



Call for Expression of Interest

ILO/EVAL is looking for a consultant to conduct the **Final Independent Evaluation of the PROAGRO Project (Promotion of Decent Work in Agribusiness) in Ethiopia**.

Type of contract: External Collaboration Contract.

The final evaluation should take about 26 working days.

Application deadline: 03 March 2025.

For further details about the consultancy, please see the ToRs below.

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

1. A copy of the candidate's curriculum vitae including:
 - Description of the candidate's skills, qualifications, and experience, demonstrating how they best meet the required qualifications for this assignment.
 - A list of previous evaluations conducted, preferably related to the context and theme of this call, clearly indicating the role played by the consultant.
 - At least two recent references, including email and phone number.
2. A statement from the candidate attesting their availability to conduct this evaluation in Ethiopia.
3. A statement attesting that the candidate has not been involved in the design or implementation of the program in question or does not have a privileged personal relationship with ILO officials working in Ethiopia.
4. A statement specifying that the evaluation will comply with ILO and UN standards.
5. A financial offer indicating the daily fee rate (**the financial offer must be expressed in USD**).
6. Copies of two evaluation reports in which the candidate was a team leader or team member in the last five years.

The Call is open to consultants based in Zambia or in other countries. The deadline to submit expressions of interest for undertaking the evaluation is **March 3th, 2025**.

Preference will be given to national qualified and women applicants.

If you are interested in this expression of interest, please send an e-mail with the subject header "Final Independent Evaluation-ProAgro Project Ethiopia " to the evaluation manager, Abderrahim El Moulat (elmoulat@ilo.org), copying Pacôme Dessero (dessero@ilo.org).

Many thanks.



Terms of Reference

Final Independent Evaluation of the PROAGRO Project – PROMOTION OF DECENT WORK IN AGRIBUSINESS Project ETHIOPIA

Project title and code:	ProAgro – Promotion of Decent Work in Agribusiness in Ethiopia
Projects DC Code	ETH/20/50/DEU
Projects duration	Ethiopia: 15 June 2020 - 14 June 2024 (42 months) with Extension of one year; July 2024 - June 2025
Donor	German/BMZ
Administration Unit in the ILO responsible for administrating the project	CO-Addis Ababa
Technical Unit(s) in the ILO responsible for backstopping the project	EMPLOYMENT
P&B outcome (s) under evaluation	Outcomes 3,4,5
SDG(s) under evaluation	SDG 7,8
Budget	ProAgro Ethiopia: US\$ 5,464,123
Type of evaluation	Independent Evaluation
Timing of evaluation	Final
Evaluation Manager	Abderrahim El Moulal, Senior M&E Officer, RO-Africa

1. Introduction and project background.

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

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

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

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

Strategy: ProAgro contributes to support countries in achieving inclusive structural transformation and decent jobs creation, through strategic integrated interventions, combining both short-term and long-term measures, labour demand and supply side approaches, with a focus on key value chains in the agribusiness sector in Ethiopia. The strategy is articulated around the four key priorities of ProAgro, namely i) Sustainable investment, ii) Social dialogue and inclusive collective bargaining, iii) Skills development, iv) Entrepreneurship_Strengthening

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

The project works towards the following outcomes

- Outcome 1: Conducive ecosystem for decent jobs creation and sustainable investment created
- Outcome 2: Social dialogue and inclusive collective bargaining are promoted as key means of achieving decent work and stable industrial relations in the sector
- Outcome 3: Quality and more demand oriented TVETs and trainings that increase employability and job prospects developed
- Outcome 4: Selected agribusiness sectors are more competitive and have boosted their job quality and creation potential

The outcomes of the project were adapted to respond to local conditions and the adaptation was completed during the inception period. Thus, during the projects' inception period, some changes were consequently made and a separate outcome was developed on social dialogue (Outcome 2). This was primarily done to ensure larger emphasis on this subject.²The previous Outcome 2, on rendering value chains more competitive, boosted job quality and creation potential—was consolidated into Outcome 4.

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

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

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

- 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity, and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services

² ILO ProAgro Ethiopia (2021), ILO ProAgro: 'Promotion of Decent Work in Agribusiness in Ethiopia' Project Inception Report. Addis Ababa: ILO. Page 26.

- 8.5: By 2030 achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
- 8.6: By 2020 substantially reduce the proportion of youth not in employment, education or training
- 8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment

The project is funded directly by Germany, BMZ. The project's first phase is from 15 June 2020 – 14 June 2025. Originally it was for four years until June 2024 and got a one-year extension is currently set to end on 30 June 2025.

