Dear colleagues,

LO/EVAL is looking for a team of evaluators (one team leader and one national consultant) for the final evaluation of the project Addressing the Root Causes of Migration in Ethiopia ETH/16/01/ITA to conduct the evaluation of the aforementioned projects between end October-November 2020.

The final evaluation of the country programme should take about 21 working days for the team leader (home based) and 15 working days for the national consultant.

Application deadline: 25 September 2020

Type of contract: External Collaboration Contract or Service contract

Profile of the consultant(s):

**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 in the area of migration will be an added advantage;
- Proven experience with logical framework approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing;
- Fluency in written and spoken English required.
- Knowledge and experience of the UN System of ILO’s roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable;
- Understanding of the development context of the Project Country is an advantage;
- Excellent consultative, communication and interview skills;
- Demonstrated ability to deliver quality results within strict deadlines.
- Not have been involved in the project.

**Team member (national consultant)**

- 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, on the area of livelihoods will be an added advantage;
- Proven experience with logical framework approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing;
- Fluency in written and spoken Amharic and very good knowledge of English required.
- Knowledge and experience of the UN System of ILO’s roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable;
- Understanding of the 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 Addis Ababa, Ethiopia
For further details about the evaluation, please see the attached ToR.

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

1. Indication for 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 then consultant(s) applying (they can be highlighted in the CV).
4. A statement confirming their availability to conduct this assignment, and the daily professional fee expressed in US dollars (indicating also fees received for similar assignments in the last 2 years as a reference).
5. A copy of the candidate’s curriculum vitae.
6. A statement confirming that the candidates have no previous involvement in the implementation and delivery of the project to be evaluated or a personal relationship with any ILO Officials who are engaged in the project.
7. The names of two referees (including phone and email) who can be contacted.
8. Two reports in which the evaluator team leader has been the sole evaluator or the team leader.

The deadline to submit expression of interest for undertaking the evaluation is 16 September 2020. Please send an e-mail with the subject header “Evaluation of project” to the Evaluation Manager Ricardo Furman (furman@ilo.org) copying Pacome Dessero (dessero@ilo.org).

Many thanks.

Best,

Ricardo

Ricardo Furman
Senior Monitoring and Evaluation Officer for the ILO Regional Office for Africa
Regional Programme Unit/Abidjan
ILO Pretoria
Crestway Block C, 20 Hotel Street, Persequor Park, 0020
PO Box 11694, Hatfield, 0028 Pretoria, South Africa
# Terms of Reference for Final Evaluation

## Version 2 September 2020

<table>
<thead>
<tr>
<th><strong>Project Title</strong></th>
<th>Addressing the Root Causes of Migration in Ethiopia</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project Code</strong></td>
<td>ETH/16/01/ITA</td>
</tr>
<tr>
<td><strong>Implementer</strong></td>
<td>ILO CO for Djibouti, Ethiopia, Somalia, South Sudan and Sudan</td>
</tr>
<tr>
<td><strong>Partners</strong></td>
<td>Ministry of Labour and Social Affairs (MoLSA), Regional Bureaus, Bureau of Labour and Social Affairs (BoLSA), Bureau of Technical, Vocational, Enterprise and Development (BoTVED), Bureau of Women, Children and Youth Affairs (BoWCYA), Amhara Planning Commission, Amhara Youth Association, Amhara Employers Federation (AEF) and Confederation of Ethiopian Trade Union (CETU) Bahir Dar branch</td>
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<td><strong>Backstopping units</strong></td>
<td>ILO DWT Cairo and MIGRANT</td>
</tr>
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<td><strong>Donor</strong></td>
<td>European Union</td>
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</tr>
<tr>
<td><strong>Timing of evaluation</strong></td>
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I. Background of the Project

