. The specific objectives of the evaluation are the following:

- Assess the relevance and coherence of project’s design regarding country needs and how the project is perceived and valued by project beneficiaries and partners.
- Identify the contributions of the project to the SDGs, the countries’ UNSDCFs and DWCPs, the ILO objectives and Country Programme Outcomes and its synergy with other projects and programs in both countries.
- Analyse the implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes and impacts; including unexpected results and factors affecting project implementation (positively and negatively);
- Review the institutional set-up, capacity for project implementation and coordination mechanisms.
- Assess the implementation efficiency of the project.
- Review the strategies for outcomes’ sustainability and orientation to impact.
- Identify lessons and potential good practices for the tripartite constituents, stakeholders, and partners, the donor, and ILO; and

- Provide strategic recommendations for the tripartite constituents, stakeholders and partners, the donor, and ILO to improve the attainment of project results (Outcomes and impacts).

Scope of the evaluation: This evaluation will analyse the implementation of the project in its entirety. It will examine the entire project intervention from August 2020 to July 2022. It will consider all the documents linked to the project. This includes the project document, periodic reports as well as documents produced as outputs of the project (e.g. knowledge products, policy strategies). The geographical analysis of the assessment should cover Ethiopia and Morocco at the national level and the regions or states through a desk review, interviews with stakeholders, field visits, etc.

The evaluation will integrate gender equality and non-discrimination, international labour standards, social dialogue and tripartism, and a just transition to environmental sustainability as crosscutting themes throughout its deliverables and process. It should be addressed in line with EVAL guidance notes 3.1 Integrating gender equality in monitoring & evaluation of projects, 3.2 Adapating evaluation methods to the ILO's normative and tripartite mandate, and 3.3 Strategic cluster evaluation to gather evaluative information more effectively² among other.

3. Evaluation criteria and questions (including Cross-cutting issues/ issues of special interest to the ILO)

The evaluation will be based on the following evaluation criteria: strategic relevance and coherence, validity of project design, effectiveness, efficiency, impact, and sustainability, gender, and non-discrimination. Relevant data should be sex-disaggregated and different needs of women and men should be considered throughout the evaluation process.

The following questions, while not an exhaustive list, are intended to guide and facilitate the evaluation. The crosscutting themes should be integrated in the evaluation questions. 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.

3.1. Relevance, coherence, and strategic fit:

- a. Are the projects objectives and strategies consistent with the ILO constituent policy and programme frameworks (i.e. National development plans and the DWCPs) and other national key partners' needs and the country needs, in particular the final beneficiaries (i.e. men and women)?
- b. How did the project contribute to the relevant ILO Programme & Budget Outcomes and development priorities in Ethiopia/Morocco, the UNSDCFs and the SDGs?

² Available at https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_853289.pdf

- c. To what extent did the project build on previous experience of the ILO, UN agencies and the donor in Ethiopia and Morocco, and relevant experience of other local and international organizations? Are the projects relevant for the national policies and priorities in Ethiopia and Morocco?

3.2. Validity of project design:

- a. Has the project developed and follows a comprehensive, Theory of change integrating external factors, and based on a systemic analysis? Do outputs causally link to the intended outcomes and impact? Have external factors (assumptions and risks) taken realistically into account?>
- b. To what extent was the project design adequate and effective in the coherence and complementarity between the different project components?
- c. To what extent did the project build on the comparative advantage of the ILO in the field of youth employment?

3.3. Effectiveness of the project in relation to the expected results:

- a. To what extent are the project objectives and outputs being achieved?
- b. Have unexpected positive and negative results taken place?
- c. What were the main internal and external factors that influenced the achievement or non-achievement of results?
- d. Given the evolving political and socio-economic situation in the countries, has the project carried out timely needs assessments to address emerging relevant needs and were the answers appropriate to address the projects objectives?
- e. How is the quality of the projects' outputs developed to achieve the project objectives?
- f. Has the partnership strategy of the project been effective towards the expected results?
- g. To what extent has the project management and governance structure put in place worked strategically with tripartite constituents, stakeholders and partners in the project, ILO and the donor - to achieve project goals and objectives?
- h. To what extent is the impact of the Covid-19 pandemic influencing project results and effectiveness and how has the project addressed this influence?
- i. Does the (adapted) intervention model used/to be used in the project suggest an intervention model for similar crisis response?

