



Call for EOI

Independent final cluster evaluation of employment and decent work RBSA projects in Africa (Sahel, Zambia, and Zimbabwe)

Application Deadline	15 March, 2022
Type of contract	External Collaboration Contract or Service Contract (individuals or company)
Expected duration	<ul style="list-style-type: none">• One International Consultant (Team Leader) 47 days• Two National Consultants one (team member for Zambia and one for Zimbabwe) 12 days each April 2022 to June 2022
Language required (Proficiency in writing and speaking)	<ul style="list-style-type: none">• English and French for International consultant/ Team leader• English (and local languages an asset) for National consultants

The Evaluation Office of the International Labour Organisation (ILO/ ILO-EVAL) is seeking expressions of interest from qualified consultants (One international and Two Nationals for Zimbabwe and Zambia) to conduct the independent final cluster evaluation of three employment and decent work RBSA projects in Africa (Sahel, Zambia and Zimbabwe).

The Evaluators team should have the following qualifications:

Team leader

- Advanced university degree in social sciences or related graduate qualifications.
- A minimum of 7 years of professional experience in evaluating social development projects initiatives; including role of sole evaluator or team leader.
- Experience of conducting cluster evaluations would be an asset.
- Experience and knowledge on Decent work, especially in the areas of Employment, Enterprise Development, Skills Development, Gender and non-discrimination, and Jobs for Peace and Resilience in the countries covered or similar ones will be an advantage.
- Proven experience with logical framework, theory of change approaches, other strategic planning approaches, results-based M&E methods and approaches (including quantitative and qualitative), information analysis and report writing.
- Knowledge and experience of the UN System, ILO's roles and mandate and its tripartite structure, UN evaluation norms, its programming is desirable.

- Excellent consultative, communication and interview skills.
- Demonstrated ability to deliver quality results within strict deadlines.
- Not have been involved with any of the projects.
- Excellent command in speaking and writing both in English and French.

Team member (for Zambia and/or Zimbabwe projects only)

- University degree in social sciences or related graduate qualifications.
- A minimum of 5 years of professional experience in evaluating social development projects initiatives or related social research as team member (i.e. data collection and analysis).
- Experience and knowledge on Decent work, especially in the areas of Employment, Enterprise Development, Skills Development, Gender and non-discrimination and Jobs for Peace and Resilience will be an advantage.
- Proven experience with logical framework approaches and other strategic planning approaches, results-based M&E methods and approaches (including quantitative and qualitative), information analysis and report writing.
- Fluency in written and spoken English. Knowledge of local languages will be an asset.
- Knowledge and experience of the UN System of ILO's roles, mandate, and its tripartite structure as well as UN evaluation norms, its programming is desirable.
- Understanding of development context of the Project Country is an advantage.
- Excellent communication and interview skills.
- Demonstrated ability to deliver quality results within strict deadlines.
- Not have been involved in the project.
- Based in the country capital (Harare or Lusaka)

Interested candidates should send his/her **CV AND RELEVANT DOCUMENTS AS MENTIONED BELOW** to **Mr. Tahmid Arif (arift@ilo.org)** with a copy to **Mr. Ricardo Furman (furman@ilo.org)**, indicating **“Cluster evaluation of employment and decent work RBSA projects in Africa”** in the email's subject line.

A COVER letter (not more than 1 page) should be attached mentioning

1. Position(s) applied for (team Leader and/or National Consultant: Zambia/Zimbabwe)
2. Describing how the candidate's skills, qualifications and experience are relevant to the required qualifications for this assignment.

Team (under service contract) and women applications are encouraged to apply.

THE LAST DATE OF SUBMISSION OF PROPOSAL IS 15 March, 2022.

- CV with two recent available references including email and phone
- **A statement confirming that the candidate has no previous involvement in the delivery of the said project or a personal relationship with any ILO Officials who are engaged in the project**
- Availability during the assignment
- Copy of 1-2 reports of similar work completed in the recent past (3 years).
- A specific statement that the evaluation will comply with UN Norms and standards;
- **Financial Proposal** shall specify the professional fees in US\$ for this assignment. Financial Proposal has to be submitted through a standard template as mentioned below. Fees will commensurate with the consultants' qualifications and experience

Tentative Budget template (same for Excol and Service Contract

Sl. No.	Description	Unit cost US\$	Total	Comments
1.	47 days of consultancy (for Team Leader Position)			
2	12 days of consultancy (for National Consultant Zimbabwe)			
3	12 days of consultancy (for National Consultant Zambia)			
4	Others (not part of the honorarium already)			
5	Total			

NOTE: Applications submitted without a fee/rate in US\$ will not be considered for evaluation.. DSA for field visits and logistic and travel costs will be provided as per ILO travel policies.

The EoI will be evaluated in accordance with the qualifications indicated above.