Ethiopia has a large population, 96.96 million people, which is the 2nd largest in Africa and over the past years, Ethiopia has sustained double-digit growth with significant improvements in human development indicators. However, despite the economic progress achieved in the last decades, it has not been accompanied by sufficient job creation, particularly for young people. Therefore, Youth employment presents a particular challenge to Ethiopia, with 71% of the population being under the age of 30, the country stands to benefit from a potential demographic dividend. The number of unemployed educated youth has increased over the past years, contrary to common perception that higher levels of education would be inevitably correlated with employment and increasing positive labour market outcomes for the current young generation, which has better access to education than ever before. In addition, many young people rarely have a decent job. Very often they have, no or limited social protection, no voice at work, poor working conditions and are working poor. The situation is even more so difficult for women, who cannot find job opportunities. With approximately three million young Ethiopians entering the labour force every year, ensuring productive employment opportunities for them poses a challenge in both rural and urban areas. Climate variables, including extreme drought conditions, further compromise the livelihoods of people, making employment in the rural areas even harsher. As a result, growing numbers of Ethiopians look for job opportunities in the capital province or other urban areas, often in the informal economy, which becomes a stepping stone for further migration outside of the country. Although the exact number of Ethiopians who have migrated abroad is not known, due to irregular migration channels and the absence of centralized registrar system, there is evidence that large numbers of Ethiopians migrate to the GCC states, Europe and South Africa seeking employment both regularly and irregularly. Since the banning of regular migration to the Middle East in 2013, the number of migrants using irregular means to cross borders seems to have increased. For instance, in January 2016 only, the number of migrants reaching Yemen was around 10,000, of which 75% were Ethiopians.1 Overall, in 2015, around 97,000 migrants reached Yemen and 85% of them were Ethiopians. Young people make up the larger proportion of these migrants. Although we do not have exact figures on the impacts of COVID-19, the virus has hugely impacted the jobs creation intervention and it is believed that quite a number of jobs were lost due to COVID-19 pandemic in Ethiopia.

The Government of Ethiopia (GoE) and international organizations including the ILO have expressed their concern about the increasing incidence of irregular migration, which is often associated with violence and inhuman treatment. They have underscored the importance of addressing the root causes of migration in general and irregular migration in particular. In this regard, among other things lack of decent livelihood and employment opportunities is identified as one of the main driving forces for migration in Ethiopia both by the government and stakeholders a like.

In order to address some of the challenges mentioned above, the ILO in collaboration with the tripartite partners and with financial support European Union developed a programme titled “Stemming Irregular Migration In Northern & Central Ethiopia – SINCE” with the overall objective to contribute to reducing irregular migration from Northern and Central Ethiopia by improving the living conditions of the most vulnerable population, including potential migrants and returnees with specific focus on youth and women.

The specific objective is to create greater economic and employment opportunities: by establishing inclusive economic programmes that create employment opportunities, especially for young people and women with a focus on rural towns and urban areas, particularly Addis Ababa, in the most migration-prone regions (Amhara, Tigray, Oromia, SNNPR) of Ethiopia, including vocational training, creation of micro and small enterprises and start-up of small livelihood activities. It will also provide support for returnees after their return to their places of origin.
SINCE is based on the first objective within the EU Trust Fund, namely to create greater economic and employment opportunities, especially for young people and women, with a focus on vocational trainings and the creation of micro and small enterprises.

The project has two components/outcomes. The first component is providing technical assistance for the overall SINCE project throughout the life span of the project as well as undertake comprehensive socio-economic assessment of the five targeted migration prone regions of the SINCE project. The second outcome is focusing on enhancing smooth school to work transition for university and TVET women and men graduates.

The project has set up a pilot Youth Employability Services (YES) centre in Bahir Dar city of the Amhara region, a first for Ethiopia. The region was chosen for the pilot as it has a high level of youth unemployment rate at 22.8% (2013 LFS) and also high numbers of youth migration with largely undocumented numbers.

The project has reported as its main results the following:

- As part of enhancing the school to work transition, a pilot Youth Employability Services centre has been set up in Bahir Dar, Amhara region: 1,172 job seekers -597 male and 575 female- and 200 vacancies have been registered; 536 Job seekers -275 male and 261 female- referred for jobs and skills training and 64 jobs seekers (24 male and 40 female) were matched and placed in decent jobs.
- The pilot Youth Employability Services was scaled-up to be an Employment services (YES) centre, continuing the registration of job seekers and vacancies and jobs matching: 2,273 Job seekers (1265 male and 1008 female) and 465 vacancies. 669 Job seekers (114 male and 555 female) referred and 423 jobs seekers (66 male and 357 female) were matched and placed in decent jobs, this includes 320 (female)
- ILO toolkit ‘Surfing the Labour Market’ translated into Amharic, validated with stakeholders, and disseminated, among others with job seekers and college students on Surfing the labour market: job search skills for young and cascaded for 4355 (1248 female and 3107 male).
- Digital labour exchange web portal system (www.ethiopianemploymentexchange.com.et) and mobile application established with migration data from the Amhara regional government STICC server integrated