3.4. Efficiency of the resources used:

- a. Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outputs and specially outcomes? If not, why and which measures taken to work towards achievement of project outcomes and impact?
- b. Are the project's activities/operations in line with the schedule of activities as defined by the project team, work plans and budgets?
- c. Have the project developed an M&E strategy that enhance accountability, learning and feed into management
- d. How have the roles and responsibilities between the project and key partners at the national and regional levels regarding planning M&E of the project worked?

3.5. Impact orientation and sustainability

- a. What can be identified as project sustainable impacts in the target groups and other actors as relevant? Are the results integrated or likely to be integrated into national institutions, target populations, and will partners be able to sustain them beyond the project (institutionalisation of project components)?
- b. To what extent are the results of the intervention likely to have a long term, sustainable positive contribution to the relevant SDGs and targets (explicitly or implicitly)?
- c. What measures and actions have been put in place to ensure ownership of the project's results at national level and within governorates? Are the project implementing exit strategies as necessary?
- d. Can the project's approach or parts of it, and results be replicated or amplified by national partners or other actors considering institutional and financial dimensions?
- e. How has the sustainability approach of the project been affected by the Covid-19 situation in the context of the national responses?

3.6. Gender and non-discrimination of vulnerable groups (such as youth and people with disabilities):

- a. To what extent has the project identified and integrated into its actions the operational and strategic needs and priorities for men, women, and other vulnerable groups?
- b. How has the project been able to meet the specific needs of men, women, and vulnerable groups?
- c. Do the tools developed by the project integrate gender and non-discrimination issues?

3.7. General evaluation questions (Learning and others)

- a. What can we learn in a comparative perspective from the two projects in the context of their national settings and beyond the two countries contexts (for similar contexts)?

4. Methodology

A The methodology will be participatory and use mix-methods and Theory of change appr. Quantitative data is captured to analyze mainly, but not exclusively, the efficiency and effectiveness of projects, both at the level of desk review and field data collection, while qualitative data is captured to analyze mainly, but not only, the relevance and orientation towards the impact and sustainability of the projects. Data triangulation was required through the combination of various sources of information and various data collection techniques (documentary review, focus group and interviews, field observation, electronic surveys, etc.).

The evaluation should be carried out in adherence with the relevant parts of the ILO Evaluation Framework and Strategy³; ILO Policy Guidelines for Evaluation: Principles, Rationale, Planning and Managing for Evaluations ⁴and UNEG Principles.

The evaluation team will ensure that crosscutting themes (gender and non-discrimination such as women, youth, people with disabilities, etc.; International labour standards, social dialogue and fair transition in environmental issues are integrated in the evaluation questions and data collection tools, as well in the evaluation report. Special consideration should be made to capture women's views and perceptions

The evaluation will comprise the following key steps:

Step 1: Inception phase: desk review of all project documents and progress reports, preliminary interviews with projects CTA and the donor focus on logistics and evaluation expectations, and preparation of inception report (following EVAL Checklist 3) for clearance by the evaluation manager before moving to step 2.

Step 2: Fieldwork and both physical and virtual interviews considering the following techniques of data collection.

Desk review of project technical and financial documents, databases, and all products created by the project, followed by discussions with project team, ILO at different levels (Country Office, DWT, HQ), and national stakeholders and the donor. On-site interviews with stakeholders and focus group discussions with project beneficiaries in Ethiopia and Morocco.

