



International Labour Organization

TERMS OF REFERENCE (TOR)

INDEPENDENT MID-TERM EVALUATION OF THE WAY FORWARD AFTER THE REVOLUTION: DECENT WORK FOR WOMEN IN EGYPT AND TUNISIA PROJECT (PHASE II)

Draft version for comments 6/03/2020

Project Title:	The Way Forward after the Revolution: Decent Work for Women in Egypt and Tunisia-Phase II
Project Code	RAF/17/05/FIN
Administrative Unit	CO-Cairo
Donor	Ministry of Foreign Affairs of Finland
Budget	2.097 million Euros / USD 2,520,827
Implementation period	1/04/2018-31/03/2021
ILO Technical Units	Gender /Employment/Entrepreneurship/Workers' and employers' activities
Type of evaluation	Independent Mid-term Evaluation
Project duration	1 April 2018 and 31 March 2020 ¹
Date of the evaluation	April-June 2020
Evaluation Manager	Ricardo Furman, Senior Monitoring & Evaluation Officer, ILO Regional Office for Africa

1. BACKGROUND INFORMATION

Background of the project to be evaluated

“Peace, prosperity and social justice depend on the achievement of substantive equality between women and men. This is both an issue of fundamental rights and a key driving force for global progress.” However, in a context characterised by political instability and challenges related to lack of social justice, large gender gaps in labour market indicators have been prevailing in the Arab States and North Africa, in particular in Egypt and in Tunisia.

In order to address these gender gaps, and advance the Goals set out in the 2030 Sustainable Development Agenda, an integrated framework of transformative measures guided by ILO Conventions and Recommendations, will be essential. A number of ILO Conventions have been identified as being key to the promotion of gender equality, including the Equal Remuneration Convention, 1951 (No. 100), the Discrimination (Employment and Occupation) Convention, 1958 (No. 111), the Workers with Family Responsibilities Convention, 1981 (No. 156), the Maternity Protection Convention, 2000 (No.183), as well as the Domestic Workers Convention, 2011 (No.189). This framework reflected in the 2030 Agenda places the elimination of discrimination and violence, equal remuneration for work of equal value, universal social protection and measures to recognize, reduce and redistribute unpaid care and household work at the heart of policy interventions aimed at reducing poverty (Goal 1) and inequalities (Goal 10), achieving gender equality and women’s empowerment (Goal 5) and promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all (Goal 8). This blueprint is also embedded in the ILO Women at Work Centenary Initiative, which marks the commitment of ILO constituents to gender equality as the Organization approaches its centenary in 2019. It aims to identify and promote innovative action, and to engage ILO constituents, civil society and all women and men in concerted action to achieve full and lasting gender equality and non-discrimination. It is against this background that the Project “The Way Forward after the Revolution: Decent Work for Women in Egypt and Tunisia Phase II” is designed to pursue, strengthen, and expand the action developed under the Phase I.

This Phase seeks to address the barriers to a satisfactory participation of women in the labour market through a comprehensive approach that works at the macro, meso and micro levels; that tackles at the same time access to employment, entrepreneurship, decent work conditions, and social dialogue. The project’s theory of change is: Women’s participation in the labour market in the two countries can be improved if an enabling environment for gender equality in the workplace is created; if an enabling environment for women’s entrepreneurship is in place and income generating opportunities for women are up-scaled and implemented at the national level, and if women’s leadership in workers’ and employers’ organizations is enhanced. For this to happen, laws and regulations that impact gender equality in the workplace, as well as gender-responsive labour and private sector development policies need to be developed by institutional partners; the private sector need to better attract, retain, and promote women in decent work by using adequate

HR strategies; successful models of women's entrepreneurship projects need to be developed, communicated, and replicated; and workers' and employers' organizations benefit from gender awareness. This entails that workers' and employers' organizations benefit from increasing women's leadership and that companies are aware of the positive returns of increased gender diversity and improved human resources management practices and working environments. However, the ultimate change of an improved participation of women in the labour market remains beyond the direct control of the project. National authorities target an increase from 24.2 to 35 per cent in this rate by 2030 in Egypt (11 points) according to the National Strategy on Women's Empowerment: 2030 (NSWE) and from 25.5 to 35 per cent in Tunisia by 2020 according to the Strategic Development Plan for 2016-20.

