

Call for Expression of Interest

Final independent evaluation of the “Inclusive Growth through Decent Work in the Great Rift Valley” Public Private Development Partnership Project

The Evaluation Office of the International Labour Organization (ILO/ ILO-EVAL) is seeking expressions of interest from a team of qualified consultants to conduct an independent final evaluation of the above project. **The prospective candidates can apply either individually (for each role) or as a team, including as a company.**

The duration of the assignment is estimated at a total of 43 working days for the team, being **25 working days for the team leader, and 18 working days for the consultant based in Kenya (February-April 2023).**

Deadline: 7 December 2022, at 18h00 of South Africa Standard Time (SAST).

For more details see the ToRs below.

Interested candidates are required to supply the following information together with a Covering Letter:

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 copy of the candidate’s curriculum vitae
5. A statement confirming their availability to conduct this assignment,
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. A specific statement that the evaluation will comply with UN Norms and standards
8. The names of two referees (including phone and email) who can be contacted
9. Copies of two reports in which the evaluator has been the sole evaluator/ team leader/ team member in the last five years
10. A financial proposal indicating a daily professional fee expressed in US dollars. Note that fees must be commensurate with the consultants’ qualifications and experience.

NOTE: Applications submitted without a fee/rate in US\$ will not be considered for evaluation.

The deadline for the submission of an expression of interest for this assignment is **7 December 2022, at 18h00 of South Africa Standard Time (SAST).** Prospective candidates should send their expression of interest by email to the Evaluation Manager **Elmira Bakhshinyan** (bakhshinyan@ilo.org), copying **Ricardo Furman** (furman@ilo.org), with a subject header “Evaluation of the Inclusive Growth through Decent Work in the Great Rift Valle Project”.

Terms of Reference

Final Independent Evaluation of the Project “Inclusive Growth through Decent Work in the Great Rift Valley” Public Private Development Partnership (PPDP)

1. Key facts

Title of project being evaluated	The Inclusive Growth through Decent Work in the Great Rift Valley Project, Public Private Development Partnership (PPDP)
Project DC Code	KEN/17/01/SWE
Project start and end dates	May 2018- April 2023
Budget	USD\$ 7,760,414 (Sida contribution: USD 4,870,000 Partners contribution USD 2,890,414)
Donor	Swedish International Development Cooperation Agency (Sida)
Administrative Unit in the ILO responsible for administrating the project	ILO Country Office for Kenya in Dar es Salaam
Technical Unit(s) in the ILO responsible for backstopping the project	Decent Work Team-Pretoria
P&B outcome (s) under evaluation	1. “More and better jobs for inclusive growth and improved youth employment prospects”, 4. “Promoting sustainable enterprises”, 5. “Decent work in the rural economy”
SDG(s) under evaluation	SDG 4: “Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all” and SDG 8: “Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”.
Type of evaluation	Independent
Timing of evaluation	Final evaluation
Date of the evaluation	February-April 2023
Evaluation manager	Elmira Bakhshinyan

2. Background information

A private Swedish company, Akiira Geothermal Ltd, is establishing a power plant in the Southern region of the Rift Valley. The plant energy output will be a substantial benefit to Kenya's growing economy. For the project affected communities, investments in terms of capacity development (i.e. education and training infrastructure, skills development and access to public and social services within the communities) are necessary to have a positive impact on them in terms of local content and job creation during the construction and operational phases.

The International Labour Organization (ILO) is devoted to promoting social justice and internationally recognized human and labour rights. It has a central role in promoting Decent Work in Kenya (i.e. application of International Labour Standards). Moreover, its tripartite structure can contribute to strengthening partnerships with social partners (key labour market institutions, i.e., employers' and workers' organizations) in improving the effectiveness of employment policies and programmes.

In this context the Swedish Government proposed entering into a Public Private Development Partnership (PPDP) with the ILO to improve the living conditions for young people in the Southern region of the Rift Valley. The ILO will act as a catalyst to boost decent job creation through skills development, business development and community engagement by leading the PPDP.