II. Link to the Decent Work Country Programme, National Development Framework and Sustainable Development Goals

It was assumed that the project will make a substantive contribution to Decent Work Country Programme for Ethiopia, as well as to ILO Programme in Ethiopia

This project will contribute to a number of objectives within Ethiopia’s Growth and Transformation Plan II (GTP II) 2016-2020 namely - pillar 1: Maintaining rapid, sustainable and equitable economic growth and development; pillar 6: Accelerating and ensuring sustainability of Human Development and Technological Capability. It also contributes to pillar 8: Promote women and youth empowerment, participation and equity this project contributes to Gender and Children’s Affairs and Labour Affairs. In addition, it is aligned to the country’s UNDAF - Pillar 1 of the UNDAF, Inclusive growth and structural transformation. It directly contributes to Outcome 1:
Ethiopia has achieved robust and inclusive growth in agricultural production and productivity and increased commercialization of the agricultural sector; and Outcome 2: private sector driven industrial and service sector growth is inclusive, sustainable, and competitive and job rich. In addition, the action will also contribute to pillar 4 of UNDAF, Governance, Participation and Capacity Development. However, there is no linkage between the project and the achievement of the Sustainable Development Goals (SDGs) and how it can contribute to the implementation of the SGDs. Therefore, the evaluation will have to establish this linkage.

It is also aligned with Ethiopian Jobs Creation (JCC) pillar 4 on National Action Plan for Job creation (NAPJC) was established in 2019. JCC was established under the Prime Minister’s office. To coordinate Jobs creation Intervention. The NAP outlines strategic areas and a detailed plan for Ethiopia’s growth to turn more job rich, addressing both job quality and quantity.

**Project Management Arrangement**

The project is managed by a Chief Technical Advisor (CTA) based in Addis Ababa and reports to the director of the ILO CO for Djibouti, Ethiopia, Somalia, South Sudan and Sudan. The project also has national project coordinator (NPC) and a finance and administrative assistant working closely with the CTA in achieving the project goals.

The project is technically backstopped by ILO DWT Cairo, the ILO’s Regional Office and MIGRANT and CEPOL at ILO HQ

To ensure national ownership, the ILO project as part of the SINCE project has a Project Steering Committee (PSC), Technical Working Group (TWG) and Technical Task Force (TTF) representing various stakeholders established for the implementation of the SINCE project to facilitate smooth and timely implementation of the project. The Project Steering Committee is the official governing body of the SINCE programme to ensure the overall supervision of the initiative and provides advisory support for the timely implementation, monitoring and evaluation of the programme among others. It is composed of composed of European Commission, representatives of the Government of Ethiopia, ILO, UNIDO and IDC (The Embassy of Italy sided by the Italian Agency for Development and Cooperation, AICS). The representatives of the Ethiopian government are: Ministry of Labour and Social Affairs (MoLSA); Ministry of Education (MoE), Department of Technical and Vocational Training (TVET); Ministry of Women, Children and Youth (MoYS); Ministry of Industry (MoI); Ministry of Agriculture and Natural Resources (MoANR); Ministry of Urban Development & Housing (MUDHo) – Federal Micro and Small Enterprises Development Agency

A Technical Task Force (TTF) composed of UNIDO and ILO experts is providing technical assistance, monitoring, and evaluation of project outcomes and outputs. The role of this Task Force was limited to the delivery of Outcome 1 of the project, which included the joint delivery of the Social Economic Assessment by UNIDO and ILO. Post this, the TTF has been disbanded.