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

Terms of Reference

the independent final cluster evaluation of employment and decent work RBSA projects in Africa (Sahel, Zambia and Zimbabwe)

Project titles and codes	Project 1: The ILO constituents' members of G5 Sahel mainstream decent work in their Priority Investment Programs SDA/18/01/RBS Project 2: More and better jobs created for sustainable livelihood opportunities for youth and women ZMB/18/01/RBS Project 3: Employment and decent work mainstreamed into national development plans and programmes ZWE/18/01/RBS
ILO P&B Outcome (2018-19)	Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects
ILO P&B Outcome (2020-21)	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
Implementer	ILO Country Offices Lusaka, Harare, Abidjan and Alger
Backstopping units	ILO Decent Work Teams Pretoria and Dakar, DEVINVEST Geneva
Funding	ILO Regular Budget Supplementary Account (RBSA).
Budget	1. US\$ 1,000,000 SDA/18/01/RBS 2. US\$ 1,000,000 ZMB/18/01/RBS 3. US\$ 987,876 ZWE/18/01/RBS;
Projects' duration	1. May 2019 – 31 December 2021(SDA/18/01/RBS) 2. December 2018 – 31 December 2021(ZMB/18/01/RBS) 3. February 2019 to 31 December 2021 (ZWE/18/01/RBS)
Type of Evaluation	Independent final
Evaluation timing	February 2022 - May 2022
Evaluation Manager	Tahmid Arif

I. Introduction

In ILO, crucial and important areas of work in Africa are to generate productive and decent jobs for young women and men and promotion of an enabling environment for entrepreneurship and sustainable enterprises, particularly regarding micro, small and medium-sized enterprises and in fragile states contexts. This is specifically pointed out in the ILO Programme and Budget (P&B) 2018-2019 and P&B 2020-21. For P&B 2018-19, Outcome 1 refers to more and better jobs for inclusive growth and improved youth employment prospects and for P&B 2020-21 Outcome 3 refers to economic, social, and environmental transitions for full productive and freely chosen employment and decent work for all, and Outcome 4 refers to sustainable enterprises as generators of employment and promoters of innovation and decent work.

In this context, ILO have implemented between 2018 and 2021 three projects towards results in these areas in the Sahel region, Zambia, Zimbabwe, and funded under the ILO Regular Budget Supplementary Account (RBSA). All these projects focused on youth employment and relevant policy level strategic support towards it. These projects were built on the continuation of some of the previous successful works which have potential to contribute to improved employment policies in the targeted countries.

The RBSA funding is an account established in ILO based on the voluntary contributions of Member States, in addition to their contributions to the regular budget. It is directed to the implementation of decent work priorities selected in dialogue with tripartite constituents in Member States.

These three projects are subjected to a final independent evaluation as per ILO evaluation policy. They will be subjected of a cluster evaluation that integrate them along their common themes of employment promotion and enterprises development under a decent work approach.

II. The projects background

Project 1: The ILO constituents who are members of the G5 Sahel mainstream decent work in their priority investment programs (SDA/18/01/RBS)

The Sahel Group (G5) member countries - Burkina Faso, Chad, Mali, Mauritania and Niger - face natural and economic challenges that make them vulnerable to poverty and trigger fragility. In search of an integrated response to the root causes of it, with support of ILO, the G5 implemented a Priority Investment Program (PIP) in the period 2019-2021, as a cornerstone of a regional strategy for sustainable development and security.

The strategy focused on strengthening the capacity of the G5 secretariat as well as that of the social partners of member countries to support them in the establishment of the G5 Sahel Priority Investment Program (PIP) and related programmes. In line with ILO Recommendation 205 on Employment and decent work for Peace and Resilience, while centrally integrating the promotion and creation of decent jobs, the project intends to

ensure that the constituents of Niger and Mali discuss strategies for intensive investment in employment and appropriate the fundamental elements of the ILO flagship program Jobs for Peace and Resilience, and that the technical and financial partners of these two countries engage in a dynamic response to the crisis through the promotion of decent jobs.

Milestones and outputs

Milestone 1: The capacity of the G5 Sahel secretariat and the social partners of member countries to contribute to the establishment of the Priority Investment Program and to the creation of decent jobs for peace and resilience is strengthened.

Major Outputs:

- 1.1 Capacity building of the secretariat and member countries of the G5 Sahel to contribute to the establishment of the Priority Investment Program and to conduct macroeconomic policy analyses conducive to change inclusive structural promoter of job creation in the sub-region.
- 1.2 Strengthening the capacities of the secretariat and member countries of the G5 Sahel in terms of evaluating the impact of PIP projects and investments on youth and women's employment.

Milestone 2: The constituents of Niger and Mali and the technical and financial partners of these two countries improve their knowledge on the topic "jobs for peace and resilience".