We take into consideration that this objective is also linked to increased economic growth that is inclusive of women. To contribute to this, the project is already contributing in two studies that help in analysing the employment trends for women and identifying sectors where investment have most positive returns on women employment. The country interventions will be supported by cross-fertilization among the two countries and with other countries in North Africa as well as with other international experiences, particularly Finland. This will ensure that work delivered in Egypt and Tunisia throughout the two phases is consolidated in national and regional partnerships, communities of practice, and regional knowledge generation and dissemination.

The three outcomes of the project are as follows:

1. To support the development of an enabling environment for gender equality in the workplace.
2. To create an enabling environment for women's entrepreneurship development.
3. To support employers' and workers' organizations strengthen the representation of women in their structures for an improved women leadership.

The key project results achieved up to January 2020 (as reported by the project) are:

Outcome 1

- In Egypt, the National Council of Women (NCW) has been independently leading the roll-out process of the ILO "Get Ahead Programme", already rolling it out 2 times in Siwa and Giza.
- In Egypt the Human Resources and Gender Academy was duplicated twice in Cairo and Alexandria jointly with the Federation for Egyptian Industries (FEI).
- In Tunisia, the Chambre Nationale des Femmes Cheffes d'Enterprises (CNFCE) has now full ownership of the "Academie des Femmes Cheffes d'Enterprises", with regular modules every month benefitting its members, fully paid by the CNFCE or different external donors.

Outcome 2

- The Women Entrepreneurship Development (WED) Position paper developed jointly with the FEI and the CNFCE in Egypt and Tunisia respectively, states clear reform areas to promote WED in both countries.

- In Egypt, the project has just initiated an assessment for income generating activities for women in the three priority governorates agreed upon with the National Council of Women (NCW).

Outcome 3

- In Egypt seven women became senior members of different trade union structures.
- In Tunisia the Union Generale Tunisienne des Travailleurs (UGTT) has now 1 board member out of 13, after having had no woman before the project started.

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

Link to Decent work country programmes (DCWP):

In Tunisia the project responds to the outcomes 2.1, 2.4 and 2.5 regarding the female participation in the labour market, to outcome 2.6 regarding the promotion of entrepreneurship and to outcome 4.1 regarding the reform of social protection. On 14 January 2013, the Government, UGTT and UTICA signed the Social Contract which was the basis of the economic and social transition period after the 2011 Revolution, but also the basis of the political transition and the role played afterwards by the National Quartet. The Social Contract was prepared with the direct support from the ILO and the Action Plan was then translated into a DWCP. Entitled "The social contract, an innovative example of DWCP for Tunisia", this Programme was developed through a participatory approach and highlighted the following national priorities:

- Priority 1: Economic growth and regional development, global, sustainable, balanced and fair growth between regions;
- Priority 2: Employment and vocational training;
- Priority 3: Towards a new model of industrial relations and decent work;
- Priority 4: A comprehensive reform of social protection in Tunisia;
- Priority 5: Institutionalization of social dialogue.

In the DWCP, the Government and social partners recognize that:

- Female labour is more marked by precariousness than male labour
- Disparities especially for access to high-level posts exist.
- The place of women in political, economic and social decision-making bodies remained small, despite the steady increase in the level of education of women.
- Tunisia has experienced a gradual improvement in legislation aimed at eliminating discrimination against women and has ratified International Conventions Nos. 100 and 111, however, these improvements are still perfectible. The constituents stressed that *“the realization of these commitments requires further reform of legislation and regulations and the introduction of tools and mechanisms to reduce inequalities still visible in labour practices, income, professional hierarchies and access to political, economic and social decision-making.”*

The project contributes to the objectives of the DWCP through the direct support provided to the constituents and through the expected outcomes which are in line with the priorities defined by the constituents.