The Technical Working Group (TWG) is composed of technical representatives from EU, Embassy of Italy in Addis Ababa/ UNIDO and ILO. The TWG is primarily responsible for following up on TTF activities, providing technical guidance on the implementation of activities and enhancing coordination and cross learning among organizations engaged in the implementation of the project. The TWG meetings are held once a quarter. ILO established the Youth Employability Services (YES) Technical Working Group (TWG) and Advisory Group (AVG) to provide guidance in the day-to-day implementation and overall strategizing at operational level in Bahir Dar, Amhara region. Bureau of Labour and Social Affairs (BoLSA) (chair), Bureau of Technical, Vocational, Enterprise and Development (BoTVED) (co-chair), Bureau of Women, Children and Youth Affairs (BoWCYA), Amhara Planning Commission,
Amhara Youth Association, Amhara Employers Federation (AEF), Confederation of Ethiopian Trade Union (CETU) Bahir Dar branch and ILO (secretariat) are members of TWG. Ministry of Labour and Social Affairs (MoLSA) (chair), Ministry of Women, Children and Youth (MoWCY) (co-chair), Ethiopian Employers Federation (EEF), CETU and Heads from BOLSA, BOTVED, BOFEC and BOWCYA from Amhara region, president of AEF and the ILO (secretariat) are members of AVG. TWG meets on monthly basis at the beginning and then latter on quarterly basis in Bahir Dar in BoLSA Office. AVG meets quarterly in the ILO office in Addis Ababa.

III. Purpose of the Evaluation

The final independent evaluation has the following objectives:

- Assess the extent to which the project has achieved its stated objectives and expected results, while identifying the supporting factors and constraints that have led to them;
- Identify unexpected positive and unexpected results of the project;
- Assess the extent to which the project outcomes will be sustainable;
- Establish the relevance of the project 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.

IV. Scope of the Evaluation

The scope of the evaluation covers the entire project period from August 2016 to October 2020. In particular, the evaluation will measure progress towards all outcomes produced since the start of the project and will assess the overall level of achievement of the two immediate outcomes.

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.

The evaluation will integrate gender equality as a crosscutting concern throughout its deliverables and process, with special attention to women workers. It should be addressed in line with EVAL guidance note n° 4 and Guidance Note n° 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 project will be taken into account.

V. Clients

The primary clients of the evaluation are the ILO constituents. These include at national level Ministry of Labour and Social Affairs (MoLSA), Ministry of Women, Children and Youth Affairs (MoWCYA), Ministry of Finance and Economic Cooperation (MoFEC), the Confederation of Ethiopian Trade Union (CETU), and Ethiopian Employers Federation (CETU). At regional level, it includes BOLSA, BoTVED, BoWCYA, BOFEC and Amhara Planning commission, Amhara Youth Association, AEF and CETU (Amhara). Other relevant clients are the donor (Italian
Embassy and EUTF), and ILO (i.e. Country Office Addis, Decent Work team Cairo, Regional Office and HQ/MIGRANT and SKILLS branches).

VI. Evaluation criteria and questions

The evaluation will cover the following evaluation criteria

i) relevance and strategic fit,
ii) validity of design,
iii) project progress and 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 analysing 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 logical framework of the project.

The evaluation should address the questions bellow. Other aspects can be added as identified by the evaluator in accordance with the given purpose and in consultation with the evaluation manager. Any fundamental changes to the evaluation criteria and questions should be agreed between the evaluation manager and the evaluator, and reflected in the inception report.

Key Evaluation Questions

The evaluator shall examine the following key issues:

1. Relevance and strategic fit,
   - Is the project relevant to the achievements of the government`s strategy, policy and plan, the DWCP of Ethiopia as well as other relevant regional and global commitments such as the UNDAF, SDGs targets and ILOs strategic Objectives (Programme & Budget 2018-19 and 2020-21)?
   - Is the project relevant to the felt needs of the beneficiaries?
   - How well the project complements and fits 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?

2. Validity of design
   - Does the project have a clear theory of change that outlines the causality?
   - Has the design clearly defined achievable outcomes and outputs

1 ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations, 2012
• Has the project planning included a useful monitoring and evaluation framework including outcomes indicators with baselines and targets?
• Did the project design include an exit strategy and a strategy for sustainability?
• Was the implementation approach valid and realistic? Has the project adequately taken into account the risks of blockage?
• Has the project addressed gender and disability inclusion related issues in the project document?
• Were the ILO tripartite constituents involved in the design of the project?