Major Outputs:

- 2.1 The documentation and visual aids relating to the flagship program Jobs for Peace and Resilience (JPR) and its potential for the Sahel are available.
- 2.2 A large-scale study on the contribution of green jobs and enterprises to the resolution of conflicts in the Sahel is produced and published in Mali and Niger.
- 2.3 A study on promising value chains for the empowerment of refugees and host communities is carried out in Mali in collaboration with UNHCR; and one already carried out in Niger is enhanced and disseminated.
- 2.4 Two national forums on the contribution of employment to the resolution of the crisis in the Sahel, through the promotion of R205 and the JPR flagship program, are organized in Mali and Niger.

Milestone 3: The resilience capacity of the G5 SAHEL member countries is strengthened through practical training and exchanges in areas relating to the infrastructure works of the G5S PIP carried out using the employment-intensive methods promoted for the ILO.

Major outputs:

- 3.1 Training curricula on development of infrastructure hydraulic construction and transport with intensive labour force are developed and validated in training institutions in Niger and Mali.

- 3.2 A book on community infrastructure in the Sahel for water control and resilience to climate change is developed.
- 3.3 Three seminars are organized in Niger and Mali on labour-intensive green construction targeted on members of professional construction associations.

Milestone 4: An ILO strategy (that includes a resource mobilization strategy), and ILO project proposals for the Sahel are developed in consultation with ILO constituents and the G5 Sahel Secretariat, facilitating the emergence of new partnerships in the Sahel region within the framework of a large-scale program of decent jobs for peace in the countries of the region.

Major outputs:

- 4.1 An ILO strategic document for the Sahel is developed.
- 4.2 Project proposals developed.
- 4.3 ILO commitment or leadership in the development of the UN joint strategy on youth Employment assured
- 4.4 Support provided for the organization of a regional forum on youth employment, within the framework of the global initiative on decent youth employment and in partnership with FAO, IFAD, UNCDF, BAD, AFD, BMZ, ELI, Cirad and others

Timeframe and target groups

The project was implemented from May 2019 – 31 December 2021. The target groups include the G5 Sahel Secretariat, the National coordinators of the G5 Sahel and the constituents of the 3 countries

Project 2: More and better jobs created for sustainable livelihood opportunities for youth and women (ZMB/18/01/RBS)

Towards more and better jobs created for sustainable livelihood opportunities for youth and women, considering especially that half of the Zambia population are young women and men under low-level job market absorption, the government of Zambia has prioritized youth employment as one of the main endeavors for increasing its economic growth. In this context, ILO has worked in supporting capacity building of related institutes regarding skills development of the Technical, Enterprise and Vocational Education and Training (TEVET) sector and relevant policy formulations. ILO Zambia implemented a RBSA funded project aligned to the 7th National Development Plan of the country.

The strategy focused on strengthening skills to improve the employability of youth and to increase competencies in enterprise development, as well as to facilitate access to finance and markets. Interventions were implemented in the formal, informal, and rural economies of job-rich sectors with a human rights-based approach, promoting gender equality and non-discrimination and including persons with disabilities. To ensure that skills are appropriate to the relevant industries, the strategy promoted private sector participation in work-based learning, including internships, apprenticeships, industrial

attachments and learnerships. The intervention also included the review of labour laws to ensure alignment to international labour standards, the provision of advice on employment and active labour market policies, the promotion of employment intensive investment programmes, and the development of the institutional capacity of the Government and the social partners.

Milestones and major outputs

Milestone 1: Labour laws and mechanisms adopted to improve industrial harmony and strengthen the protection of rights of workers.

Major Outputs:

- 1.1 Labour laws reviewed in line with international labour standards as guided by the comments of the ILO supervisory bodies on the application of the fundamental Conventions ratified by Zambia.
- 1.2 Capacity of Parliamentarians on ILS strengthened.
- 1.3 Capacity of law enforcement agencies, including labour inspectors, to monitor sound application of ILS, with an emphasis on the core Conventions, with attention to forced labour.
- 1.4 Capacity of social partners on ILS strengthened.
- 1.5 Capacity of Zambia Congress of Trade Unions (ZCTU) and Zambia Federation of Employers (ZFE) to influence drafting of labour laws in line with the supervisory body comments on Conventions Nos. 87 and 98 strengthened.
- 1.6 Labour laws disseminated by ZCTU and ZFE
- 1.7 Social partners strategies and/or service packages for mobilizing membership in the rural economy and/or informal economy developed and/or piloted to facilitate application of ILS including the comments of the Committee on Application of Standards concerning the application of Convention No. 138 by Zambia
- 1.8 Capacity of Judiciary on ILS strengthened

Milestone 2: Gender responsive national employment policy and youth employment and empowerment action plan in place:

- A gender sensitive National Employment and Labour Market Policy (NELMP) and implementation strategy and M&E plan aligned to nationally selected SDGs resubmitted for approval by Cabinet.
- Evaluation of the Action Plan on Youth Empowerment and Employment conducted (to incorporate Employment Intensive Infrastructure Programme (EIIP) and employment creation in solid waste value chain.

