

ILO/EVAL is looking for an evaluator/evaluation team to conduct an independent cluster final evaluation of **two ILO Social Protection projects (COD/20/01/RBS and SWZ/20/01/RB)** in Africa (Eswatini and Democratic Republic of Congo) to **take place between November 2022 and February 2023 (2023 (anglo-francophone evaluation))**

The final evaluation should take about 37 working days for the evaluator between November 2022-February 2023.

Application deadline: 28 October 2022

Type of contract: External Collaboration Contract or Service contract

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

The evaluation will be conducted **by a sole evaluator or an evaluation team leader and 1 national evaluator.**

Main qualifications of team leader

- Advanced university degree preferably in law, economics, business management or related equivalent qualifications,
- A minimum of 7 years of professional experience in evaluating international programmes and projects, development initiatives, logical framework, and theory of change-based and other strategic approaches such as gender analysis,
- Understanding and experience of the development context in Africa, preferable in the sub-regions of the two countries of the project (DRC and Eswatini) and relevant technical work in social protection, will be an asset
- Knowledge and experience of the UN System, ILO's roles and mandate and its tripartite structure, UN evaluation norms, its programming is desirable.
- Knowledge and practice of M&E methods and approaches, and information analysis and report writing
- Excellent communication and interview skills, and writing skills,
- Demonstrated ability to work in group and deliver quality results within strict deadlines,
- Excellent knowledge and excellent drafting skills in English and French

Main qualifications of national team members (RDC or Eswatini) - *Optional*

- Advanced university degree preferably in law, economics, business management or related equivalent qualifications,
- A minimum of 5 years of professional experience in evaluating and implementing social protection programmes, preferably supporting Governments, national agencies, or social partners
- Understanding and experience of the development context at country level (RDC or Eswatini), with relevant technical work in social protection will be an asset
- Excellent communication and interview skills, and experience organizing field visits
- Demonstrated ability to work in group and deliver quality results within strict deadlines,
- Excellent knowledge and excellent drafting skills in English or French

For further details about the evaluation, please see the ToR below.

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

1. A description of how the candidate's skills, qualifications and experience are relevant to the required qualifications of this assignment (maximum 2 pages).
2. A list of previous evaluations that are relevant to the context and subject matter of this assignment, indicating the role played by then consultant(s) applying (they can be highlighted in the CV).
3. A statement confirming their availability to conduct this assignment, and the daily professional fee expressed in US dollars.
4. A copy of the candidate's curriculum vitae.
5. 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.
6. The names of two referees (including phone and email) who can be contacted.
7. Two reports in which the evaluator team leader has been the sole evaluator the team leader or team member.

The deadline to submit expression of interest for undertaking the evaluation is 28 October 2022.

Please send an e-mail with the subject header "Evaluation of Social protection projects" to the Evaluation Manager Edgar Aguilar (aguilarpaucar@ilo.org) and copying Ricardo Furman (furman@ilo.org)

Many thanks.

Best,

Edgar

Terms of Reference

Independent cluster final evaluation of two ILO social protection projects in Africa (Eswatini and Democratic Republic of Congo)

(Anglophone and Francophone evaluation)

Version 13 October 2022

Title of projects	Appui aux mandants tripartites de la RDC dans la lutte contre l'impact de l'épidémie COVID19 Establishment of Unemployment Benefit Fund in Eswatini: towards comprehensive social protection for all
Project DC Code	COD/20/01/RBS SWZ/20/01/RBS
Administrative Unit in the ILO responsible for administrating the project	CO-Kinshasa CO-Pretoria
Technical Unit(s) in the ILO responsible for backstopping the project	SOCPRO NORMES/OSH/HIMO/EMPLOYMENT/Gender/Social Dialogue ACTRAV/ACTEMP
Projects duration	COD/20/01/RBS: September 2020 to July 2022 SWZ/20/01/RBS: August 2020 to December 2021
Budget	USD 460,000 (COD/20/01/RBS) USD 430,000 (SWZ/20/01/RBS)
Donor	ILO Regular Budget Supplementary Account (RBSA)
ILO Programme and Budget 2020-21 outcomes under evaluation	8.1 8.2, 7.2
SDG(s) covered	1.3, 3.8, 5.4, 8.5/8.8, 10.4
Type of evaluation	Independent cluster evaluation
Timing of evaluation	Final
Evaluation timeframe	November 2022-February 2023
Evaluation manager	Edgar Aguilar