3. Project effectiveness
• To what extent has the project achieved its results at outcome and output levels, with particular attention to the project objectives?
• What, if any, unintended results of the project have been identified or perceived?
• What have been the main contributing and challenging factors towards project’s success in attaining its targets?
• Did the project effectively use opportunities to promote gender equality and disability inclusion within the project’s result areas?
• To what extend is the COVID-19 Pandemic influencing project results and effectiveness and how the project have addressed this influence and is ready to adapt to changes for at least some time from now-on?
• Does the (adapted) intervention model used/to be used in the project suggest an intervention model for similar crisis response?

4. Efficiency of resource use
• How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to provide the necessary support and to achieve the broader project objectives?
• To what extent are the disbursements and project expenditures in line with expected budgetary plans? Why?

5. Effectiveness of management arrangements
• Has the management and governance arrangement of the project facilitated project results? Is there a clear understanding of roles and responsibilities by all parties involved into implementation and monitoring?
• Has the monitoring & evaluation system 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)?
• Has the project created good relationship and cooperation with relevant national, regional and local level government authorities and other relevant stakeholders to implement the project?
• Is the project receiving adequate administrative, technical and - if needed - policy support from the ILO office and specialists in the field (Addis, DWT Cairo and Abidjan (ROAF) and the responsible technical units (MIGRANT) in headquarters?

6. Orientation to impact and sustainability
• To what extent there is evidence of positive changes in the life of the ultimate project beneficiaries?
• What other concrete steps have been 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
7. General
- How and why has or has not the project addressed the mid-term evaluation recommendations

VII. 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)

A team leader consultant will conduct the evaluation virtually (home-based) with support of a national consultant for fieldwork in the project area.

The evaluation will be carried out through a desk review and field visit to the project sites in Ethiopia and consultations with, implementing partners, beneficiaries, the donor, ILO and other key stakeholders. Consultations with relevant ILO units and officials in Geneva, Cairo, and Addis Ababa will be done.

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

Desk review

The Desk review will include the following information sources:

- Project document
- Work plans
- Project monitoring plans
- Progress reports
- Project budget and related financial reports
- Reports from various activities (including trainings, workshops, task force meetings, video conferences etc.)
- Others as required

All documents will be made available by the National Project Coordinator (NPC), in coordination with the evaluation manager, in a drop-box (or similar) at the start of the evaluation.
In addition, the evaluation team will conduct initial electronic or telephone interviews with the project and the donor. 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, outline of the stakeholders’ workshop 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 the NPC. If the Evaluator requires contacting other stakeholders, beyond the list, this can be discussed with the Evaluation Manager during the preparation of the Inception report.

A desk review will analyze project and other documentation including the approved logframe, implementation plan, annual reports and other relevant documents. The desk review phase will produce the Inception report that will operationalize the ToRs and should be approved by the evaluation manager.

**Data collection/field work**

The current COVID-19 pandemic restricts mobility for country and field visits to international consultants. In line with these restrictions, the evaluation data collection methodology will combine remote/virtual (evaluation team leader) and field work data collection (evaluation team member). This will require enhanced engagement and collaboration with the project team in terms of organizing the contact with stakeholders.

The Evaluators will undertake group and/or individual discussions. The project will provide all its support in organization of these virtual interviews to the best extent possible. The evaluators will ensure that opinions and perceptions of women are equally reflected in the interviews and that gender-specific questions are included.

A virtual stakeholders’ workshop will be organized to discuss initial findings and complete data gaps with key stakeholders, ILO staff and representatives of the development partners. The workshop will be logistically supported by the project and programmatically managed by the evaluation team. The details of it should be stated clearly in the Inception report for further preparation during the data collection phase.

The evaluator is encouraged to 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 Director for Djibouti, Ethiopia, Somalia South Sudan and Sudan and with the Project Team. The evaluator will undertake group and/or individual discussions with project staff in Addis Ababa. The evaluator will also interview project staff of other ILO projects, and ILO staff responsible for financial, administrative and technical backstopping of the project. An indicative list of persons to be interviewed will be prepared by the NPC in consultation with the Evaluation Manager.
Interviews with Key Stakeholders in Addis Ababa and the project sites

The evaluator will meet relevant stakeholders including members of SINCE Project Steering Committee (PSC), TWG and TTF, YES TWG and AVG, project beneficiaries and regional and local level government officials and experts to examine the delivery of outcomes and outputs at local level. List of beneficiaries will be provided by the project for selection of appropriate sample respondents by the evaluators. The evaluator will select the field visit locations, based on criteria defined by her/him. The criteria and locations of data collection should be reflected in the inception report mentioned above.