In Egypt there is no DWCP. Within the wide lens of ILO's programme, ILO had devised strategies for Egypt within the ongoing Strategy for North Africa, 2011–2015 through a four-pronged intervention strategy, consisting of:

1. Sensitizing social partners and a wider audience on gender issues and inequalities in the world of work;
2. Increasing the capacity of and institutional setting for females to equip them with necessary skills to engage in social dialogue and collective bargaining processes for advancing gender equality, non-discrimination, and increased female representation in trade unions;
3. Increasing women's skills to enhance their employability, and;
4. Capacity building for labour market institutions to better serve women and increase women's access to these institutions.

The intervention logic is grounded in the assumption that improving women's labour market position and increasing participation in decent work is a prerequisite for sustained equality, inclusion and democratization in Egypt.

Link to ILO P&B and the SDGs

The challenge of ensuring women's equal access to decent work, is as relevant as ever. The project is firmly anchored in the ILO's Programme and Budget 2018-19 and 2020-21, as well as in the 2030 Sustainable Development Agenda (in particular Goals 1, 5, 8, 10 and 11).

Project Management Arrangement

The project is managed by a Chief Technical Adviser (CTA), responsible for overall project management based in Cairo, Egypt and reports to the Director of the ILO Cairo Office. The Project Management Team comprises:

- National Project Coordinator in Tunisia;
- National Project Coordinator for Egypt;
- Senior Project Assistant in Egypt;
- Project Assistant in Egypt;
- Project Admin and Financial Assistant in Tunisia;
- Project Driver in Egypt;
- Project Driver in Tunisia.

2. PURPOSE, OBJECTIVES AND SCOPE OF THE MID-TERM INDEPENDENT EVALUATION

Evaluation Background

ILO considers evaluation as an integral part of the implementation of technical cooperation activities. This project will go through two independent evaluations. Both evaluations are managed by an ILO certified evaluation manager and implemented by independent evaluators.

The evaluation in ILO is for the purpose of accountability, learning and planning and building knowledge. It should be conducted in the context of criteria and approaches for international development assistance as established by: the OECD/DAC Evaluation Quality Standard; and the UNEG Code of Conduct for Evaluation in the UN System.

This evaluation will 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 ToR and ILO Evaluation policies and guidelines define the overall scope of this evaluation. Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to stakeholders on how they can address them.

Purpose and objectives of the Mid-Term independent evaluation

The main purpose of this mid-term independent evaluation is to provide an independent assessment of the progress to date, through an analysis of relevance, effectiveness, efficiency, effects and orientation to impact of the project. The specific objectives of the evaluation are the following:

1. Assess the relevance and coherence of project’s design. regarding country needs and how the project is perceived and valued by the target groups.
2. Identify the contributions of the project to, the SDGs, the countries UNDAFs and Tunisia DWCP, the ILO objectives and CPOs and its synergy with other projects and programs in both countries.
3. Analyse the implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes and impacts; including unexpected results and factors affecting project implementation (positively and negatively).
4. Review the institutional set-up, capacity for project implementation, coordination mechanisms and the use and usefulness of management tools including the project monitoring tools and work plans.
5. Asses the implementation efficiency of the project.
6. Review the strategies for outcomes’ sustainability and orientation to impact.

7. Identify lessons and potential good practices for the key stakeholders.
8. Provide strategic recommendations for the different key stakeholders to improve implementation of the project activities and attainment of project objectives.

Scope of the evaluation

The mid-term evaluation will cover the period 1 April 2018 to 29 February 2020. 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, throughout the evaluation questions, how the project is addressing its main issue (i.e. gender equality) and the ILO cross-cutting themes including gender 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.

3. REVIEW CRITERIA AND KEY EVALUATION QUESTIONS

a) Review criteria

The evaluation should address the overall ILO evaluation concerns such as relevance, effectiveness, efficiency, sustainability and impact as defined in the ILO Policy Guidelines for results-based evaluation, 2017:

(https://www.ilo.org/wcmsp5/groups/public/---ed_mas/--eval/documents/publication/wcms_571339.pdf)

The review will address the following ILO evaluation concerns;