Description of the Project

The Project is implemented by ILO and funded by the Swedish International Development Cooperation Agency (Sida), a government agency working on behalf of the Swedish Government. ILO's cooperation with Sida follows PPDP model that aims at mobilising the private sector as a strategic partner to the public sector in helping to solve specific development challenges through creating important synergies.

The immediate objectives of the PPDP are to create decent jobs from better skills by vocational training centers, develop new and improve on growing businesses resulting from new relevant skills, business development services and access to finance, promoting the rights of workers in the local communities and increase capacity of communities to lobby for increased access to public and social services e.g., water, education, health, sanitation¹.

The Project has a total budget of USD 7,760,414. The financial contribution from Sida, the donor agency, is USD 4,870,000 - while contributions from Partners in the Project is USD 2,890,414. The period of implementation is 4 and ½ years, from 10 May 2018 to 31 October 2022, i.e., a duration of 54 months including the "no cost" extension of 6 months until October 2022².

Project rationale and strategy

The overall strategy of the Project was to implement the project through a PPDP together with various government institutions and private sector organizations. The PPDP provides an opportunity to not only develop skills that enable the population to benefit from the job opportunities in the geothermal, manufacturing, infrastructure and hospitality value chains in the Rift Valley, but also other private and public sectors in the counties and country. These multifaceted challenges are addressed with a three-pronged approach with mutually reinforcing components, as follows:

- Formal skills development with workplace learning;
- Informal skills upgrading combined with micro and small enterprise development; and
- Access to public services through rights advocacy.

¹ ILO. (2017). *"The Inclusive Growth through Decent Work in the Great Rift Valley" Project Document*

² ILO. (2021). *Mid-term evaluation of the project "The Inclusive Growth through Decent Work in the Great Rift Valley: a Public Private Development Partnership (PPDP)"*

Thus, the development objective or long-term impact of the PPDP is “Poverty reduction and improved living conditions through decent work and access to rights-based services among the rural population in the Great Rift Valley”. The project will pursue the following 4 main outcomes:

Outcome 1: Decent jobs resulting from relevant and quality skills provided by vocational training centres and other training institutions.

Outcome 2: Decent jobs resulting from new and growing businesses created.

Outcome 3: Improved community participation in lobbying for increased access to public and social services and duty bearers accountability in providing social services.

Outcome 4: Strengthen Project Management and Coordination.³

For the implementation of Outcome 3, ILO works in partnership with Forum Syd⁴, which is a Swedish NGO with experience working with communities in and around Naivasha.

Throughout the implementation of these three strategy pillars, attention was given to the following six cross-cutting concerns:

- Environmental preservation and creation of green jobs;
- Gender equality, which is an issue to address with tact in the traditional society;
- HIV and AIDS awareness;
- Conflict mitigation;
- Life skills and job readiness; and
- Disability.

Stakeholders and target groups/beneficiaries

The **ultimate beneficiaries** are youth, women and vulnerable community members in the affected communities who have been identified by private sector.

Based on the PPDP model, the project has many **intermediate stakeholders** involved at different levels that bring a range of contributions that will benefit in different ways. They include the affected communities; government (national and county levels); private sector; NGOs; development partners and social partners.

Project alignment with the DWCP, P&B, CPO & SDG

The 3rd Generation DWCP (2021-2024) was developed in 2021. The project contributes to the objectives of the DWCP through the direct support provided to the constituents and to the DWCP Priority 2 on Sustainable economic growth, which is linked to the UNDAF Strategic priority 3. In particular, the Project responds to Outcome 2.2 – Marginalized vulnerable groups and regions in Kenya have increased access to decent jobs, income and entrepreneurship opportunities – linked to the UNDAF Outcome 3.2⁵.

The Project is aligned to ILO P&B 2020-21 and ILO P&B 2022-23 Outcome 4 on Promoting sustainable enterprises as generators of employment and promoters of innovation and decent work and Outcome 5 on Skills and lifelong learning to facilitate access to and transitions in the labour market⁶.