1. Background information

The [ILO's Global Flagship Programme on Building Social Protection Floors for All](#), launched in early 2016, supports the implementation of social protection systems including floors, guided by ILO's social security standards. In addition, the extension of social protection for all is one of the prioritized areas of work of the [Abidjan Declaration](#), adopted at the ILO 14th African Regional Meeting, held in Abidjan in December 2019. To provide constituents with enhanced support to achieve the priorities identified in the Abidjan Declaration, an Implementation Plan¹ was adopted on the 338th Session (March 2020) of the Governing Body.

Only 18 per cent of the African population receive at least one social protection benefit. Most of those excluded work in the informal economy and many are locked in a vicious cycle of vulnerability, poverty, and social exclusion. According to the Implementation Plan, to provide universal access to comprehensive, adequate, and sustainable social protection, it is necessary to:

- develop national social protection strategies that are underpinned by political and budgetary commitments and based on effective social dialogue
- implement both contributory and non-contributory, gender and HIV-sensitive schemes that protect people from life-cycle risks and prevent poverty and vulnerability; and
- build and improve the financial and administrative governance of national social protection systems to ensure their long-term sustainability.

Due to the impact of COVID 19, social protection systems have been put under enormous strain. This includes the obvious impact on health systems and health insurances, as well as the need to pay unemployment benefits or provide social assistance to a rapidly growing number of jobless persons.

The [Africa Regional Social Protection Strategy, 2021 - 2025](#), addresses the root causes of coverage deficits on the continent, establishes principles that should guide the extension of social protection, and identifies three action areas that are necessary to bring about tangible change. In order to increase social protection coverage in Africa to at least 40 per cent, African countries need to prioritize social protection and go beyond small and piecemeal interventions to pursue ambitious projects and programmes with sufficient scale to bring about effective change. The strategy aims to build on the ongoing COVID-19 response by building back better with more inclusive, comprehensive and sustainable social protection systems. To that end, and in order to achieve the goals set out in the UN 2030 Agenda and the AU Agenda 2063, the ILO will continue to build strategic partnerships with the UN, the private sector and international non-governmental organizations (NGOs) and to pursue bilateral and other forms of cooperation. The strategy is based on a coherent and adaptable approach that supports the three steps in the development of national SPFs in African countries: support the adoption of social protection policies and strategies in countries where there is no comprehensive social protection framework; design and reform social protection schemes; improve operations.

The majority of African countries have enacted social protection strategies and policies as part of their social and poverty reduction frameworks. The ILO supports these countries in their effort to move from policy design to the implementation and operationalization of social protection schemes and programmes that extend coverage to previously non-covered categories such as self-employed, rural, urban and migrant workers. The strategy identifies three areas in which action is necessary in order to bring about tangible change:

¹ [Implementation of Abidjan Declaration.pdf](#)

1. enhance coverage and adequacy through stronger social protection strategies, legal frameworks and programmes and by scaling up existing and new initiatives
2. close financing gaps by ensuring adequate and sustainable financing
3. develop strategic partnerships.

As part of the support of the implementation of the Abidjan Declaration and the Africa Regional Strategy on Social Protection ILO has worked in 2020-22 in two countries with the ILO constituents to increase social protection coverage: Eswatini and DRC.