Step 3: Presentation of preliminary results of the evaluation. A presentation of preliminary findings, conclusions and recommendations will be presented to all project stakeholders including the national key stakeholders, project partners, ILO DWT and HQ, and the donor. This will allow addressing factual errors, clarifying ambiguities or issues of misunderstanding or misinterpretation. The workshop will virtual and bilingual (English-French with interpretation).

Step 4: Development of the draft evaluation report: based on step 1-3 the evaluation team will develop a draft report in English following Checklists 5 and 6 of EVAL. The report is submitted to the evaluation manager, who will do a methodological review. After his approval he will share this with key stakeholders. The comments received by the evaluation manager will be provided to the evaluator for consideration around 2 weeks after reception of the first draft. Then the evaluator will develop the final version of the evaluation report and will present clearly (a separate comments log or using track-changes mode on MS Word) how the comments have been addressed in the revised draft. The final draft will be reviewed by the Regional Evaluation Officer for Africa. After approval by the evaluation manager and the regional evaluation officer, It will be submitted to EVAL for final review and approval.

Step 5: Report dissemination and management response ILO/EVAL will submit the report to the Country Offices for dissemination among take-overs and developing the management response to the evaluation report recommendations. Moreover, ILO/EVAL will upload it in the e-discovery repository.

³ <https://www.ilo.org/eval/Evaluationreports/Strategyandpolicyevaluations/lang--en/index.htm>

⁴ https://www.ilo.org/eval/WCMS_168289/lang--en/index.htm

Key stakeholders to be interviewed include the following categories:

The key national stakeholders are listed in the following table:

Countries	Key Partners
Ethiopia	<ul style="list-style-type: none"> • Ministry of Labour and Skills (MoLS) • Regional Bureau of Labour, and Training, Amhara (BOLT) • Regional Bureau of Jobs, Skills and Enterprises, Sidama (BOJSE) • Ministry of Agriculture (MoA) • Ministry of Industry (Mol) • Ethiopia Investment Commission (EIC) • Confederation of Ethiopian Trade Unions • Ethiopia Employers' Federation and • Ethiopian Employers' Confederation
Morocco	<ul style="list-style-type: none"> • Ministry of Labour (both national and regional levels) • Ministry of Agriculture (both national and regional levels) • Ministry of Industry (both national and regional levels) • ANAPEC – Agence nationale de promotion des emplois et compétences (mostly regional level) • ONCA - Office National du Conseil Agricole (mostly regional level) • ADA - Agence de Développement Agricole • OFPPT – Office de la formation professionnelle et de la promotion du travail • FENAGRI – Fédération nationale de l'agroalimentaire • COMADER – Confédération marocaine de l'agriculture et du développement rural • FNSA - Fédération nationale du secteur agricole

Source : ProDoc

5. Deliverables

The following products will be delivered by the evaluation team:

- **By 25 October 2022, Inception report in English (incl. methodological note)** (refer to Checklist 3 “Writing the Inception Report”⁵)
- **By 20 November 2022, a first draft of the evaluation report** in English and French (30-40 pages plus executive summary and annexes), answers the questions related to the evaluation criteria, including the recommendations, lessons learned, good practices. The report will address for guidance on the structure and content Checklists 5 and 6: “Preparing the evaluation report”⁶ and “Rating the quality of evaluation report”.

⁵ Available at https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746817.pdf

⁶ Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165967.pdf

The report will be developed under the following outline:

- Cover page with key project and evaluation data
- Executive Summary
- Acronyms
- Context and description of the project including reported results
- Purpose, scope, and clients of the evaluation
- Methodology and limitations
- Findings (this section's content should be organized around evaluation criterion), including a table showing output and outcome level results through indicators and targets planned and achieved and comments on each one.
- Conclusions
- Recommendations (i.e., for the different key stakeholders), indicating per each one priority, timeframe and level of resources required
- Lessons learned and good practices
- Annexes:
 - TORs
 - Evaluation matrix
 - List of people interviewed
 - Schedule of work
 - Documents examined
 - Data collection tools
 - Lessons learned and good practices (under EVAL formats)

- Others **By 03 December 2022, the final evaluation report**, will follow the structure of the draft report, addressing comments from the stakeholders.