³ ILO. (2021). “*The Inclusive Growth through Decent Work in the Great Rift Valley*” Project. Annual Progress Report for the Period of 16th March 2021 to 15th March 2022

⁴ In 2020 Forum Syd was renamed as Forum Civ to reflect its role as platform for civil society.

⁵ Republic of Kenya Ministry of Labour. (2021). *3rd Generation Decent Work Country Programme: 2021-2024*

⁶ ILO (2020) *Programme and budget for the biennium 2020–21*, ILO (2022) *Programme and budget for the biennium 2022–23*

Regarding SDGs the project is contributing to SDG 4 to “Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all” and SDG 8 to “Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”.

Project governance and management arrangements

The project has two main governance structures, namely:

- The Partnership Advisory Committee (PAC), which provides technical guidance to the project and review and advice the PSC on policy matters for decision making; and
- Partnership Steering Committee (PSC), which oversees the project and deals with strategic issues and approves recommendations made by PAC, project work plans and budgets.

In addition, there is also a Skills Technical Working Group Committee and Sub-Committee specifically to support the skills development component.

The overall responsibility of managing and reporting is by the National Programme Coordinator (NPC) who is based in Nairobi. The NPC works under the overall supervision of the Director of the ILO Country Office Dar es Salaam.

There are, in total, eleven staff members including the NPC. All five ILO staff are employed on 100%; three staff of Forum Civ are on 100%; two staff of ForumCiV are on 20%; and one staff of ForumCiV is on 50%. The ILO staff are: NPC; National Programme Officer-Skills Development; a National Programme Officer-Enterprise; Finance and Administration Assistant; and Senior Driver.

Technical backstopping is provided by the Employment Specialist (ILO Country Office Dar es Salaam) and the Decent Work Support team, particularly the Skills development and Enterprise development Specialists (ILO Country Office Pretoria).

Major results by September 2022 as reported by the project are the following:

Outcome 1:

- Six (6) demand driven courses were reviewed and developed, five were implemented as draft learning guides and assessment tools were developed. These courses are in electrical installation, welding, plumbing, food and beverage production and fashion design. The sixth course, leather and production, was reviewed awaiting implementation.
- 1,127, graduates from participating VTCs pursuing demand driven courses in electrical installation, plumbing, welding, food and beverage production, fashion design technology and motor vehicles were assessed and certified.
- 4 VTCs have been equipped with new tools and equipment. These infrastructure developments, tools, equipment and instructional materials were used for practical training of the trainees who have acquired various demand driven courses.
- 57 VTCs trainers have completed Training of Trainers (ToTs) courses and received certification.
- 289 industry experts provided mentorship to trainees on the job in industry or in the partner vocational training centres.
- 28 companies have entered into partnership agreements to provide attachment and internships opportunities for youth and women, allowing 692 trainees to obtain pre-employment training, equipping them with relevant employability skills.
- Four vocational training centers have developed Strategic Plans to enhance performance of the VCTs i.e., revenue generation for self-sustainability, increased recruitment.

Outcome 2:

- 893 women and youth trained in business development and 250 women and youth linked to financial services providers and other business development services such as market opportunities.

- 527 sustainable enterprises have started since the entrepreneurship training and linkages to business development services.
- Total of 608 jobs have been created since the inception of the PPDP project coming from existing and new businesses.

Outcome 3:

- 1287 Communities are equipped with skills for lobbying and advocating for their rights.
- 64 Community Action Plans developed.
- 43 proposals presented to duty bearers for action.
- 4 dialogue Platforms and 14 decision-making spaces created.
- 60% Levels of awareness by the community on government decision-making spaces
- 32 community projects implemented.
- 54 community members who are knowledgeable about the social auditing process.
- 4 social audit initiatives undertaken by the community.

Through partnerships the project has mobilized USD 3,697,037.63 against expected USD 2,890,414 total In-kind & Financial Contribution from 23 commitments.