The RBSA projects in the biennium 2020-2021 are ILO allocations targeted to finance catalytic actions that leverage other resources across the outcomes found in the ILO Programme and budget for the biennium, to intensify support to tripartite constituents' efforts for a human-centred recovery from the COVID-19 crisis, guided by the Centenary Declaration for the Future of Work and consolidating the ILO's leading role in delivering the UN 2030 Agenda for Sustainable Development. The project budget should be in principle between US\$ 150,000- \$600,000 and the overall implementation period should not exceed 18 months

Democratic Republic of the Congo (DRC) project

DRC has ratified Convention N° 102 on Social Security (Minimum Standards) in 1987. However, workers from the informal economy and rural sector are largely excluded from the legal social security schemes. During the pandemic, this was clearly observed as employers struggled ensuring unemployment indemnities because of the absence of an unemployment insurance system. At the same time, Occupational Safety and Health (OSH) systems are quite insufficient as OSH Committees at the workplace are quite inexistant. The mining sector is quite alarming, in artisanal mining one of the biggest sources of income and employment of the country. Despite its importance, Convention N° 176 on OSH in mines have not yet been ratified.

To extend social protection for all (men and women), a national policy and strategy on social protection were validated in 2017, with support of the ILO, including extension of social security to workers from the informal economy and the setup of a Universal Health Coverage system as major strategic axes.

The project « **Appui aux mandants tripartites de la RDC dans la lutte contre l'impact de l'épidémie COVID19** » aimed to

- Strengthen the social protection systems, with a focus on the extension to workers from informal and rural economy in response to COVID but also with the objective to build sustainable systems
- Operationalize progressively the Universal Health Coverage system
- Promote OSH at the workplace, including the ratification of the Convention N° 176.

Strengthening the social resilience through adequate social protection mechanisms is one of the strategic axes of the DRC Response Plan against COVID-19. The project fits under the output 2.2 of the UNSDCF 2020-2024 and contributes to SDG targets 1.3; 3.8; and 8.8.

The project didn't recruit a full-time staff to implement the activities of the project. Instead, it was closely managed by the Programme Unit of Kinshasa Country Office with support of external collaborators (consultants).

Key project results as informed by the project:

- A tripartite committee overseeing occupational safety and health issues, including in the mining sector, was established
- The Universal Health Coverage strategic plan (PSN CSU) was approved in December 2021
- Draft texts and monitoring tools to strengthen the institutional and operational framework of health insurance system were developed

Kingdom of Eswatini project

Eswatini, although classified a lower middle-income country has high rates of poverty, unemployment rate is 23 %, and youth unemployment stands at 47.4% (15-24 years) and 32.4% (15-35 years). There is no unemployment protection scheme in place.

The impact of COVID-19 on economic activity and employment has compounded the problem and heightened the need for unemployment protection. In 2020, information from the Ministry of Labour show that one hundred and fifty (150) companies have filed applications to lay-off employees resulting in about 9000 unpaid lay-offs. The government has announced plans to establish an unemployment benefit fund (UBF) to mitigate the impact of future crisis or pandemics. The plan also includes a temporary Covid unemployment relief fund to provide income support for an initial period of two months for unpaid layoffs.

Through ILO support, government has developed a National Social Security Policy 2019 (and its Implementation Action Plan and Strategy), along with a draft Employment Bill (2017). These documents have been already validated by tripartite constituents and approved by Cabinet

The Government has recently developed a Social Assistance Policy and a National Health Insurance Scheme Policy. The Kingdom of Eswatini Strategic Road map (2019-2023) promotes inclusive growth through effective social safety nets. Together, these policies ensure coordination between contributory and non-contributory measures and reinforce actions towards a national social protection floor.

The project “**Establishment of Unemployment Benefit Fund in Eswatini: towards comprehensive social protection for all**” builds on the government’s recent financial commitment of E5 Million (\$ 296,000) to establish a UBF (with a long term/sustainable system building perspective), and E 25 million (\$ 1.48 million) Covid unemployment relief fund, as part of the national Covid-19 response measures.