Major Outputs:

- 2.1 NELMP incorporates comments by the CEACR under Conventions Nos. 111 on Discrimination in Employment and on 138 on Minimum Age to ILS.

- 2.2 Gender sensitive NELMP revised, in line with NDP7 and 'Industrialization and Job Creation Strategy' and based on ratified ILO Conventions No. 122 and 111 and submitted to Cabinet for approval.
- 2.3 A gender and child labour sensitive NELMP implementation strategy including a Monitoring and Evaluation plan that integrates a gender audit is developed and implemented.
- 2.4 National Employment Forum (RBTC) implemented.
- 2.5 Action Plan on Youth Empowerment and Employment revised.

Milestone 3: National skills development strategy, training and programmes implemented

Major Outputs:

- 3.1 Review of gap analysis in line with relevant ILS and tripartite validation workshop of the analysis.
- 3.2 Gender responsive National Work-based Training guidelines developed
- 3.3 Skills demand and supply survey conducted in relevant sectors/geographic regions.
- 3.4 Capacity of stakeholders to implement work-based learning programmes strengthened.
- 3.5 A project document for pilot work-based learning programmes developed.
- 3.6 Work-based training programmes implemented to increase work experience and facilitate transitions to decent jobs for young women and men implemented in priority sectors.
- 3.7 The "We Skill Zambia" internship programme launched and implemented in partnership with the private sector.
- 3.8 Capacity of employers and workers organizations to participate in skills levy systems assessed and strengthened.

Milestone 4: Capacity of Stakeholders and institutions to partner and implement EIIP developed:

- Capacity of stakeholders and institutions to apply EIIP tools, methodologies and strategies enhanced.
- Capacity in mainstreaming gender and in advocacy for women workers rights of the Inter-Agency Network on Youth Development strengthened.
- Procurement systems, procedures and legal frameworks at national and local level reviewed/developed to ensure increased participation of small-scale enterprises, contractors, and local communities in infrastructure delivery, including waste management.
- Innovative EI technology options for rural and urban infrastructure development mainstreamed in vocational training and sector-based technical training institutions to improve cost efficiencies and implementation effectiveness.
- Public-private and public-community partnerships promoted to improve rural infrastructure delivery and job creation.
- Zambian constituents are supported towards establishing pro-employment macroeconomic policies which are also gender sensitive.

Major Outputs

- 4.1 Selected interventions of the compressive bankable project document for the Affirmative Action Programme (AAP) implemented.
- 4.2 Transparent and inclusive procurement systems developed for use on AAP projects.
- 4.3 Technical and managerial tools developed to facilitate capacity building of ILO constituents, TEVET institutions and youth owned SMEs involved in AAP.
- 4.4 Selected staff of TEVET colleges trained in mainstreaming gender, women's social empowerment and on Employment Intensive approach and contract management/ administration including for waste management.
- 4.5 Innovative and employment intensive paving technologies mainstreamed in the National Council for Construction (NCC) technical training center using the South-South and triangular cooperation (SSTC) approach.

Timeframe and target groups

The project was implemented from December 2018 – 31 December 2021. The target group included the Government of Zambia, youth including women and persons with disabilities, employers' and workers' associations, private sector (financial service providers) SMEs, and local communities

Project 3: Employment and decent work mainstreamed into national development plans and programmes (ZWE/18/01/RBS)

The "Employment and decent work mainstreamed into national development plans and programmes" project has been implemented under a partnership of the Government of Zimbabwe, Employers' Confederation of Zimbabwe, and the Zimbabwe Congress of Trade Unions with ILO. It has been designed to contribute to the implementation of the Zimbabwe Decent Work Country Programme, focusing on two priority areas: a) supporting employment promotion through the formulation of a comprehensive national employment policy as well as mainstreaming employment targets into policies and programmes; and b) contributing to strengthening social dialogue institutions through building capacities of social partners to engage in bipartite and tripartite dialogue. The overall aim of the programme is to contribute to the country's efforts to achieve SDG 8 targets.

The project developed an assessment of the enabling environment for SMEs and informal businesses, to inform a business policy position towards transitioning informal enterprises towards formal businesses, and encouraging entrepreneurs to expand, innovate, and generate decent employment. It ended up developing a demonstrative strategy to facilitate the formalization of the informal economy and institutionalize social dialogue to promote more and better jobs for inclusive growth and improved youth employment in Zimbabwe.