Key findings of the ProAgro project Mid-term evaluation

An independent midterm evaluation was conducted during October- November 2022 to examine the entire ProAgro project intervention from August 2020 to July 2022 and provide an independent assessment of the project progresses, an analysis of the implementation of the project in its entirety up to midterm.³ The OECD criteria⁴ were applied through an analysis of relevance, coherence, effectiveness, efficiency, sustainability and orientation to impact of the project and cross cutting factors on gender issues and other vulnerable groups were assessed.

The Midterm Review (MTR) revealed that the design of the ProAgro project is highly relevant to national and international policies, strategies, Decent Work Country Programs (DWCP) and ILO's constituent policy and program frameworks. In terms of validity, the overall project design was found coherent and demonstrates adequate complementarity, despite its high level of complexity and numerous expected targets. Regarding effectiveness, ProAgro worked diligently to achieve expected results under challenging circumstances. As for efficiency, financial, human, and technical resources were strategically allocated to meet project objectives. While generally efficient, administrative and financial bureaucracy found hindering implementation. And, the full implementation of the project contributes sustainably to its long-term targets, with expected contributions to the Sustainable Development Goals (SDGs), particularly SDG 8.

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

2.1. Evaluation Background

ILO considers project evaluations as an integral part of the implementation of development cooperation activities. The evaluations are developed for project accountability, management, learning and to support the knowledge base. As per ILO evaluation policy and procedures, all programmes and projects with a budget of USD 5 million must have to go through two

³ [i-eval Discovery](#)

⁴ OECD (2021), Evaluation Criteria (version updated in 2020), Available from <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

independent evaluations. Thus, ProAgro project goes jointly through two independent evaluations: a mid-term evaluation and a final evaluation. The midterm evaluation was conducted from November 7 to 21, 2022. Action points emerged as recommendations and a management response has been provided for the evaluation recommendations from independent evaluations, in accordance with the ILO evaluation policy.

The final evaluation will be managed by an ILO certified evaluation manager not linked with the project and implemented by independent evaluators, conducted in the context of criteria and approaches for international development assistance as established by the OECD/DAC Evaluation Quality Standard; and the UNEG Code of Conduct for Evaluation in the UN System. This evaluation will 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”; and Checklist 5 “Preparing the evaluation report”. The evaluation will follow the OECD-DAC framework and principles for evaluation. For all practical purposes, this ToRs 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.

2.2. Objectives of the Evaluation

The aim of this evaluation is to appraise/ assess the overall implementation and achievement of the ProAgro project against its planned objectives. Accordingly, it provides information on what worked and what did not work well and why and whether the underlying theories and assumptions used in the project development were valid. This evaluation mainly intends to provide information on the relevance, coherence, effectiveness, efficiency, impact and sustainability of the project and document lessons learnt and possible good practices. The final evaluation will include consideration of whether the means of action have made contributions toward achieving relevant Decent Work Country Program (DWCP) outcomes and national development goals.

The specific objectives of the evaluation are the following:

Specific objectives:

- A. Review and substantiate emerging evidence related to the achievement of ProAgro overall impact by the end of the project towards strengthening enterprise growth and investment competitiveness, strengthening industrial relations, and capacity development of regional partners in the agro-processing sector.
- B. Establish the relevance of the project design and implementation strategy in relation to the ILO, UN and national development frameworks (i.e. SDGs and UNDAF) of countries covered and final beneficiaries needs.
- C. 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, including strategies and implementation modalities chosen, partnership and arrangements.

- D. Identify unexpected positive and negative results of the project.
- E. Assess the level of implementation efficiency of the project.
- F. Review the institutional set-up, capacity for project implementation, coordination mechanisms.
- G. Assess the extent to which the project outcomes will be sustainable.
- H. Analyze the project potential impact at institutional level as well at the level of the final men and women beneficiaries.
- I. Identify specific lessons learned and potential good practices for the key stakeholders.
- J. Provide strategic recommendations for the different key stakeholders to promote sustainability and support further development of the project outcomes, and for future similar interventions of the ILO in multi-country programs in general.

The evaluation findings will inform implementing partners and stakeholders in future planning. The lessons learnt and best lessons will be compiled, and dissemination workshop will be held in Addis Ababa to share these insights with all relevant parties. The ILO Evaluation Office (EVAL) will publish the final report, recommendations and lessons learned on its public website to ensure accountability and enhance learning among a wide-range audience.