- Relevance and strategic fit of the project;
- Validity of the project design;
- Project effectiveness;
- Efficiency of resource use;
- Sustainability of project outcomes;
- Impact orientation;
- Gender equality and non-discrimination

b) Key Evaluation Questions

The evaluator shall examine the following key issues:

a) Relevance and strategic fit,

- Is the project coherent with the Governments objectives, National Development Frameworks, beneficiaries' needs, and does it support the outcomes outlined in ILO's CPOs as well as the SDGs?
- How does the project complement and fit with other on-going ILO programmes and projects in the countries?
- What links have been established so far with other activities of the UN or other cooperating partners operating in the Country in the areas of employment, market development and women's empowerment?
- Has the project been able to leverage the ILO contributions, through its comparative advantages (including tripartism, international labour standards, ILO Decent Work Team etc.)?

b) Validity of intervention design

- Does the project address the major causes of women unemployment in Egypt and Tunisia, and respond to it?
- Is the project realistic (in terms of expected outputs, outcome and impact) given the time and resources available, including performance and its M&E system, knowledge sharing and communication strategy?
- To what extent has the project integrated ILO cross cutting themes in the design?
- Is the project Theory of change comprehensive, integrate external factors and is based on systemic analysis?

c) Effectiveness:

- What progress has been made towards achieving the overall project objectives/outcomes?
- Has the management and governance structure put in place worked strategically with all key stakeholders and partners in Egypt and Tunisia, ILO and the donor to achieve project goals and objectives?
- Has the knowledge sharing and communication strategy been effective in raising the profile of the project within the country and among the cooperating partners?
- Is the monitoring and evaluation system results-based and facilitate a project adaptive management?
- Assess how contextual and institutional risks and positive external to the project factors have been managed by the project management?

d) Efficiency of resource use

- Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outputs and specially outcomes?
- To what extent did the project leverage resources to promote gender equality and nondiscrimination; and inclusion of people with disability

e) Impact orientation and sustainability

- What level of influence is the project having and would continue to have on the development of employment and other areas on policies and practices at national and subnational levels?
- Which project-supported tools have been institutionalized, or have the potential to, by partners and/or replicated or external organizations?
- Is the project contributing to expand the knowledge base and build evidence regarding the project outcomes and impacts
- To which extent the results of the intervention likely to have a long term, sustainable positive contribution to the SDG and relevant targets? (explicitly or implicitly)
- Does the project has and implements an exit strategy?

4. EVALUATION METHODOLOGY

The independent mid-term evaluation will comply with evaluation norms and standards and follow ethical safeguards, all as specified in ILO's evaluation procedures. The ILO adheres to the United Nations Evaluation Group (UNEG) evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards. 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 evaluation will apply a mix methods approach, engaging with key stakeholders of the project at all levels during the design, field work, validation and reporting stages. To collect the data for analysis, the evaluation will make use of the techniques listed below (but not limit to). The data from these sources will be triangulated to increase the validity and rigor of the evaluation findings.

Desk review of project design and strategy documents, activity documents, communications and research and publications.

Key informant interviews and focus groups with project staff in both countries, relevant ILO specialists, tripartite constituents, women beneficiaries of the project and potentially other stakeholders and partners.

Field In-depth interviews in Egypt and Tunisia: The Evaluation team is expected to meet project beneficiaries' men and women to undertake more in depth reviews on the project work and results.

The evaluator must indicate the criteria selection for individuals to interview.

The selection of the field visits locations should be based on criteria to be defined by the evaluator.

Presentation of the preliminary findings before the key stakeholders in a workshop

At the end of the field work the evaluation team will present preliminary findings to the project key stakeholders in a workshop to discuss and refine the findings and fill information gaps.

Methodology should include examining the interventions' Theory of Change, specifically in the light of logical connect between levels of results, its coherence with external factors, and their alignment with the ILO's strategic objectives, SDGs and related targets, national and ILO country level outcomes.

The data and information should be collected, presented and analyzed with appropriate gender disaggregation even if project design did not take gender into account. A more detailed methodology for the assignment will be elaborated by the evaluator on the basis of this TOR, in consultation with the ILO Evaluation Manager and key stakeholders in the Inception report.