Components, milestones, and outputs

Component 1: Employment Promotion

Milestone 1.1: Employment and decent work is mainstreamed into national development plans and programmes

Major outputs:

- 1.1.1 Government takes action towards ratification of the Employment Policy Convention, 1964 (No. 122) and takes action to address implementation gaps in consultation with the social partners.
- 1.1.2 A comprehensive employment diagnostic is undertaken, and findings are widely disseminated.
- 1.1.3 Dialogue facilitated on the importance of inclusive and sustainable economic growth, employment, and decent work for all.
- 1.1.4 A revised National Employment Policy Framework fully integrating employment goals and targets in national development frameworks is presented to government for adoption.
- 1.1.5 Constituents supported to mainstream employment and decent work in national development frameworks, and capacity increased to establish pro-employment (macro) economic, sectoral and investment policy making, as well as implementation.

Milestone 1.2 Facilitate transition to formality in Zimbabwe

Major outputs:

- 1.2.1 National strategy towards the formalization of the informal economy formulated based on a national diagnostic and an inclusive formulation process.
- 1.2.2 An enhanced gender responsive monitoring and evaluation framework to assess progress towards formalization developed in line with the DWCP.
- 1.2.3 Strengthen capacity of employers' organizations to enable them to participate effectively in implementation of extension of coverage and formalization agenda.
- 1.2.4 Strengthen capacity of workers' organizations to enable them to participate effectively in implementation of extension of coverage and formalization agenda.
- 1.2.5 Government supported to develop a coordination mechanism to ensure streamlined and coordinated efforts across Ministries and Government institutions operationalized.
- 1.2.6 Promote higher productivity and better working conditions in the informal economy.

Component 2: Social Dialogue and International Labour Standards

Milestone 2.1: Strengthened capacity of member States to ratify and apply international labour standards and to fulfil their reporting obligations

Major outputs:

- 2.1.1 Validation of the gap analysis on the implementation of ILO Supervisory comments.
- 2.1.2 Validation and implementation of an Action Plan to implement ratified ILO Conventions in line with CEACR comments and the International Labour Conference (ILC) Committee on the Application of Standards (CAS) High Level Mission.
- 2.1.3 Sensitization activities to support actions towards the ratification of Conventions 89, 122, 151, 156, 183, 187 and 189 as well as Protocol 029
- 2.1.4 Strengthened capacity of social partners to submit Article 19 and Article 23 Reporting.
- 2.1.5 Tripartite consensus built on the Labour Law Reform Bill and TNF Bill for presentation to Cabinet.

Milestone 2.2: Strengthened capacity of social partners to use effective collective bargaining to promote decent work and economic growth

Major outputs:

- 2.2.1 A capacity building programme on social dialogue is designed and delivered for senior officials in government, workers' and employers' organizations.
- 2.2.2 Strengthening the capacity of social dialogue and collective bargaining institutions in both private and public sectors to pursue decent work policies through nationally sustainable development strategies.
- 2.2.3 Facilitate the effective participation of employers' and workers' organizations in social dialogue.
- 2.2.4 Strengthening the capacity of employers and workers organizations in promoting Gender Equality and mainstreaming gender as an economic growth imperative.

Period and target groups

The time frame of the project has been from February 2019 to 31 December 2021. The ultimate target group of the project included the youth working in informal sector and the youth who are unemployed, including women.

III. Evaluation Background

As per ILO evaluation policy, the RBSA-funded projects with budget of US\$ 800,000 and over are subjected to an independent final evaluation for accountability, learning, 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.

The evaluation is managed by an evaluation manager not linked with the projects or the Country offices covering the project and implemented by an evaluation team. The evaluation follows the same standard valid for independent evaluation of Development Cooperation projects.

This evaluation will adopt a “cluster approach”¹ which means that the evaluation will examine a cluster of three projects located in Africa that address employment, skills development, and enterprises development, even though the projects were not planned as a cluster. This approach will allow a comprehensive coverage of various projects with greater opportunities for feedback on the strategies on related subjects as well as mutual learning across project locations, including being the three projects formulated and funded under the same scheme (RBSA). In addition, the clustered approach is likely to be more cost and time efficient compared to individual project evaluations. It will apply a scope, purpose, and methodology comparable to what would be used for an individual project evaluation.

IV. Objectives of the Evaluation

This cluster final independent evaluation has the following objectives to:

- 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;
- Identify unexpected positive and negative results of the projects;
- Assess the extent to which the projects outcomes will be sustainable;
- Establish the relevance of the projects design and implementation strategy in relation to the ILO, UN and the national development frameworks;
- Identify lessons learned and potential good practices, especially regarding models of interventions that can be applied further;
- Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes.

¹ See the Guidance note on Strategic clustered evaluations to gather evaluative information more effectively https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746718.pdf

V. Scope of the Evaluation

The scope of the evaluation covers the entire projects period from the start of their implementation to their ends and all projects' objectives and results focusing not only on what has been achieved but especially how and why.