2.3. Scope of the evaluation

The final independent evaluation will cover the ProAgro project period from 15 June 2020 - June 2024 (Including extension period of one year; July 2024 - June 2025). The geographical coverage includes the national level, and the two regions targeted by project interventions: Sidama and Amhara regional states. The evaluation will cover all the planned outputs and outcomes under the project, with particular attention to synergies between the components and contribution to national policies and programmes.

The evaluation will discuss how the project is addressing the ILO cross-cutting themes including gender equality and non-discrimination, social dialogue and tripartism, international labour standards and just transition to environmental sustainability.

The evaluation should help to understand how and why the project has obtained or not the specific results from output to potential impacts. The evaluation will consider the project relevance to ILO strategies at national and global levels, as well as initiatives of the United Nations Sustainable Development Cooperation Framework (UNSDCF), Decent Work Country Programme (DWCP), and Government of Ethiopia policies and frameworks.

3. Evaluation Criteria and Key Questions (including the cross- cutting issues)

The evaluation should be carried out in adherence with the ILO Evaluation Framework and Strategy, the ILO Guideline, the UN System Evaluation Standards and Norms, and the OECD/DAC Evaluation Quality Standard. The evaluation should address the overall ILO evaluation criteria:

In this context, the evaluation will address the following ILO evaluation concerns.

A. Relevance and strategic fit of the project: to assess how well the project aligns with strategic objectives and stakeholder needs.

B. Coherence: to evaluate the project's internal logic and its fit within broader ILO initiatives

C. Effectiveness of project implementation and management arrangements: to measure the extent to which the project achieved its intended results.

D. Efficiency of resource use and project set-up: to examine how resources were utilized to achieve the intended results.

E. Impact orientation by the project set-up, and impacts achieved vis-à-vis defined objectives and outcomes: to evaluate the impact that goes beyond immediate outcomes, considering the project's long-term effects; and,

F. Sustainability and continuation of project induced activities and impact beyond the project lifespan:

The evaluation questions are framed under the ILO evaluation policy guidelines available at (https://www.ilo.org/wcmsp5/groups/public/---ed_mas/--eval/documents/publication/wcms_571339.pdf)

In addition, The ILO crosscutting themes such as tripartism, social dialogue, international labor standards, just transition to environment and gender and non-discrimination (including people with disabilities) and fair transition to a sustainable environment should be addressed.

A. Relevance and strategic fit of the project

- Are the project objectives and strategies consistent with the ILO constituent policy and programme frameworks (i.e. National development plans and the DWCPs) and other national key partners' needs and the country needs, in particular the final beneficiaries (i.e. men and women)?
- How did the project contribute to the relevant ILO Programme & Budget Outcomes and development priorities in Ethiopia, the UNSDCFs and the SDGs?
- How well the project builds on previous experience of the ILO, UN agencies and the donor, and relevant experience of other local and international organizations? Is the project relevant for the national policies and priorities?
- Is the project relevant to the felt needs of the beneficiaries?

B. Coherence

- To what extent are the integrated project design (objectives, outcomes, outputs, and activities) and its underlining theory of change logical and coherent? Are the project strategy, objectives, and assumptions appropriate for achieving the planned results?
- To what extent was the project design adequate and effective in the coherence and complementarity between the different project components?
- Did the project achieve the overall objectives? How well were the activities under each component designed to complement and reinforce each other?
- How well did the programme's design and implementation strategies align with broader ILO initiatives on promotion of Decent Work? Did the programme leverage existing ILO tools and

resources effectively, and did it contribute to advancements in ILO's knowledge base on promoting decent work and employment opportunities in the agribusiness sector, considering workers wellbeing, economic and social development?

- Were the planned monitoring and evaluation arrangements adequate? Were the targeted indicator values realistic and can they be tracked?
- What lessons can be learnt for the design of the project in Phase 2 (if any) or other projects in similar field?
- 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?

C. Effectiveness:

- To what extent have the project objectives and outputs been achieved?
- Have unexpected positive or negative results taken place?
- What were the main internal and external factors that influenced the achievement or non-achievement of results?
- How contextual and institutional risks and external factors (positive and negative) have been managed by the project management?
- Has the partnership strategy of the project been effective towards the expected results?
- To what extent has the project management and governance structure put in place worked strategically with tripartite constituents, stakeholders and partners in the project, ILO and the donor - to achieve project goals and objectives?