The project strategy focuses on

- Supporting the implementation of the National Social Security Implementation Action Plan and strategy (2019) and the Government COVID-19 Unemployment Relief Fund and the UN Multisector COVID-19 Response Plan
- Conducting feasibility studies and setting establishment and implementation arrangements for a gender inclusive unemployment benefit fund (UBF)
- Building capacities of Government, social partners, and stakeholders to enhance social dialogue and good governance of social security
- Linking unemployment protection with measures to facilitate access to employment services, including job matching, skills development and active labour market policies.

Given the scope of work in establishing a UBF and the need to bolster government capacity, a full time National Project Coordinator supported effective and timely implementation. Technical Working Group from Pretoria and Geneva also supported with needed actuarial analysis, legal and technical feasibility studies. The budget also includes Service Contracts for data and related systems development – crucial in establishing new benefits

The project contributes to the achievement of the 2016-2020 UNDAF: Priority Area 1: Output 1.1.2: Vulnerable groups have improved access to social protection services, and SDG 1.3, 5.4, 8.5 and 10.4.

Key project results as informed by the project:

- Policy, legal and institutional frameworks for comprehensive social protection in Eswatini are in place
- Gender inclusive unemployment benefit fund established

2. Purpose, objectives, and scope of the evaluation

Evaluation background

ILO considers project evaluations as an integral part of the implementation of technical cooperation activities. The purposes of evaluations are accountability, learning and planning and building knowledge. It should be conducted in the context of criteria and approaches for international development assistance as established by the OECD/DAC Evaluation Quality Standard; and the UNEG Code of Conduct for Evaluation in the UN System.

This evaluation will evaluate two projects as part of a thematic clustered evaluation² on social protection. It will follow the ILO policy guidelines for results-based evaluations; and the ILO EVAL Policy Guidelines Note 4.4 “Preparing the inception report³”; Checklist 4.1 “Validating methodologies⁴”; and Checklist 4.2 “Preparing the evaluation report⁵”. The evaluation will follow the OECD-DAC framework and principles for evaluation. For all practical purposes, this ToR and ILO Evaluation policies and guidelines define the overall scope of this evaluation. Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to stakeholders on how they can address them

Purpose and objectives of the clustered final independent evaluation

The main purpose is twofold: first, to provide an independent assessment of the implementation of two project interventions and understand how and why the projects have obtained the specific results from outputs, outcomes, and impact. Second, to analyse learning linkages between both projects to

² Guidance Note 3.3: Strategic clustered evaluations to gather evaluative information more effectively. ILO EVAL, 2020.

³ [wcms_746722.pdf \(ilo.org\)](#)

⁴ [wcms_746807.pdf \(ilo.org\)](#)

⁵ [wcms_746808.pdf \(ilo.org\)](#)

help identify critical success factors and potential risks, thus providing valuable information for the performance of the future and on-going interventions in similar context and themes.

The clustered evaluations serve a dual purpose. They provide learning and accountability for each project in the cluster but also the basis for the analysis of thematic trends, ILO's contribution to implementing the Decent Work Agenda in the UN Development Framework and ultimately ILO's contribution to the SDGs. As such, clustered evaluation results serve ILO management and its constituents to support the strategic decision-making processes are based on evidence.

Specific objectives:

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

Scope of the evaluation

The final evaluations will cover the period from the start of the projects (September 2020 for DRC and August 2020 for Eswatini projects) until October 2022 (taking into consideration the results of the projects ex-post). The evaluation will cover all the planned outputs and outcomes under the project, with particular attention to synergies between the components and contribution to the ILO Abidjan Declaration and its implementation plan⁶ as well as the [ILO Africa Regional Social Protection Strategy 2021-2025 and Country Programme Outcomes \(CPOS at the ILO P&B\)](#).

The evaluation will discuss how the project is addressing the main issues which include the extension of social protection schemes to informal economy (universal health coverage, social security for independent workers, and unemployment benefits); COVID-19 response and recovery measures; weak occupational safety and health at work institutional frameworks and operational strategies; lack of employment services; gender inequality and cultural dynamics.