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

The evaluation will integrate gender equality and non-discrimination as a crosscutting concern throughout its deliverables and process, with special attention to women. It should be addressed in line with EVAL guidance note no. 4 and Guidance Note no. 7 to ensure stakeholder participation. Furthermore, it should pay attention to issues related to social dialogue, international labour standards and fair environmental transition. Moreover, the impact of the COVID19 in the completion of the projects will be taken into account.

VI. Clients

The primary clients of the evaluation are the ILO constituents in the targeted countries, ILO Country Offices, Regional Office for Africa/Regional Program Unit and relevant DWTs and HQ Departments.

VII. Evaluation criteria and questions

The evaluation will cover the following evaluation criteria

- i) Relevance, coherence, and strategic fit,
- ii) Validity of design,
- iii) Effectiveness,
- iv) Efficiency,
- v) Impact orientation and sustainability (as defined in ILO policy guidelines for results-based evaluation).

Analysis of gender-related concerns will be based on the ILO Guidelines on Considering Gender in Monitoring and Evaluation of Projects (September 2007). The evaluation will be conducted following UN evaluation standards and norms and the *Glossary of key terms in evaluation and results-based management* developed by the OECD's Development Assistance Committee (DAC).

In line with the results-based approach applied by the ILO, the evaluation will focus on identifying and analyzing results through addressing key questions related to the evaluation criteria and the achievement of the outcomes/objectives of the project using the indicators in the Project document.

The evaluation should address the questions below. 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 team of evaluation consultants and reflected in the inception report.

Key Evaluation Questions

The evaluator shall examine the following key issues:

1. Relevance, coherence, and strategic fit,
 - Are the projects relevant to the achievements of the governments' strategy (including G5 Sahel Strategy), policy, and plan, the DWCPs as well as other relevant regional and global commitments such as the UNDAF, SDGs targets and ILO's strategic Objectives (Programme & Budget 2018-19 and 2020-21 as applicable)?
 - Are the projects relevant to the felt needs of the beneficiaries?
 - How well the projects complement and fit with other ongoing ILO programmes and projects in the country?
 - What links are established so far with other activities of the UN or non-UN international development aid organizations at local level and/ or Government partners?
 - How do these projects address the purpose of ILO RBSA projects in the context of the Country Offices work in the targeted countries?

2. Validity of design
 - Do the projects have a clear theory of change that outlines the causality?
 - Have the projects design clearly defined achievable outcomes and outputs?
 - Have the projects planning included a useful monitoring and evaluation framework including outcomes indicators with baselines and targets?
 - Did the projects design include an exit strategy and a strategy for sustainability?
 - Were the implementation approaches valid and realistic? Have the projects adequately taken into account the risks of blockage?
 - Have the projects addressed gender and disability inclusion, and of other vulnerable groups, related issues in the project document?
 - Have the projects integrated the International labour standards application?
 - Were the ILO tripartite constituents involved in the design and implementation of the projects, including working through social dialogue?

3. Project effectiveness

- To what extent have the projects achieved their results at outcome and output levels, with particular attention to the project objectives?
- What, if any, unintended results of the projects have been identified or perceived?
- What have been the main contributing and challenging factors towards projects' success in attaining their targets?
- Did the projects effectively use opportunities to promote gender equality and disability and other vulnerable groups' inclusion within the project's result areas?
- To what extent is the COVID-19 Pandemic have influenced projects results and effectiveness and how the projects have addressed this influence?
- Do the (adapted) intervention models used in the projects suggest an intervention model for similar crisis response to the COVID 19 one?

4. Efficiency

- How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to provide the necessary support and to achieve the broader projects objectives?
- To what extent have the disbursements and projects expenditures been in line with expected budgetary plans? Why?
- Have the management and governance arrangement of the projects facilitated project results? Was there a clear understanding of roles and responsibilities by all parties involved into implementation and monitoring?
- Have the monitoring & evaluation strategies been in place relevant, including collecting and using data disaggregated by sex (and by other relevant characteristics, such as people with disabilities and other disadvantaged groups the project might have identified)?
- Have the projects created good relationship and cooperation with relevant national, regional, and local level government authorities and other relevant stakeholders to implement the project?
- Have the projects received adequate administrative, technical and - if needed - policy support from the ILO office and specialists in the field (Country Offices, Decent Work Teams, Regional Office, and HQ)?

5. Impact orientation and sustainability

- To what extent there is evidence of positive changes in the lives of the ultimate project beneficiaries?
- What are the specific contributions of the project to the ILO's and other development frameworks?
- What concrete steps were or should have been taken to ensure sustainability?
- Identify and discuss gaps in the sustainability strategy and how the stakeholders, including other ILO projects support, could address these, taking into consideration potential changes in the country due to the COVID 19 pandemic.