D. Efficiency

- Have the project resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outputs and specially outcomes?
- Are the project's activities/operations in line with the schedule of activities as defined by the project team, work plans and budgets?
- To what extent have the recommendations of the mid-term evaluation been addressed and implemented?

E. Orientation to impact

- What has been the project's overall impact on the agribusiness sector in Ethiopia, considering workers wellbeing, economic and social development?
- To what extent were relevant partners' capacity developed to ensure sustainability?
- To which extent are the results of the project likely to have a long term, sustainable positive contribution to the country's national development, SDG achievement and relevant targets?

F. Sustainability

- Are there plans in place to secure continued funding, technical assistance, or other forms of support to sustain project gains after the end of the ProAgro project?

- Have capacities been built within government institutions, worker and employer organizations to ensure continued progress on working conditions and decent work principles?
- Did the project effectively promote ownership and leadership among national stakeholders for the continuation of these efforts beyond the project timeframe?
- Which project-supported tools have been, or have the potential to be, institutionalized and/or replicated by partners or external organizations? What additional external efforts may be needed?

G. Cross-Cutting Issues

International Labour Standards (ILS)

- How did the project address specific challenges related to freedom of association, forced labour, child labour and discrimination in the workplace?

Gender equality and non-discrimination

- To what extent did the project mainstream gender equality and non-discrimination principles into its design and implementation?
- Has the project addressed other vulnerable groups, including people living with disabilities?
- How has the project been able to meet the specific needs of men, women, and vulnerable groups?
- Do the tools developed by the project integrate gender and non-discrimination issues?

Social Dialogue and Tripartism

- How effectively did the project promote strong and independent worker and employer organizations and facilitate constructive social dialogues?
- Did the project contribute to a more inclusive and representative decision-making process on labour issues in Ethiopia?

Fair Transition to a Sustainable Environment

- Were there any efforts to promote environmentally friendly practices within the agribusiness sector?

4. Evaluation Methodology

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

evaluation questions will be determined by the consultant in consultation with the Evaluation Manager.

The information needs and evaluation questions call for an in-depth understanding of the situation to provide a holistic assessment and interpretation of the project's achievements. The methodology should include examination of the intervention's Theory of Change (Toc). The theory of change should give light of the logical links between levels of results and their alignment with the national policy frameworks, the ILO's strategic objectives and outcomes at global and national levels, as well as with the relevant SDGs and targets.

The methodology should be participatory including a mix-methods approach, with analysis of both quantitative and qualitative data. It should also be able to capture the intervention's contributions to the achievement of expected and unexpected outcomes. The evaluation will be carried out through field visit to the project stakeholders at federal level (in Addis Ababa), Sidama and Amhara regions

Recommendations, emerging from the evaluation, should be specific and actionable, 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).

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".

The gender dimension should be considered a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. The data collection, analysis, and presentation should be responsive to issues of gender equity and non-discrimination, including considerations related to disability. The evaluators 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.

The project team will develop and avail to the evaluation team a database with contact details of ILO constituencies and stakeholders and will work closely with the evaluator to make the meetings available covering institutional and final beneficiaries.

Presentation of the preliminary findings to the key stakeholders' workshop: A mix face-to-face/virtual stakeholders' workshop will be organized to discuss the initial findings of the evaluation and complete data gaps with key stakeholders from federal and regional states covered by the project (ILO DWT and HQ, ILO staff, representatives of the development partners,

stakeholders and the donor). The workshop will be logistically supported by the project and programmatically managed by the evaluator. The details of it should be stated clearly in the Inception Report for further preparation during the data collection phase.

The evaluation will be conducted by an experienced consultant and the evaluator is encouraged to propose alternative mechanisms or techniques for the data collection phase. These proposals will be discussed with the project team and the evaluation manager during the inception phase. Any alternatives should be documented in the inception report. The evaluator will aim to apply a variety of evaluation techniques, including desk reviews, stakeholder meetings, focus group discussions and firsthand observations during field visits, as applicable. Triangulation of sources and techniques will be central to the evaluation process.

Suggested data collection techniques

Desk Review: The desk review will establish a solid foundation for understanding the project's objectives, design, and implementation strategies. A thorough examination of relevant project documents will be conducted at the outset, including project design and strategy documents, gender strategy, periodic progress reports, Midterm evaluation reports, Monitoring and Evaluation (M&E) strategy, work plans and website articles and publication materials.