Purpose, objectives, and scope of the evaluation

Evaluation background

ILO considers evaluation as an integral part of the implementation of technical cooperation activities. As per ILO evaluation policy and procedures, the Project should have a final independent evaluation. In addition, the Project have had an independent mid-term evaluation, which was conducted in February-May 2021⁷. Both evaluations are managed by an ILO certified evaluation manager and implemented by independent evaluators.

The purposes of evaluations are accountability, learning and planning and building knowledge.

This evaluation will follow the ILO policy guidelines for results-based evaluations⁸ and the ILO Policy Guidelines Checklists, particularly the Checklist 4.2: “Preparing the evaluation report”⁹, the Checklist 4.8: “Writing the inception report”¹⁰ and the Checklist 4.4 “Preparing the evaluation report summary”¹¹.

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.

⁷ ILO. (2021). *Mid-term evaluation of the project “The Inclusive Growth through Decent Work in the Great Rift Valley: a Public Private Development Partnership (PPDP)”*

⁸ ILO. (2020). *ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations, 4th ed.* Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_853289.pdf

⁹ ILO. (2021). *Checklist 4.2: Preparing the evaluation report.* Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746808.pdf

¹⁰ ILO. (2021). *Checklist 4.8: Writing the inception report.* Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746817.pdf

¹¹ ILO. (2021). *Checklist 4.4 “Preparing the evaluation report summary.* Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746811.pdf

Purpose and objectives of the Final independent evaluation

The final independent evaluation will provide an objective assessment of the accomplishment of project activities in terms of coherence and relevance, efficiency, effectiveness, impact and sustainability. The specific objectives of the evaluation are the following:

1. Establish the relevance of the project design and implementation strategy in relation to the ILO, UN and SDGs and national development frameworks:
2. Assess the extent to which the project has achieved its stated objective and expected results regarding the different target groups, while identifying the supporting factors and constraints that have led to them, including implementation modalities chosen:
3. Assess the extent to which the project partnership arrangements (Public Private Development Partnerships) contributed to the achievement of the stated objective and expected results:
4. Identify unexpected positive and negative results of the project:
5. Assess the extent to which the project outcomes will be sustainable:
6. Assess to what extent the project addressed the mid-term evaluation recommendations:
7. Identify lessons learned and good practices to inform the key stakeholders (i.e., the tripartite constituents, national stakeholders, the donor and ILO) for future similar interventions:
8. Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes.

Scope of the evaluation

The final evaluation will cover the entire period of the project implementation: from 10 May 2018 to 31 April 2023. 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 County Integrated Development Plans (CIDP) for Narok and Nakuru Counties, national policies and programmes.

The geographical analysis of the assessment should cover the Southern region of the Rift Valley, i.e., Narok and Nakuru counties. The evaluation should consider all the documents linked to the project. This includes the project document, periodic reports, results of mid-term evaluation and implementation of its recommendations as well as documents produced as outputs of the project (e.g., knowledge products, policy strategies).

Six following crosscutting themes will be assessed: i) fair transition to environmental sustainability (including environmental preservation and creation of green jobs), ii) gender equality and non-discrimination (including HIV & AIDS awareness and disability), iii) conflict mitigation, iv) life skills and job readiness, v) social dialogue and tripartism, and vi) international labour standards.

Clients of the evaluation

The intended primary users of the evaluation are the Nakuru and Narok County Governments, Ministries of the Government of Kenya, Federation of Kenya Employers, Central Organisation for Trade Union, Technical Vocational Education Training Authority, National Industrial Training Authority, ForumCiv, the private sector partners, ILO, Sida, Embassy of Sweden, among others.

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, other donors, UN agencies, international organizations that work in relevant fields, and other units within the ILO.

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

a) Review criteria

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

The six following crosscutting themes should be integrated in the evaluation questions as necessary during the inception phase. These themes, already mentioned above, are will be assessed: i) fair transition to environmental sustainability (including environmental preservation and creation of green jobs), ii) gender equality and non-discrimination (including HIV & AIDS awareness and disability), iii) conflict mitigation, iv) life skills and job readiness, v) social dialogue and tripartism, and vi) international labour standards.