- **By 03 December 2022, a summary of the final evaluation report (ILO/EVAL template)** in English and French.

6. Management arrangements and work plan (including timeframe)

Evaluation Manager: The evaluation will be managed by **DJE N'Guessan Pierre** (dje@ilo.org), ILO officer in process of certification by EVAL as evaluation manager, who has no prior involvement in the project, and oversight by Ricardo Furman, Senior Monitoring & Evaluation Officer, ILO Regional Office for Africa.

The evaluation manager is responsible for completing the following specific tasks:

- Draft and finalize the evaluation TOR with inputs from key stakeholders.
- Develop the Call for expression of interest and select the independent evaluator in coordination with EVAL.
- Brief the evaluator on ILO evaluation policies and procedures.
- Initial coordination with the project team on the development of the data collection process and the preliminary results workshop.
- Circulate the first draft of the evaluation report to the key stakeholders requesting written comments within 10 working days.
- Consolidate the received written comments received into a master evaluation report to send the evaluation team; and

- Ensure the final version of the evaluation report addresses the stakeholders' comments (or an explanation why any has not been addressed) and meets ILO requirements.

All intellectual property rights arising from the execution of this mandate are attributed to the ILO. The contents of the written documents obtained and used in connection with this assignment may not be disclosed to third parties without the prior written consent of the ILO.

Phase	Responsible Person	Tasks	No of days team leader	No of days cons Ethiopia	No of days cons Morocco	Tentative dates
Development of ToRs	Evaluation Manager Project teams	<ul style="list-style-type: none"> ○ Draft the ToRs ○ Contact and discuss with Projects teams to improve the ToRs 	0	0	0	05 August – 01 September
Circulation of the ToRs	Evaluation Manager	<ul style="list-style-type: none"> ○ Share the ToRs with stakeholders 	0	0	0	12 - 25 September
Selection of the consultant	Evaluation Manager (EM)	<ul style="list-style-type: none"> ○ Call of interest ○ Assessment of applications 	0	0	0	15 September – 05 October
I	Evaluators and EM	<ul style="list-style-type: none"> ○ Briefing with the evaluation manager, the project team, and the donor ○ Desk Review of programme related documents ○ Telephone briefing with ILO stakeholders ○ Inception report 	4	3	3	10-25 October-
II	Evaluator with organizational support from ILO	<ul style="list-style-type: none"> ○ In-country for consultations with 	10	10	10	25 October to

	COs-Algiers and Addis Ababa	<p>programme staff</p> <ul style="list-style-type: none"> ○ Field visits ○ Interviews with projects staff, partners, and beneficiaries ○ Stakeholders workshop for sharing of preliminary findings ○ Debriefing with the CO-Addis Ababa and Algiers 				10 November
III	Evaluators	<ul style="list-style-type: none"> ○ Draft report based on consultations from field visits and desk review and the stakeholders' workshop (English and French version) ○ Quality check and initial review by Evaluation Manager 	7	7	7	12-20 November
IV	Evaluation Manager	<ul style="list-style-type: none"> ○ Circulate draft report to stakeholders ○ Consolidate comments of stakeholders and send to the evaluator 	0	0	0	24 November – 27 November
V	Evaluator	<ul style="list-style-type: none"> ○ Finalize the report (English and French versions) including explanations 	2			01-03 December

		on why comments were not included			
TOTAL			23	20	20

6.1. Main duties of the evaluation team

The evaluation will be carried out by an evaluation team composed of three consultants

- ❖ Team Leader
- ❖ National Evaluator (Team Member) for ProEthio in Ethiopia
- ❖ National Evaluator (Team Member) for ProMar in Morocco.