Crosscutting themes will be assessed, including social dialogue and tripartism, international labour standards, gender inequality and non-discrimination (i.e people with disabilities), and a fair environmental transition.

Clients of the evaluation

Clients of the evaluation are ILO's constituents, national and international partners, including the Ministry of Employment, Labour and Social Protection, Ministry of Finance. Furthermore, the findings of this final evaluation are destined for ILO's management (Kinshasa and Pretoria Country Offices, ILO

⁶ https://www.ilo.org/global/meetings-and-events/regional-meetings/africa/arm-14/reports-and-documents/WCMS_768623/lang--en/index.htm

DWT/CO Yaoundé and Pretoria), SOCPRO, NORMES, EMPLOYMENT, Gender, Social Dialogue, and the Regional Office for Africa.

The knowledge generated by this evaluation will also benefit other stakeholders that may not be directly targeted by the project's intervention such as: key government institutions, civil society organizations, donors, UN agencies, international organizations that work in relevant fields, and other units within the ILO. The evaluation report will be made publicly available at ILO website.

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

The evaluation should address the overall standard evaluation criteria: relevance, coherence, effectiveness, efficiency, sustainability, and impact as defined in the ILO Policy Guidelines for results-based evaluation, 2020⁷

- Relevance and strategic fit of the project
- Coherence
- Validity of the project design
- Project effectiveness
- Efficiency of resource use
- Sustainability of project outcomes
- Impact orientation

For clustered evaluations, for each evaluation criterion, dual lenses are applied to focus on the individual interventions and their potential interconnectedness learning. The evaluator shall examine the following key issues:

1. Relevance and strategic fit of the project

- Are the projects coherent with the Governments objectives, National Development Frameworks, County Development Frameworks, beneficiaries' needs, and do they support the outcomes outlined in ILO's P&B 2020-2021, CPOs as well as the UNSDCF and SDGs?
- What links have been established so far with other activities of the ILO, UN or other cooperating partners operating in the country in the areas of social protection (universal health coverage, unemployment benefits) and COVID-19 response and recovery measures at country level?
- Have the projects been able to leverage the ILO and other contributions, through its comparative advantages (including tripartism, social dialogue, international labour standards, etc.)? Have they played a catalytic role for ILO work in the selected countries?
- Have the projects fulfilled its role as an RBSA funded project?

⁷ https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm

2. Coherence and validity of intervention design

- Are the projects realistic (in terms of expected outputs, outcome, and impact) given the time and resources available and the social, political, etc. environment, including performance and its M&E system, knowledge sharing and communication strategy, and resource mobilization?
- To what extent have the projects integrated the ILO tripartite and normative mandate, gender equality and non-discrimination, just transition to environmental sustainability, COVID-19 response measures as cross-cutting themes in the design?
- Are the projects' Theory of Change (ToC) comprehensive, integrating external factors, and are they based on a systemic analysis?

3. Effectiveness

- To what extent have both projects achieved their expected results, in line with ILO's cross-cutting issues?
- Which have been the main contributing and challenging factors towards project's success in attaining its targets and implementing ILO Abidjan Declaration and other COVID-19 response and recovery measures?
- Have unintended results of the project been identified?
- To what extent have the projects management and governance structure put in place worked strategically with tripartite constituents, stakeholders and partners in the project, and ILO - to achieve project goals and objectives?
- What is the assessment regarding how the projects management have managed the contextual and institutional risks and assumptions (external factors to the project)?

4. Efficiency of resource use

- 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?
- To what extent did the projects leverage resource to go beyond projects' targets and promote gender equality and non-discrimination?