Qualitative data collection: Qualitative data will be gathered through in-depth interviews and focus group discussions with key stakeholders. The following key stakeholders are expected to be interviewed,

- **ILO Country Offices (CO) Addis project staff,** relevant ILO officers and specialists in project targeted countries, Cairo, Pretoria and Abidjan COs, tripartite constituents, and other stakeholders and partners found in the federal and regional tiers (Amhara and Sidama regions). The selection of the key informants should be based on criteria to be defined by the evaluation team leader.
- **Technical Advisory Group (TAG)** - a critical advisory body, and their perspectives and strategic directions shed light on the project's overall effectiveness and strategic direction.
- **Project focal persons in the regional states-** designated focal units will be reached out to learn/ explore about the journey of the project implementation, with substantial engagements and experiences.
- **Social partners (worker and employer organizations):** The experiences and viewpoints of government, worker and employer representatives are crucial for understanding the project's impact on social dialogues and collective bargaining as a tool for promoting the creation of decent jobs, improve unionization and collective bargaining capacity and promote productivity and wellbeing of workers.

Quantitative data analysis: These involves robust review and analysis of the project KPIs (Key Performance Indicators) which have been communicating the key project results with donors and project partners.

5. Evaluation Deliverables

Below are the expected deliverables of the final independent evaluation:

Deliverable 1. Inception Report. The inception report will include among other elements the evaluation questions and data collection methodologies and techniques, and the evaluation tools (interview, guides, questionnaires, etc.). The instrument needs to make provision for the triangulation of data where possible. The evaluators will prepare an inception report as per the ILO Checklist 4.8:

- Describe the conceptual framework that will be used to undertake the evaluation with robust explanation of the methodologies.
- Elaborate the methodology proposed in the TORs with changes as required.
- Set out in some detail the data required to answer the evaluation questions, data sources by specific evaluation questions, (emphasizing triangulation as much as possible) data collection methods, and sampling
- Selection criteria for stakeholders to interview and locations to be visited.
- Detail the work plan for the evaluation, indicating the phases in the evaluation, their key deliverables and milestones.
- Identify key stakeholders to be interviewed and the tools to be used for interviews and discussions.
- provide an outline for the final evaluation report.
- Annex the data collection tools

The Inception report should be approved by the Evaluation manger before proceeding with the field work.

The ILO will organize a half-day virtual meeting to discuss the findings after data collection is completed. The evaluator will prepare the presentation, which will share preliminary findings with key stakeholders to validate the information and data collected during the fieldwork. The presentation will provide a brief overview of key results for each evaluation criterion. This workshop will facilitate the sharing of preliminary findings with the ILO and local stakeholders.

Deliverable 2. First draft of Evaluation Report (Checklist 5 to be provided to the Consultant) to be improved by the methodological review by the Evaluation manager. The Evaluation Manger holds the responsibility of approving this draft. The draft evaluation report will be shared with all relevant stakeholders and a request for comments will be asked within a specified time.

Suggested outline for the draft evaluation report:

- Cover page with key project data (cf. ILO Policy Guidelines for Evaluation Checklist 7)
- Executive summary
- Brief background on the project and its intervention logic
- Purpose, scope, and clients of the evaluation
- Methodology applied
- Review of implementation
- Presentation of findings
- Conclusions
- Recommendations (specifying to whom they are addressed)

- Lessons learnt and good practices
- Possible future directions
- Annexes

Deliverable 3. Final version of evaluation report incorporating comments received of ILO and other key stakeholders. The report should be no longer than 30 pages excluding annexes with executive summary (as per ILO standard format for evaluation summary). The quality of the report will be assessed against the EVAL checklist 5, 6 and 7 to be provided to consultant. Any identified lessons learnt, and good practices will also need to have standard annex templates (1 lessons learnt and one Good Practices per page to be annexed in the report) as per EVAL guidelines.

The final version is subjected to final approval by EVAL (after initial approval by the Evaluation manager and the regional evaluation officer).

Deliverable 4: An Evaluation Summary report

An Evaluation Summary shall also be prepared, adhering to the template provided in ILO Policy Guidelines for Evaluation Checklist 8. The Evaluation Summary shall only be prepared once the final evaluation report has been approved.