The duties for each member are specified as following:

Team leader

- Responsible for supervising the evaluation in Ethiopia and Morocco.
- Coordinate with evaluation manager, project team and stakeholders to conduct the entire evaluation process.
- Proceed to a desk review of all relevant documents and conduct a field mission to meet main stakeholders.
- Elaborate the inception report (incl. methodological elaborations), the first version and final report in deadlines and in conformity with ILO and international standards.
- Conduct the field work jointly with the national consultants, and stakeholders' workshop at the end of the data collection phase.
- Develop the draft and final versions of the evaluation report in English and French

Team members (one for Ethiopia and one for Maroc)

- Responsible for conducting the evaluation respectively in Ethiopia or in Morocco under requests from the team leader.
- Coordinate with the team leader, project team and stakeholders to conduct the entire evaluation process.
- Support the desk review and participate actively in the data collection at country level conduct a field mission to meet main stakeholders.
- Provide inputs, upon request of the team leader, in the draft and final evaluation reports

7. Profile of the evaluation team

While the ToRs present the following profiles, alternative approaches can be considered during the selection process.

. The main qualifications are presented in this section.

7.1. Main qualifications

Team leader

Education and Experience

- Advanced university degree preferably in economics, business management or related qualifications;
- A minimum of 7 years of professional experience specifically in evaluating international development initiatives and programmes, preferable in North and Eastern Africa as team leader or sole evaluator; including gender and vulnerable groups inclusion, human rights-based approach programming and results-based management;
- Evaluation and work experience in employment in agricultural sector, institutional settings and capacity building in Ethiopia and/or Morocco will be an asset;
- Knowledge of ILO's roles and mandate and its tripartite structure as well as knowledge and experience with the UN system are desirable;
- Proven experience with logical framework and theory of change approaches and other strategic planning approaches, M&E methods and approaches, information analysis and report writing;
- Extensive knowledge of, and experience in applying, qualitative and quantitative research methodologies;
- Excellent analytical skills and communication skills;
- Demonstrated excellent report writing and oral skills in English and French
- Demonstrated ability to work in group to deliver quality results within strict deadlines.
- No previous work with the project or related assignments

Team members (one for Ethiopia and one for Morocco)

Education and Experience

- University degree preferably in economics, business management or related qualifications;
- A minimum of 5 years of professional experience in evaluating international development initiatives and programmes, in Ethiopia/Morocco as sole evaluator or team member for data collection; including gender and vulnerable groups inclusion, human rights-based approach programming and results-based management;
- Evaluation and work experience in employment in agricultural sector, institutional settings and capacity building in Ethiopia/Morocco will be an asset;
- Knowledge of ILO's roles and mandate and its tripartite structure as well as knowledge and experience with the UN system are desirable;
- Proven experience on the logical framework and theory of change approaches and other strategic planning approaches, M&E methods and approaches, information analysis and report writing;
- Extensive knowledge of, and experience in applying, qualitative and quantitative research methodologies;
- Excellent analytical skills and communication skills;
- Demonstrated writing and oral skills in English (Ethiopia) or French (Morocco)
- Demonstrated ability to work in group to deliver quality results within strict deadlines.
- No previous work with the project or related assignment

8. Legal and ethical matters

- The evaluators are required to sign and abide to the Code of Conduct Agreement together with the contract document.
- All data and information received from the ILO or other stakeholders for the purposes of this assignment shall be treated as confidential and shall be used only for the purpose of executing this mandate. All intellectual property rights arising from the execution of this mandate are attributed to the ILO. The contents of the written documents obtained and used in connection with this assignment may not be disclosed to third parties without the prior written consent of the ILO or the relevant stakeholders.
- The evaluators are required to fully comply with the advisories issued by the national and local governments and the UN and ILO regarding domestic travels and social distancing.

9. Evaluation Budget

Estimated resource requirements at this point will cover:

- **For the evaluation team:**
 - Fees for the consultancy for 23 working days for the team leader and 20 working days for each team member
 - DSA and flights as per ILO travel policy (subjected to COVID 19 situation)
- **For the ILO Office:**
 - Stakeholders' workshop
 - Logistic support for field visits
 - Any other miscellaneous costs