5. Impact orientation and sustainability

- To what extent is there evidence of positive changes in the life of the ultimate project beneficiaries and on policies and practices at national and county levels?
- 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)? Which were the gaps when enhancing the likelihood of outcome sustainability?
- Are the projects contributing to expansion of the knowledge base and building evidence regarding the project outcomes and impacts at county and national levels?
- What assessment is made regarding the sustainability of the projects outcomes and what steps were made to enhance the likelihood of outcome sustainability? Which were the gaps?
- To what extent have the projects developed and implemented any exit strategy? If not, why?

4. Methodology

The clustered final independent evaluation will comply with evaluation norms and standards and follow ethical safeguards, all as specified in [the ILO evaluation policy and the following principles of the Policy guidelines for results-based evaluation, 4th edition \(2020\)](#). The ILO adheres to the United Nations Evaluation Group (UNEG) evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards. The evaluation is an independent evaluation, and the final methodology and evaluation questions will be determined by the consultant in consultation with the Evaluation Manager as part of the inception phase of the evaluation.

The evaluation will apply a mix of qualitative and quantitative methods to be defined and approved as part of the evaluation inception report, including triangulation to increase the validity and rigor of the evaluation findings, engaging with tripartite constituents, stakeholders, and partners of the project, as much as feasible, at all levels during the data collection and reporting phases.

In line with ILO's evaluation policy guidelines and related guidance notes⁸, the evaluation will pay specific attention to ILO's cross-cutting issues, notably the ILO's normative and tripartite mandate, environmental sustainability, and disability inclusion. Contribution of the ILO to the relevant targets set in the 2030 Agenda for Sustainable Development, and the global pandemic response will also be considered by the evaluation. The gender equality and non-discrimination (e.g., people with disabilities, youth, migrants, etc.) dimension will be a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. This implies involving both men and women, and other identified vulnerable groups, in the consultation, evaluation analysis and evaluation team as possible. Moreover, the evaluators should review data and information that is disaggregated by sex and assess the relevance and effectiveness of gender and disability inclusion related strategies and outcomes within the purview of ILO's work. Specific measures to reflect gender and inclusion concerns should be elaborated in the inception report, in line with the UN GEEW-SWAP guidance in this regard.

The evaluation consultant / team should develop the final evaluation methodology in consultation with the evaluation manager. The methods should be selected for their rigor and their ability to produce empirical evidence to meet the evaluation criteria, answer the evaluation questions and meet the objectives of the evaluation. The desk review at inception phase may suggest a number of preliminary findings that could be useful in reviewing or fine-tuning the evaluation questions. The desk review will include briefing interviews with the project teams and/or relevant Country Offices staff. The approval of the inception report by the evaluation manager is a condition to start the data collection.

The evaluation will involve field visits and face-to-face engagements with ILO Country Offices and project staff, tripartite constituents, stakeholders, and partners in RDC and Eswatini, as well as the ILO regional office for Africa Regional Programme Unit.

⁸ ILO EVAL, [ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations, 4th ed.](#)

[ILO EVAL, Guidance Note 3.2 Adapting evaluation methods to the ILO's normative and tripartite mandate](#)

[ILO EVAL, Guidance Note 3.1 Integrating gender equality in monitoring and evaluation](#)

[ILO EVAL, Protocol on collective evaluation evidence on ILOs COVID-19 response measures through project and programme evaluations](#)

An indicative list of persons to be interviewed will be prepared by the projects' officers/COs in consultation with the Evaluation Manager. The COs will provide logistical support in the organization of these interviews.

A stakeholders' workshop will be organized toward the end of the data collection phase in each country, with participation from key stakeholders, ILO staff and partners. This is an opportunity to present the preliminary findings and fill in any data gaps. The draft evaluation report will follow (see below deliverables for details). The draft will be subject to a methodological review by the evaluation manager, and upon the necessary adjustments, it will be circulated among the key stakeholders. Subsequently, the evaluation manager will consolidate any written the comments and provide to the evaluator - who will develop the final version of the report, addressing the comments - or explain the reason for not addressing the comments, if that would be the case.