VIII. Methodology

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

In particular this evaluation will follow the ILO policy guidelines for results-based evaluation; and the ILO EVAL Policy Guidelines Checklist 3 “Preparing the inception report”; Checklist 4 “Validating methodologies”; Checklist 5 “Preparing the evaluation report” and Checklist “6 Rating the quality of evaluation report”.

Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to all stakeholders on how they can address them, indicating in each one to whom is directed, Priority, Resources required and timeframe (long, medium, or short).

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 internal guide: Implications of COVID-19 on evaluations in the ILO: An internal Guide on adapting to the situation (version March 25, 2020 [here](#))

A team of evaluation consultants led by a bilingual (English and French) team leader (in charge of the overall evaluation and the Sahel project) and two national consultants for Zambia and Zimbabwe will conduct the evaluation. The evaluation may follow blended approach of virtual interviews and in-person visits, considering the COVID 19 situation

The evaluation will be carried out through a desk review and field visits (if COVID 19 situation allows). Interviews and consultations will take place with implementing partners, beneficiaries, the ILO and other key stakeholders.

The draft evaluation report will be shared with all relevant stakeholders and a request for comments will be asked for 10 working days. The evaluation team will seek to apply a variety of evaluation techniques – desk review, meetings with stakeholders, focus group discussions, and observation during the field data collection through blended approach as applicable. Triangulation of sources and techniques should be central.

Desk review

The Desk review will include the following information sources:

- Projects’ documents
- Work plans
- Progress reports
- Project budget and related financial reports
- Reports from various activities (including trainings, workshops, task force meetings, research reports, publications, etc.)
- Others as required

All documents will be made available by the Evaluation manager in coordination with Country Offices, at the start of the evaluation. In addition, the evaluation team will conduct initial interviews with the COs officers that have led the projects. The objective of the consultation is to reach a common understanding regarding expectations and available data sources.

The inception report will cover status of logistical arrangements, project background and materials, key evaluation questions and evaluation indicators, evaluation matrix, detailed work plan, list of stakeholders to be interviewed, and of the final report, and all data collection tools following EVAL Checklist 3 (see Annex 1). The Inception report that will operationalize the ToRs and should be approved by the evaluation manager before moving to data collection at field level.

The Evaluation team leader will receive a list of key stakeholders by project by the EM. If the Evaluator requires contacting other stakeholders, beyond the list, this can be discussed during the preparation of the Inception report.

Data collection/field work

The data collection, as well as field mission if feasible, may follow blended approach (in-person and virtual) considering the prevailing COVID-19 pandemic restrictions of mobility for the Sahel countries, Zambia and Zimbabwe to undertake group and/or individual discussions where necessary.

The Country offices will provide all their support in organizing these virtual and face-to-face interviews to the best extent possible. In projects in Zambia and Zimbabwe a national consultant supporting the team leader may be practical for data collection. However, for the Sahel project the team leader will play this role directly, particularly due to the institutional character of the project and the possibility to conduct all interviews virtually. The evaluation team will ensure that opinions and perceptions of women and other vulnerable groups are equally reflected in the interviews and that gender-specific questions are included.

Moreover, the evaluation team can propose alternative mechanism or techniques for the data collection phase. These will be discussed with the project and the evaluation manager at the Inception phase. Any alternative should be reflected in the Inception report.

Interviews with ILO Staff

A first meeting will be held with the ILO CO Directors and the Program unit officers of the three COs. The evaluation team will also interview project staff of other ILO related projects, and ILO staff responsible for financial, administrative, and technical backstopping of the project. Moreover, the evaluation team leader will interview the Regional Office for Africa/Regional Program Unit (ROAF/RPU) Chief and relevant officers considering their key role in RBSA formulation and oversight. An indicative list of persons to be interviewed will be prepared and proposed by Evaluation Manager in consultation with the COs Programme Units.

Interviews with Key Stakeholders the project sites

The evaluation team will meet relevant stakeholders including, project beneficiaries and regional, sub-regional and local level government officials and experts to examine the delivery of outcomes and outputs at country and local level. List of beneficiaries will be provided by the projects for selection of appropriate sample respondents by the evaluators. The evaluation team will select the field visit locations (based on COVID 19 situation). The criteria and locations of data collection should be reflected in the inception report mentioned above.

Report Writing Phase

Based on the inputs from discussions and interviews with key stakeholders, the evaluation team leader, with inputs for the national consultants, will draft the evaluation report. The draft report will be sent to the Evaluation Manager for a methodological review, who will share with key stakeholders for their inputs/comments after methodological issues have been addressed by the evaluation team leader.

The evaluation team leader will finalize the report, taking into consideration the stakeholders' comments and submit the final version to the evaluation manager for approval by the Regional evaluation manager and EVAL. One evaluation report integrating analysis from the three projects is expected. This means that specific areas of the projects should be considered only to provide enough arguments for the analysis. An annex will present a table by project to summarize what each project has achieved at outcome and output level and brief comments per each one as relevant.