The following questions, while not an exhaustive list, are intended to guide and facilitate the evaluation. Other aspects can be added as identified by the evaluator(s) 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.

b) Key Evaluation Questions

a) Relevance and strategic fit

- To what extent are project objectives and interventions relevant to the needs and priorities of government (Government objectives, National Development Frameworks), project beneficiaries, and other local stakeholders?
- How have the project adapted to changing context in order to maintain relevance?

b) Coherence

- How did the project contribute to the relevant ILO Programme & Budget Outcomes, CPOs, as well as the UNSDCF, DWCP and SDGs?
- To what extent did the project strategies, within their overall scope, remain flexible and responsive to emerging concerns with regards to gender equality and non-discrimination and inclusion of people with disabilities?

c) Validity of intervention design

- Does the project have realistic, logical, and coherent designs with clearly defined outcomes, outputs and indicators? Is the theory of change still valid?
- To what extent the project design allowed to leverage the ILO contributions, through its comparative advantages (including tripartism, international labour standards, life skills, etc.)?

d) Effectiveness:

- To what extent have the project objectives been achieved? What were the main internal and external factors that influenced the achievement or non-achievement of result

- Have unexpected positive and negative results took place?
- To what extent has the Covid-19 pandemic influenced the project results and effectiveness. How effective was the project approach of addressed this influence?
- To what extent the project partnership arrangements (Public Private Development Partnerships) contributed to the achievement of the stated objective and expected results?
- 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? Was there a clear understanding of roles and responsibilities by all parties involved?
- To what extend has the project been effective in addressing the six cross-cutting issues integrated into the project implementation?
- Has the project addressed all the mid-term evaluation recommendations? If not why?

e) Efficiency

- Are the resources (financial, human, etc.) made available to the project used strategically to achieve the project outputs and outcomes?
- How successfully has the project been able to solicit partnerships in supporting the project implementation and the beneficiaries?
- Has the project developed an M&E strategy that enhance accountability, learning, contribute to knowledge base and feed into management?
- To what extent did the project leverage resources (financial, partnerships, expertise) to promote gender equality and non-discrimination; and inclusion of people with disabilities?

f) Impact orientation

- To what extent the project contributed to the poverty reduction and improvement of the living conditions of the ultimate project beneficiaries?
- To what extend the project results contribute to the identified SDGs and relevant targets?
- To what extent the project improved access of the ultimate project beneficiaries to right-bases services and improved policies and practices at national and county levels?

g) Sustainability

- To what extent are the projects' outcomes sustainable? How the exit strategy of the project contributed to ensuring the sustainability?
- What is the likelihood that interventions could be replicated or scaled up by the partners after the projects close?
- Are the achieved results integrated or likely to be integrated into national institutions, and will the partners be able to sustain them beyond the project (institutionalisation of project components)?

4. Methodology

The independent final evaluation will comply with evaluation norms and standards and follow ethical safeguards, all as specified in ILO's evaluation procedures. The ILO adheres to the United Nations Evaluation Group (UNEG) evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards and criteria.

Due to the onset of the Covid-19 pandemic and its impact on the world of work, this evaluation will be conducted in the context of criteria and approaches outlined in the ILO Protocol for decentralized evaluations¹².

The specific elaboration of the evaluation method will be defined in consultation between the evaluation team and the evaluation manager and will be described in detail in the inception report to be submitted by the evaluation team.

The evaluation will apply a mix methods approach, including triangulation to increase the validity and rigor of the evaluation findings. It should also be able to capture the intervention's contributions to the achievement of expected and unexpected outcomes. In addition, the methodology should include examining the intervention's Theory of Change with particular attention to the identification of assumptions, risk and mitigation strategies, and the logical connect between levels of results and their alignment with ILO's strategic objectives and outcomes at the global and national levels, as well as with the relevant SDGs and related targets.