5. Main deliverables

The following products will have to be produced and delivered by the evaluation team:

- **Inception report** in English (incl. methodological note, refer to Checklist 4.8 "Writing the Inception Report"⁹). Being a clustered evaluation, particular attention must be paid to validate common frameworks as much as feasible. The latter may include a common Theory of Change across projects or components, a country framework, thematic framework, or common results framework at strategic and objectives level.
- **A stakeholder workshop** that will have to be facilitated in English or French depending on the country. A virtual or in-person workshop must be conducted with evaluation stakeholders of each country team to present initial findings collected during field work.
- **A first draft of the evaluation report** that will have to be written in English and French, answer the questions related to the evaluation criteria, including the recommendations, lessons learned, good practices. It will follow the structure presented in Checklist 4.2 "Preparing the Evaluation Report"¹⁰. The particularity of clustered evaluations is that a set of strategic recommendations are likely to be for the thematic or geographic cluster while other more operational recommendations will focus on its individual projects or components. Lessons learned and good practices should have a more strategic focus. The report will be sent to the evaluation manager (refer to "Checklist 4.2: Preparing the evaluation report" for guidance on the structure and content and "Checklist 4.9: Rating the quality of evaluation report"¹¹)

The draft and final report outline as follows:

1. Cover page with key project and evaluation data (using ILO EVAL template)
2. Executive Summary
3. Acronyms
4. Description of the projects
5. Purpose, scope, and clients of the evaluation

⁹ [wcms_746817.pdf \(ilo.org\)](#)

¹⁰ [wcms_746808.pdf \(ilo.org\)](#)

¹¹ [wcms_746818.pdf \(ilo.org\)](#)

6. Methodology and limitations
7. Clearly identified findings for each criterion (looking at the three projects in an integrated manner)
8. Conclusions
9. Recommendations
10. Lessons learned and good practices (briefly in the main report and a detailed in ILO EVAL template, annexed to the report) (both in English and French)

Annexes:

- TOR of the evaluation
 - Evaluation questions matrix
 - Data Table on Project Progress in achieving its targets by indicators with comments
 - Evaluation schedule
 - List Documents reviewed
 - List of people interviewed
 - Lessons learned and good practices (using ILO-EVAL template can be found in the Checklist 4.2)
 - Any other relevant documents
- The **final evaluation report**, which must be written in English and French, must be about 30-40 pages maximum (excluding annexes and executive summary), follow the structure presented in Checklist 4.2 and include a cover page (refer to Checklist 4.3: Filling in the Evaluation Title Page¹²). Appendices should include the questions matrix, the interview and focus groups guides, field work schedule, a list of interviewees, and a list of documents analysed. The quality of the report in English and in French will be assessed based on the ILO Checklist 4.9 (see above).
 - A **summary of the final evaluation report** (using ILO/EVAL template, refer to Checklist 4.4: Preparing the Evaluation Report Summary¹³) will be sent, together with the final report, in English and in French to the evaluation manager based on the executive summary of the evaluation report. A PowerPoint presentation of the summary will also be required.

6. Management arrangements and work plan (including timeframe)

The organization and coordination of the evaluation mission will be provided by Mr Edgar AGUILAR PAUCAR (aguilarpaucar@ilo.org), the designated Evaluation Manager at ILO. The evaluation consultant / team will discuss with him all technical and methodological issues when needed. It will be able to coordinate with both Project Managers to provide the main documents and any information that they will need to carry out their mission. It will facilitate contacts with the different partners. Meetings will be organized on this occasion with the authorities, partners and beneficiaries concerned by the project. The evaluation consultant/team will also receive technical, logistical, and administrative support from the project team.

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

¹² [wcms_746810.pdf \(ilo.org\)](#)

¹³ [wcms_746811.pdf \(ilo.org\)](#)

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

The evaluator or evaluation team is responsible for completing the following specific tasks

- Responsible for conducting the evaluation
- 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 and stakeholders' workshop at the end of the mission
- Participate to debriefings with main stakeholders on the main results and recommendations of the evaluation

The ILO Country Offices will provide logistical support to the evaluator and will assist in organizing the data collection (documents and interviews). The project will ensure that all relevant documentation is up to date and easily accessible by evaluator or evaluation team from the first day of the contract (desk review phase).