IX. Deliverables

The main report and deliverables will be in English with the Executive summary of the evaluation both in English and French (draft and final version)

1. Inception report (with detailed work plan and data collection instruments following EVAL Checklist 3 – see annex)
2. A presentation in a virtual workshop in English of the cluster evaluation preliminary initial findings including conclusions, recommendations, lessons, lessons to learn and good practices mostly applicable beyond each project (i.e., PowerPoint presentation). The target audience will be the COs and ROAF (i.e., RPU), G5 Sahel secretariat focal points and key national stakeholders.
3. A draft and final Evaluation Reports (maximum 30-40 pages plus annexes and following EVAL Checklists 5 & 6 - see Annex) as per following proposed structure:
 - Cover page with key project and evaluation data (using ILO EVAL template)
 - Executive Summary (both in English and French)
 - Acronyms
 - Description of the projects
 - Purpose, scope, and clients of the evaluation
 - Methodology and limitations
 - Clearly identified findings for each criterion (looking at the three projects in an integrated manner)

- Conclusions (both in English and French)
- Recommendations (both in English and French)
- 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)
 - Any other relevant documents

4. Evaluation Summary using the ILO template.

All draft and final outputs should be provided to the evaluation manager in electronic version compatible with Word for Windows

X. Work plan & Time Frame

The total duration of the evaluation process is estimated to 47 working days for the team leader and 11 for each team members from respective countries as an overall estimation as the contract is output-based.

Sl. No.	Activity	Responsible	Team leader ² No days	Team member ³ No days	Dates
1	Publish Call for expression of interest of evaluators	EM	0	0	February 2022
2	Selection of team leader and team members	EM	0	0	March 2022
3	Contract of team leader and national evaluator	CTA/Project/ Country Offices	0	0	April, 2022
4	Launch the Evaluation and Briefing to the team leader and the team	CTA/Project/EM	1	0	April, 2022
5	Desk-review phase and Inception report	Evaluators	12	2	April 2022
6	Data collection, field visits and Mission summary in PPT	Evaluators	20	7	April-May, 2022
7	Preliminary findings presentation	Evaluators	1	1	May 2022
8	Draft report development	Evaluators	10	1	May 2022

² For the overall evaluation plus data collection for the G5 Sahel project

³ For Zambia and Zimbabwe only

9	Methodological review of the draft before circulation	EM	0	0	May 2022
10	Circulate the draft report to project team and stakeholders	EM	0	0	June, 2022
11	Consolidate comments from stakeholders, incorporate and share with the Evaluator	EM	0	0	June 2022
12	Incorporate comments from project team and stakeholders	Evaluators	3	1	June 2022
	Total number of days for evaluators		47	12	

XI. Evaluation team

Evaluation team leader responsibilities

- a. Briefing with ILO/ Evaluation Manager
- b. Desk review of programme documents
- c. Preliminary interviews with the ROAF/RPU, CO Directors and related officials
- d. Development of the Inception report including the evaluation instrument
- e. Undertake (virtual) interviews with all selected stakeholders
- f. Preliminary findings presentation workshop Development of draft evaluation report
- g. Development of the final evaluation report

Evaluation team members responsibilities (only of Zambia and Zimbabwe)

- a. Support the desk review of programme documents
- b. Undertake interviews with stakeholders in respective countries, jointly with the team leader (Blended: In-person and online, telephone, or similar means)
- c. Field visits (if COVID 19 situation allows)
- d. Participate in the stakeholders' workshop
- e. Provide inputs in compiling information for draft and final evaluation report versions

XII. Management arrangements

The evaluator will report to the evaluation manager, Tahmid Arif (arift@ilo.org) and should discuss any technical and methodological matters with the evaluation manager should issues arise. The evaluation will be carried out with full logistical support of the Country offices in Harare, Lusaka, and Abidjan. The evaluation contract will be administratively managed by the Regional Office for Africa/Regional Program Unit (ROAF/RPU).

The evaluation team will include a team leader and up to two evaluation team members to cover Zimbabwe and Zambia projects (any of them could be assumed by the team leader too)

Annex 1 Relevant documents and tools on the ILO Evaluation Policy

1. Code of conduct form (To be signed by the evaluator)
http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm
2. Checklist No. 3 Writing the inception report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm
3. Checklist 5 Preparing the evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm
4. Checklist 6 Rating the quality of evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm
5. 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
6. Guidance note 7 Stakeholders participation in the ILO evaluation
http://www.ilo.org/eval/Evaluationguidance/WCMS_165982/lang--en/index.htm
7. Guidance note 4 Integrating gender equality in M&E of projects
http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm
8. Template for evaluation title page
http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm
9. Template for evaluation summary:
<http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>