Data and information should be collected, presented and analysed with appropriate gender disaggregation, even if project design did not take gender into account¹³. In addition, to the extent possible, the data collection, analysis and presentation should be responsive to and include issues relating to diversity and non-discrimination, including disability issues.

Various types of information will be collected and triangulated during the evaluation, using the following methods:

- **Document Review:** The evaluator will review all relevant documents, including (but not limited to) the documents outlined in Annex 1. The document review may suggest a number of preliminary findings that could be useful in reviewing or fine-tuning the evaluation questions, which should be reflected in the inception report.
- **In-depth interviews with project implementors:** The evaluator will conduct interviews with the project staff. The evaluator will also conduct interviews with those that the project has worked with, including staff at the ILO in headquarters and backstopping units, the donor, as well as the implementing partner.
- **In-depth interviews with tripartite constituents and key stakeholders:** The evaluator will conduct interviews with the national key partners of the project on the national and county level. An indicative list of persons to be interviewed will be prepared by the Project in consultation with the evaluation manager and evaluator(s).
- **Focus group discussions with beneficiaries and community members:** The evaluator will meet with number of project beneficiaries and community member of the Narok and Nakuru counties and organize focus group discussions with them. This will allow to get an understanding of the issues that might positively or negatively affected the Project implementation. The project will provide technical, logistical and administrative support in the organization of the interviews and focus group discussions.
- **Survey:** An anonymous online survey will be conducted with the ultimate beneficiaries to respond to the evaluation questions related to the impact orientation. The survey questions will be developed, disseminated and analysed by the consultant/team.

The evaluation will be conducted through the following five key steps:

- **Inception:** The evaluator will have three briefing meetings: 1) a methodological one with the evaluation manager; 2) a meeting with the project to understand the project and address logistical issues of the data collection phase; and 3) a meeting with the donor to understand and manage its expectations regarding the evaluation. The first deliverable of the consultant/team

¹² ILO. (2021). *Protocol on collecting evaluative evidence on the ILO's COVID-19 response measures through decentralized evaluation*, Available at:

<https://intranet.ilo.org/collaborate/evalksp/PublishingImages/Pages/default/Protocol%20for%20decentralized%20evaluations%20-%20Draft%20-%20Operating%20procedures%20-%20No.2.pdf>

¹³ ILO. (2021). *Guidance Note 3.1: Integrating gender equality in monitoring and evaluation*. Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746716.pdf

is an inception report, which details the selected approach and methodology, including the workplan and the limitations of the chosen evaluation methods. The evaluator(s) may adapt the methodology spelled out in this ToR, but any fundamental changes should be agreed between the evaluation manager and the evaluator(s) and reflected in the inception report.

- **Data collection:** After approval of the inception report and the interview schedule, the data collection phase takes place, and the evaluator(s) conducts interviews, focus groups, field observations, etc. and analyses the findings.
- **Stakeholders' workshop:** Following the conclusion of the data collection phase the evaluator(s) will present preliminary findings to the project stakeholders. This is an opportunity to present the preliminary findings, invite the participants to provide feedback and fill in any data gaps.
- **Draft and final reports:** A draft report will be prepared by the evaluator(s). The draft will be subject of 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 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.
- **Public webinar:** A webinar with relevant and interested stakeholders will be held, where the evaluator(s) will present the results and findings of the final evaluation.

5. Main deliverables

The main outputs to be delivered by the evaluator(s) are:

- **Inception report:** The inception report should be developed upon the review of available documents and initial interviews with the project implementers. It should be not more than 20 pages excluding the annexes and follow the EVAL Guidelines – Checklist 4.8: “Writing the inception report”¹⁴. The evaluation’s data collection stage begins only after the approval of the Inception report by the ILO.
- **Presentation of preliminary findings:** The presentation of the preliminary findings will be shared with the key stakeholders (including members of the Partnership Advisory Committee and the Partnership Steering Committee) after data collection is completed. This is an in-person workshop in Nairobi and/or the project area Kenya (to be defined at the Inception phase). The evaluator will set the agenda for the meeting. The workshop will be technically organized by the evaluation team with the logistic support of the project.
- **First draft of the evaluation report:** The draft report will have to be written in English, following the EVAL Guidelines – Checklist 4.2: “Preparing the evaluation report”¹⁵ and the Checklist 4.3: “Filling in the evaluation title page”¹⁶. The report will follow the structure presented below. It should answer the questions related to the evaluation criteria and include lessons learned, good practices and recommendations for the key stakeholders. The quality of the draft report will be assessed by the Evaluation manager following the EVAL Guidelines – Checklist “Rating the quality of an evaluation report”¹⁷.
- **The final evaluation report:** The report will be about 30-40 pages maximum (excluding annexes and executive summary) and address written comments received through the evaluation manager. Any identified lessons learned and good practices will also need to be

¹⁴ ILO. (2021). *Checklist 4.8: Writing the inception report*. Available at:

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

¹⁵ ILO. (2021). *Checklist 4.2: Preparing the evaluation report*. Available at:

https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746808.pdf

¹⁶ ILO. (2021). *Checklist 4.3: Filling in the evaluation title page*. Available at

https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746810.pdf

¹⁷ ILO. (2021). *Checklist 4.9: Rating the quality of an evaluation report*. Available at

https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746818.pdf

inserted in standard annex templates (one Lesson Learnt¹⁸ and one Good Practice¹⁹ per template to be annexed in the report) as per EVAL guidelines.

The Evaluation report structure (draft and final versions) is the following

1. Cover page with key project and evaluation data
2. Executive Summary
3. Acronyms and abbreviations
4. Context and description of the project including reported key reported results
5. Purpose, scope and clients of evaluation
6. Methodology and limitations
7. Findings (this section's content should be organized around evaluation criterion and questions), including a table showing output and outcome level results through indicators and targets planned and achieved and comments on each one.
8. Conclusions
9. Recommendations (i.e. for the different key stakeholders and project partners), indicating per each one priority, timeframe and level of resources required. Suggested: maximum 8-10 recommendations in total).
10. Lessons learned and good practices

Annexes:

- TOR
 - Evaluation matrix
 - List of persons consulted
 - Schedule of work (briefings, data collection, interviews, field visits, workshop/s)
 - Documents consulted
 - Data collection tools
 - Lessons learned
 - Emerging good practices
 - Others
- **Executive Summary:** The evaluator (Team Leader) will produce an Executive Summary in accordance with the EVAL Guidelines – Checklist 4.4: “Preparing the evaluation report Summary”²⁰.
 - **Presentation with final findings:** The presentation with the final findings will be shared with the main stakeholders before the public webinar. This will be a virtual presentation facilitated by the evaluation manager.

6. Management arrangements and work plan (including timeframe)

The evaluation will be managed by Mr. Elmira Bakhshinyan (bakhshinyan@ilo.org), ILO officer in process of certification by EVAL as evaluation manager, who has no prior involvement in the project., Ricardo Furman, Senior Monitoring & Evaluation Officer, ILO Regional Office for Africa will oversight the process.

The evaluation will be conducted by an evaluation team of 2 consultants, an international consultant, team leader, and a national consultant. The evaluation team leader will be responsible for the main deliverables indicated in the previous section. The project management team will provide logistical support to the evaluator(s) and will ensure access to data.

¹⁸ ILO. (2021). *Template 4.1: Lessons learned*. Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746820.pdf

¹⁹ ILO. (2021). *Template 4.2: Emerging good practices*. Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746821.pdf

²⁰ ILO. (2021). *Checklist 4.4: Preparing the evaluation report Summary*. Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746811.pdf

The evaluation will be undertaken over 3 months, February- April . The specific tasks of the evaluation with responsible parties and timeframes are presented below.