At the end of the data collection, the evaluators will organize, with logistic support from the project, a stakeholders’ virtual workshop to present the preliminary findings of the evaluation to key stakeholders

Report Writing Phase

Based on the inputs from discussions and interviews with key stakeholders, the evaluation team will draft the evaluation report. The draft report will be sent to the Evaluation Manager for a methodological review, and then to be shared with key stakeholders for their inputs/comments.

The Evaluation Manager will consolidate all comments including methodological comments and will then share them with the Evaluator for consideration in finalizing the report.

The Evaluator will finalize the report, taking into consideration the stakeholder comments and submit the final version for approval of EVAL.

VIII. Deliverables

1. Inception report (with detailed work plan and data collection instruments following EVAL Checklist 3 – see annex)
2. A concise draft and final Evaluation Reports (maximum 30 pages plus annexes and following EVAL Checklists 5 and 6 – see Annex) as per the following proposed structure:
   - Cover page with key project and evaluation data (using ILO EVAL template)
   - Executive Summary
   - Acronyms
   - Description of the project
   - Purpose, scope and clients of the evaluation
   - Methodology and limitations
   - Clearly identified findings for each criterion
   - Conclusions
   - Recommendations
   - Lessons learned and good practices (briefly in the main report and a detailed in ILO EVAL template, annexed to the report)
   - Annexes:
     - TOR
     - Evaluation questions matrix
     - Data Table on Project Progress in achieving its targets by indicators with comments
     - Evaluation schedule
     - Documents reviewed
     - List of people interviewed
     - Lessons learned and good practices (using ILO-EVAL template
     - Any other relevant documents
3. Evaluation Summary using the ILO template.
All draft and final outputs, including supporting documents, analytical reports and raw data should be provided to the evaluation manager in electronic version compatible with Word for Windows.

. Management arrangements, work plan & time frame

Evaluation Manager
The evaluator will report to the evaluation manager, Ricardo Furman (furman@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 project staff, with the administrative support of the ILO Office in Addis.

Work plan & Time Frame
The total duration of the evaluation process is estimated to 21 working days for the team leader and 15 for the team member.
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<th>N.</th>
<th>Activity</th>
<th>Responsible</th>
<th>Team leader No days</th>
<th>Team member No days</th>
<th>Dates</th>
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<td>2</td>
<td>Prepare a detailed Evaluation Budget and Draft the TOR</td>
<td>EM and CTA</td>
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<td>26 Aug-1 Sep</td>
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<td>a) EM develops</td>
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<td>b) CTA provides feedback</td>
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<td>c) EM finalizes</td>
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<td>3</td>
<td>List of stakeholders (ILO all levels, national and donor) to share the</td>
<td>NPC</td>
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<td>2 Sep</td>
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<td>4</td>
<td>Share the TORS with stakeholders for comments</td>
<td>EM</td>
<td>0</td>
<td>0</td>
<td>2-15 Sep</td>
</tr>
<tr>
<td>5</td>
<td>Integrate comments from constituents and final TORs</td>
<td>EM</td>
<td>0</td>
<td>0</td>
<td>16-18 Sep</td>
</tr>
<tr>
<td>6</td>
<td>Publish Call for expression of interest of evaluators</td>
<td>EM</td>
<td>0</td>
<td>0</td>
<td>4-15 Sep</td>
</tr>
<tr>
<td>7</td>
<td>Selection of team leader (int or national) and team member (national)</td>
<td>EM and EVAL</td>
<td>0</td>
<td>0</td>
<td>16-18 Sep</td>
</tr>
<tr>
<td>8</td>
<td>Contract of team leader and national evaluator: IRIS and contract signature</td>
<td>CTA/Project</td>
<td>0</td>
<td>0</td>
<td>21 Sep-9 Oct</td>
</tr>
<tr>
<td>9</td>
<td>Launch the Evaluation and Briefing to the Evaluator</td>
<td>EM</td>
<td>0.5</td>
<td></td>
<td>12 Oct</td>
</tr>
<tr>
<td>10</td>
<td>Desk-review phase and Inception report approval</td>
<td>Evaluator with project support</td>
<td>4.5</td>
<td>2</td>
<td>12-16 Oct</td>
</tr>
<tr>
<td>11</td>
<td>Data collection and field visits</td>
<td>Evaluator with project sup.</td>
<td>10</td>
<td>10</td>
<td>19-30 Oct</td>
</tr>
<tr>
<td>12</td>
<td>Draft report development</td>
<td>Evaluator</td>
<td>5</td>
<td>2</td>
<td>2-6 Nov</td>
</tr>
<tr>
<td>13</td>
<td>Methodological review of the draft before circulation</td>
<td>EM</td>
<td>0</td>
<td>0</td>
<td>9-10 Nov</td>
</tr>
<tr>
<td>14</td>
<td>Circulate the draft report to project team and stakeholders</td>
<td>EM</td>
<td>0</td>
<td>0</td>
<td>11-25 Nov</td>
</tr>
<tr>
<td>15</td>
<td>Consolidate comments from stakeholders and share with the Evaluator</td>
<td>EM</td>
<td>0</td>
<td>0</td>
<td>26 Nov</td>
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<tr>
<td>16</td>
<td>Incorporate comments from project team and stakeholders</td>
<td>Evaluator</td>
<td>1</td>
<td>1</td>
<td>27 Nov</td>
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<tr>
<td>17</td>
<td>Review by EVAL and approval</td>
<td>EM and EVAL</td>
<td>0</td>
<td>0</td>
<td>30 Nov-4 Dec</td>
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<tr>
<td>18</td>
<td>EVAL send to CO for dissemination and Management response</td>
<td>EVAL and CO Director</td>
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<td>0</td>
<td>7-11 Dec</td>
</tr>
<tr>
<td></td>
<td>Total number of days for evaluators</td>
<td></td>
<td>21</td>
<td>15</td>
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</table>
IX. Evaluation team