Project key stakeholders:

- Ministry of Manpower,
- National Council for Women,
- Social Partners: Federation for Egyptian Industries (FEI), Chambre Nationale des Femmes Cheffes d'Entreprises (CNFCE), Trade Unions in Egypt and UGTT in Tunisia
- Women beneficiaries in Egypt and Tunisia
- Representatives of the donor (Finland) in Egypt and Tunisia
- Project teams, ILO CO-Cairo, DWT/CO-Cairo and Tunis (?),
- ILO technical units at HQ

5. MAIN DELIVERABLES

- a) An inception report (not more than 20 pages excluding the annexes) - upon the review of available documents and an initial discussion with the project management and the donor (EVAL Guidelines –Checklist 3) will be developed. The inception report will include:

- Describe the conceptual framework that will be used to undertake the evaluation;
- Elaborate the methodology proposed in the TOR 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 locations to be visit ;
- Selection criteria for individuals for interviews (as much as possible should include men and women);
- Detail the work plan for the evaluation, indicating the phases in the evaluation, their key deliverables and milestones;
- Set out the list of key stakeholders to be interviewed and the tools to be used for interviews and discussions;
- Set out the agenda for the stakeholders workshop;
- Set out outline for the final evaluation report;
- Interview and focus group guides.

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

- b) Preliminary Findings to be shared with the key stakeholders (i.e. the Advisory Committee and the donor) at the end of field work phase in Cairo and Tunisia. The ILO will organize a half day meeting to discuss the preliminary findings of the evaluation after data collection is completed. The evaluator will set the agenda for the half-day to one day meeting. The presentation should provide a brief review of key results for each evaluation criteria. The workshop will be technically organized by the evaluation team with the logistic support of the project.
- c) First draft of Evaluation Report (see annex) The report should be no longer than 30 pages excluding annexes -to be improved by the methodological review by the Evaluation manager. The Evaluation Manger holds the responsibility of approving this draft. The draft review report will be shared with all relevant stakeholders and a request for comments will be asked within a specified time (14 working days).
- d) 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 and executive summary. The quality of the report will be assessed against the EVAL checklist 5 and 6, see annex). Any identified lessons learnt and good practices will also need to have standard annex templates (one lesson learnt and one Good Practice per template to be annexed in the report) as per EVAL guidelines. The report should also include a section on output and outcome level results against indicators and targets of each project and comments on each one.

The final version is subjected to final approval by EVAL (after initial approval by the Evaluation manager/Regional evaluation officer)

e) Executive summary in ILO EVAL template

The draft and final versions of the evaluation report in English (maximum 30 pages plus annexes) will be developed under the following structure (EVAL Check list 5):

1. Cover page with key project data (project title, project number, donor, project start and completion dates, budget, technical area, managing ILO unit, geographical coverage); and evaluation data (type of evaluation, managing ILO unit, start and completion dates of the evaluation mission, name(s) of evaluator(s), date of submission of evaluation report).
2. Table of contents
3. Acronyms
4. Executive Summary
5. Background of the project and its intervention logic
6. Purpose, scope and clients of evaluation
7. Methodology and limitations
8. Presentation of findings (by criteria)
9. Conclusions
10. Recommendations (including to whom they are addressed, resources required, priority and timing)
11. Lessons Learnt and potential good practices
12. Annexes (TOR, table with the status achieved of project indicators targets and a brief comment per indicator, list of people interviewed, Schedule of the field work overview of meetings, list of Documents reviewed, Lessons and Good practices templates per each one, other relevant information).

The evaluation report will be in English, besides an executive summary in Arabic.

6. MANAGEMENT ARRANGEMENTS AND WORK PLAN

Evaluation Manager: the evaluation will be managed by Mr. Ricardo Furman, Senior Monitoring & Evaluation Officer, ILO Regional Office for Africa, who has not prior involvement in the project.

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

- Draft and finalize the evaluation TOR with inputs from key stakeholders;
- Develop the Call for expression of interest and select the independent evaluator in coordination with EVAL;

- Brief the evaluator on ILO evaluation policies and procedures;
- Initial coordination with the project team on the development of the field mission schedule and the preliminary results workshop;
- 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.

Independent Evaluator

The evaluator is responsible for:

- Responsible for conducting the evaluation.
- Coordinate with evaluation manager, project team and stakeholders to conduct the entire evaluation process.
- Proceed to a desk review of all relevant documents and conduct a field mission to meet main stakeholders.
- Elaborate the inception report (incl. methodological elaborations), the first version and final report in deadlines and in conformity with ILO and international standards.
- Conduct the field work and stakeholders workshop at the end of the mission.
- Participate to debriefings with main stakeholders on the main results and recommendations of the evaluation.