Output	Responsible	Number of workdays		Tentative Timeframe
		International Consultant	National Consultant	
Inception				
Initial briefing with the consultant	Evaluation Manager	0.5		February 6
Review documents and draft inception report (IR)	International Consultant	3.5	3	February 6-9
Review and approve the quality of the IR	Evaluation Manager			February 10
Revise draft IR based on feedback received	International Consultant	1		February 13
Review and approve the IR	REO			February 14-16
Data collection				
Conduct in-depth interviews, focus group discussions, survey	International Consultant	11	11	February 20 March 4
Stakeholders' workshop				
Present preliminary findings to the project team and key stakeholders	International Consultant	1	1	March 6
Draft and final reports				
Draft evaluation report	International Consultant	6	2	March 8-15
Review the quality of the evaluation report	Evaluation Manager			March 16-17
Share the draft evaluation report with stakeholders for feedback	Evaluation Manager			March 20-31
Review comments and produce the final version of the evaluation report including evaluation report executive summary	International Consultant	1	1	April 3-4
Approve the final evaluation report	EVAL			April 5-14
Public webinar and dissemination				
Present the results and findings of the final evaluation during the public webinar	International Consultant	1		April 17

Publicise the evaluation report	EVAL			April
Recommendations follow up/Management response	EVAL/Country Office			April/May
Total workdays		25	18	

7. 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.

The consultants are required to sign the Code of Conduct Agreement²¹ together with the contract document.

The evaluator(s) should not have any links to project management, or any other conflict of interest that would interfere with the independence of the evaluation

8. Profile of the evaluation team

Evaluation team leader qualifications

- Master's Degree in social sciences, economics, development studies, evaluation, or related fields, with demonstrated research experience.
- A minimum of 7 years' experience in leading international institutions projects evaluations, especially with theory of change-based approach and integrating gender analysis, regarding projects with policy and capacity building components.
- In-depth knowledge of the local economic development (including enterprise development) and national social development policies in Kenya or the East Africa region is desirable.
- Human Rights Based Approach programming and Results Based Management is desirable.
- Knowledge of ILO's roles and mandate and its tripartite structure as well as UN policies is desirable.
- Extensive knowledge of, and experience in applying qualitative and quantitative research methods with national and local stakeholders.
- Excellent analytical and communication skills.
- Demonstrated excellent report writing and oral skills in English.
- Demonstrated ability to work in a team and deliver quality results within strict deadlines.
- Oral and reading skills in Kiswahili will be an asset.

Team member (national consultant) qualifications

- University degree in social sciences, economics, development studies, evaluation or related fields, with demonstrated research experience.

²¹ ILO. (2018). *ILO Code of Conduct: Agreement for Evaluators*. Available at https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_649148.pdf

- A minimum of 5 years of professional experience in e conducting projects and programme evaluations or related social research as team member (i.e., data collection and analysis, work in the area of rural employment will be an added advantage).
- Proven experience with logical framework, theory of change and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), data analysis and report writing.
- Fluency in written and spoken English and good knowledge of Swahili required.
- Knowledge and experience of the ILO in particular and UN System an advantage.
- Understanding of the development context of the project region and the national level of Kenya.
- Excellent communication and interview skills.
- Demonstrated ability to deliver quality results within strict deadlines and working in a team.
- Based in Kenya.

9. Resources

Estimated resource requirements at this point:

- Evaluator honorarium for 31 days for the team leader and 25 for the national consultant,
- Flights and DSA as per ILO travel policy (subjected to COVID 19 situation)
- Logistic support for the field mission, stakeholders' workshop and webinar presentation

Annex 1: Key documents to be reviewed

- PPDP Project Document; Theory of Change/LFA matrices; Progress reports; results framework matrices; work plans; and budgets
- National policy document including United Nations Development Assistance Framework (UNDAF) 2018-2022, Kenya Vision 2030, Decent Work Country Programme (DWCP)
- Technical progress reports including the inception phase
- County Integrated Development plans for Narok and Nakuru
- Research, strategy documents and study reports, including baseline studies and assessments, conducted by the Project through external consultants
- All key project finance documents and records (estimates of expenditures, and contributions by the Partners)
- Newspaper articles; brochures; training guides/ training materials, and mission reports
- Other relevant documents on the project