Finally, the Evaluation Office (EVAL) of the ILO will approve the final report.

The evaluation will be undertaken mostly between November 2022 and January 2023. A detailed timetable will be included in the inception report developed by the evaluator. All logistics costs will be covered by the project.

Task	Responsible	Tentative timeline	No of days of work
Development of ToRs (including circulation with stakeholders)	Evaluation manager (EM)	September -October2022	0
Selection of the evaluator/team (Call for EoI and issue of contract)	EM	31 October – 18 November r 2022	0
Inception phase : <ul style="list-style-type: none"> • Desk review • Briefing with Evaluation Manger and projects officers 	Evaluator	21-29 November 2022	7 days

<ul style="list-style-type: none"> development and submission of the Inception report with approval by the EM 			
Data collection and field work, including stakeholder workshops	Evaluator	December 2022 – Mid January 2023	20 days (10 per country)
First draft of the evaluation report in English and French reviewed by the EM	Evaluator and EM	End January 2023	8 days
Circulation of draft report to collect inputs and comments from evaluation stakeholders	EM	End January-Early February 2023 (two weeks)	0
Final report in English and French	Evaluator	February 2023	2 days
Approval of the evaluation report	EM and EVAL	February 2023	
Total number of days			37 days

7. Profile of the evaluation team

The evaluation will be conducted by **an evaluation team that can be a sole evaluator or an evaluation team leader and 1 or 2 national evaluators.**

Main qualifications of team leader

- Advanced university degree preferably in economics, business management or related qualifications,
- A minimum of 7 years of professional experience in evaluating international programmes and projects, development initiatives, logical framework and theory of change-based and other strategic approaches, M&E methods and approaches, and information analysis and report writing,
- Understanding and experience of the development context in Africa, preferable in the sub-regions of the two countries of the project (RDC and Eswatini), with relevant technical work in social protection will be an asset
- Knowledge and experience of the UN System, ILO's roles and mandate and its tripartite structure, UN evaluation norms, its programming is desirable.
- Excellent communication and interview skills, and writing skills,
- Demonstrated ability to work in group and deliver quality results within strict deadlines,
- Excellent knowledge and excellent drafting skills in English and French

Main qualifications of national team members (RDC and Eswatini) - *Optional*

- Advanced university degree preferably in law, economics, business management or related qualifications,
- A minimum of 5 years of professional experience in evaluating and implementing social protection programmes, preferably supporting Governments, national agencies, or social partners
- Understanding and experience of the development context at country level (RDC or Eswatini), with relevant technical work in social protection
- Excellent communication and interview skills, and experience organizing field visits
- Demonstrated ability to work in group and deliver quality results within strict deadlines,
- Excellent knowledge and excellent drafting skills in English or French
- Based in the selected country

8. Legal and ethical matters

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.

9. Evaluation Budget

Estimated resource requirements at this point will cover:

- **For the evaluation team:**
 - Fees for the consultancy for 37 working days for the team
 - DSA and flights as per ILO travel policy
- **For the ILO Office:**
 - Stakeholders' workshop
 - Logistic support for field visits
 - Any other miscellaneous costs

Annex I

LIST OF RELEVANT EVALUATION GUIDELINES and standard templates

1. ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations:

http://www.ilo.org/eval/Evaluationpolicy/WCMS_168289/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 No. 3 Writing the inception report

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

4. Checklist 5 Preparing the evaluation report

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

5. Checklist 6 Rating the quality of evaluation report

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

6. Template for lessons learned and Emerging Good Practices

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

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

7. Guidance note 7 Stakeholders participation in the ILO evaluation

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

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

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

9. Template for evaluation title page

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

10. Template for evaluation summary:

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