Qualifications

- University Degree with minimum 7 years of experience in project /program evaluation.
- Proven skills and experience in undertaking evaluations of similar projects, preferably in North African;
- Experience in using the Theory of change approach on evaluation.
- Strong background in local economic and enterprise development as well as Human Rights Based Approach programming and Results Based Management;
- Extensive knowledge of, and experience in applying, qualitative and quantitative research methodologies;
- Experience in direct and participatory community-based observation, and experience in participative evaluation techniques would be an asset;
- 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;
- Demonstrated excellent report writing skills in English
- Demonstrated excellent oral Arabic and English (French will be an asset).

- The tasks of the Project:

The project management team will provide logistical support to the evaluator and will assist in organizing a detailed evaluation mission agenda. The projects will also ensure that all relevant documentations are up to date and easily accessible (in electronic form in a space such as Google Drive) by the evaluator from the first day of the contract (desk review phase).

Evaluation Timetable and Schedule

The MTE will be conducted between March and May 2020.

List of Tasks	Responsible	Time line (Tentative dates)
Selection of the consultant and contract signing	Evaluation manager	9-10 April 2020
Discussion with the Consultant (Skype) on the Project and the TOR	Evaluation manager ILO	13-17 April 2020
Desk review of project background documents (PRODOC, Work plans and Progress Reports, etc.	Evaluator	27 April – 1 May
Submission of draft Inception report including design of evaluation instrument	Evaluator	1 May
Feedback on inception report	Evaluation manager	5 May
Finalization of the inception report (including work plan and Field visit itinerary)	Evaluator	6 May
Field visit and interviews	Evaluator	10-21 May
Analysis of information/data collected and preparation of the draft report	Evaluator	22-29 May
Review of the Zero Draft evaluation report and adjustments by the evaluator	Evaluation manager	1-2 June
Circulate draft report among key stakeholders including donor and receive feedback	Evaluation manager	3-17 June
Consolidate feedback and share with the Consultant.	Evaluation manager	18-19 June
Finalize the report (final version)	Evaluator	20 June
Submit Final Report to the evaluation manager	Evaluator	20 June
Review for approval of Final Report by EVAL	EVAL	22-26 June

Proposed work days for the evaluation team

Phase	Responsible Person	Tasks	No of days
I	Evaluator	- o Briefing with the evaluation manager, the project team and the donor - o Desk Review of programme related documents - o Inception report	5
II	Evaluator with organisational support from ILO	- o In-country consultations with programme staff - o Field visits - o Interviews with projects staff, partners beneficiaries - o Stakeholders workshop for sharing findings - o Debriefing with the CO- Cairo Office.	12
III	Evaluator	o Draft report based on consultations from field visits and desk review and the stakeholders' workshop	5
IV	Evaluation Manager	- o Quality check and initial review by Evaluation Manager - o Circulate draft report to stakeholders - o Consolidate comments of stakeholders and send to team leader	0
V	Evaluator	o Finalize the report including explanations on why comments were not included	2
TOTAL			24

Resources

Estimated resource requirements at this point:

- Evaluator honorarium for 24 days, flights and DSA for 12 days
- Field work: travel to the project target areas and DSA days
- Local transportation in the country (if security reasons required)
- Stakeholders' workshop