Evaluation team responsibilities

<table>
<thead>
<tr>
<th>Evaluation team leader responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Desk review of programme documents</td>
</tr>
<tr>
<td>b. Briefing with ILO/ Evaluation Manager</td>
</tr>
<tr>
<td>c. Preliminary interviews with the project manager and the donor</td>
</tr>
<tr>
<td>d. Development of the Inception report including the evaluation instrument</td>
</tr>
<tr>
<td>e. Undertake interviews with stakeholders (skype, telephone, or similar means)</td>
</tr>
<tr>
<td>f. Facilitate the virtual stakeholders' workshop</td>
</tr>
<tr>
<td>g. Draft evaluation report</td>
</tr>
<tr>
<td>h. Finalise evaluation report</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Evaluation team member responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Support the desk review of programme documents</td>
</tr>
<tr>
<td>b. Undertake interviews with stakeholders (skype, telephone, or similar means)</td>
</tr>
<tr>
<td>c. Filed visits</td>
</tr>
<tr>
<td>d. Support the facilitate the virtual stakeholders workshop</td>
</tr>
<tr>
<td>e. Provide inputs in the draft evaluation report</td>
</tr>
</tbody>
</table>

Profile of Evaluation team

The Evaluator 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 in the area of migration will be an added advantage;
- Proven experience with logical framework approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing;
- Fluency in written and spoken English required.
- Knowledge and experience of the UN System of ILO’s roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable;
- Understanding of the development context of the Project Country is an advantage;
- Excellent consultative, communication and interview skills;
- Demonstrated ability to deliver quality results within strict deadlines.
- Not have been involved in the project.
Team member (national consultant)

- 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, on the area of livelihoods will be an added advantage;
- Proven experience with logical framework approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing;
- Fluency in written and spoken Amharic and very good knowledge of English required.
- Knowledge and experience of the UN System of ILO’s roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable;
- Understanding of the 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 Addis Ababa, Ethiopia
Annex 1 Relevant documents and tools on the ILO Evaluation Policy

1. Code of conduct form (To be signed by the evaluator)

2. Checklist No. 3 Writing the inception report

3. Checklist 5 Preparing the evaluation report

4. Checklist 6 Rating the quality of evaluation report

5. Template for lessons learned and Emerging Good Practices

6. Guidance note 7 Stakeholders participation in the ILO evaluation

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

8. Template for evaluation title page