Deliverable 5: Presentation for dissemination workshop

The report and all other outputs of the evaluation must be produced in English. All draft and final reports including other supporting documents, analytical reports, and raw data should be provided in electronic version compatible with WORD for windows. Ownership of the data from the evaluation rests jointly with the evaluator and the ILO. The copy rights of the evaluation report rest exclusively with the ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

In addition to the final report, a stand-alone evaluation summary, lessons learnt, and good practices must be developed using ILO standard format.

6. Management Arrangements

The roles and responsibilities in the evaluation process will be as follow:

Evaluation Manager: the evaluation will be managed by Mr. Abderrahim El Moulal, who has no prior involvement in the project.

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

- Finalize the evaluation TOR with inputs from key stakeholders.
- Select the independent evaluator in coordination with EVAL.
- Approve the inception report.
- Brief the evaluator on ILO evaluation policies and procedures.
- Initial coordination with the project team on the development of the field mission.
- Circulate the first draft of the evaluation report for comments by key stakeholders.

- Ensure the final version of the evaluation report address stakeholders' comments (or an explanation why any has not been addressed) and meets ILO requirements.
- Approve the draft version before circulation and first approval of the final version and **submission to EVAL for final approval.**

The ProAgro project team: Will be responsible for administrative contractual agreement with the evaluator and provide any logistical assistance as may be required. The team will be responsible specifically for the following tasks:

- Provide project background documents to the evaluator.
- Prepare a comprehensive list of recommended interviewees.
- Coordinate logistical arrangements.
- Provide inputs as requested by the evaluator during the evaluation process.
- Review and provide comments on draft evaluation reports.
- Organize and participate in stakeholder consultations, as appropriate; and
- Provide any other logistical and administrative support to the evaluators as may be required.

Responsibilities of the consultant:

- The consultant will have responsibility for the evaluation report.
- The consultant will agree on the distribution of work and schedule for the evaluation and stakeholders to consult.
- The consultant will report to the evaluation manger.

Required Qualifications

- University Degree in social development or economic or related subject at master level or equivalent.
- A minimum of seven years of experience in project and program evaluation, including a theory of change-based approach. Experience should also include promoting decent jobs and enhancing the competitiveness of agribusiness enterprise to expand job creation potential in East Africa.
- Evaluation and work experience in employment in agricultural sector, institutional settings and capacity building in Ethiopia will be an asset;
- 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.
- Experience in in applying, qualitative and quantitative research methodologies including participatory community-based research.
- Knowledge of ILO's roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable.
- Excellent analytical skills and communication skills.
- Understanding of the development context of the Project Country is an advantage.
- Demonstrated ability to deliver quality results within strict deadlines.
- Demonstrated excellent report writing skills in English.

7. Evaluation Timetable and Schedule

The evaluation will be conducted between February – April 2025.

List of Tasks	Responsible	Timeline	No of days Team leader
Circulation of draft TORs among stakeholders	Evaluation manager (EM)	1- 10 February	0
Selection of the consultant and contract signing	EM with project support	11 - 28 February	0
Briefing with the evaluation manager Briefing with the project	EM and Project	3 March	1
Desk review of project background documents and development of the Inception report.	Evaluators	5 - 8 March	4
Finalization of the inception report after review by EM	Evaluators	10 March	1
Field visit and interviews Stakeholders workshop for preliminary results	Evaluators	6-16 March	11
Analysis of information/data collected and preparation of the draft report	Evaluators	17-20 March	4
Review of the Draft evaluation report	EM-Evaluator	21 March	1
Circulate draft report among key stakeholders including donor and receive feedback	EM	24 March-8 April	0
Consolidate feedback and share with the Consultant.	EM	9-11 April	0
Finalize the final report addressing comments	Evaluator	14-17 April	4
Approval of Final Report by EVAL	EM-EVAL	18-23 April	0
Total consultants' days			26



Resources

- Honorarium for team leader 26 working days.
- DSA and travel costs as per ILO policy, payable at the start of the assignment.
- Logistic support in field visits (as possible by the project team).
- Stakeholders' workshop (including interpretation).

Payment schedule

- First payment of 20% upon receipt of the inception report to the satisfaction of ILO EVAL.
- Second payment of 30% upon receipt of the draft evaluation report to the satisfaction of Evaluation Manager.
- Third payment of 50% upon receipt of the final evaluation report and comments log table to the satisfaction of ILO EVAL.
- Payment of the travel costs to be calculated upon ILO Travel Policy and standard UN DSA rates.

Annex: ILO/EVAL Guidelines & Templates

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>