ANNEXES

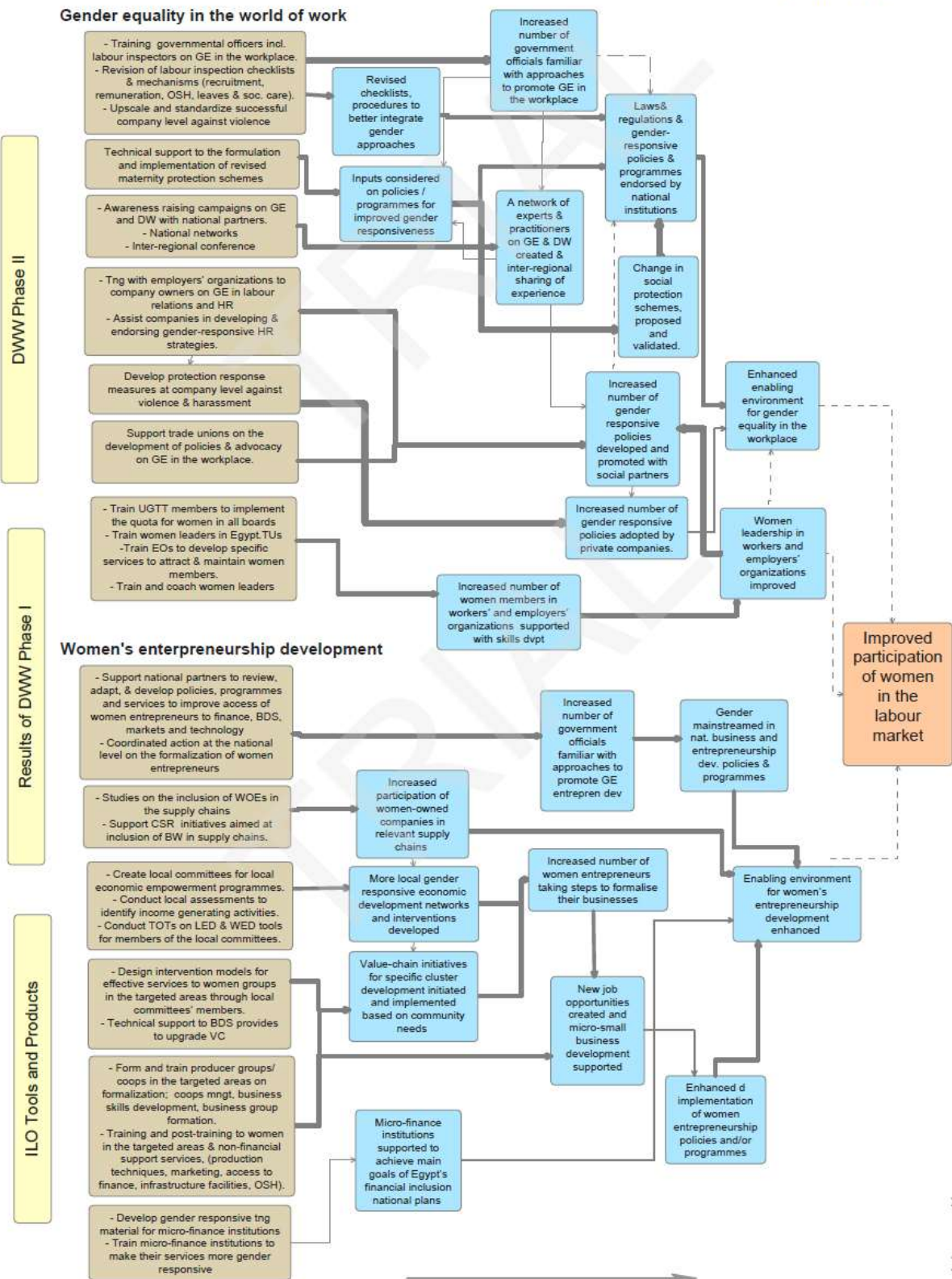
I. Project Theory of change

Inputs

Activities

Intermediate outcomes

Final outcome



II. RELEVANT POLICIES AND GUIDELINES

ILO Policy Guidelines for evaluation: Principles, rationale, planning and managing for evaluations, 3rd ed.

http://www.ilo.ch/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm

Code of conduct form (To be signed by the evaluators)

http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm

Checklist No. 3: Writing the inception report

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

Checklist 5: preparing the evaluation report

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

Checklist 6: rating the quality of evaluation report

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

Template for lessons learnt 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

[Guidance note 7: Stakeholders participation in the ILO evaluation](#)

https://www.ilo.org/global/docs/WCMS_165982/lang--en/index.htm

Guidance note 4: Integrating gender equality in the monitoring and evaluation of projects

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

Template for evaluation title page

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

Template for evaluation summary

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

UNEG Ethical Guidelines for Evaluation

<http://www.unevaluation.org/document/download/548>