

Call for EoI: The Evaluation Office of the International Labour Organisation (ILO/ ILO-EVAL) is seeking expressions of interest from qualified consultants to conduct an independent mid-term evaluation of the project The Way Forward after the Revolution: Decent Work for Women in Egypt and Tunisia- Phase II, RAF/17/05/FIN to be conducted remotely. The project is funded by the Finish Government.

Application deadline: 30 April 2020

Type of contract: External Collaboration Contract

Expected duration: The total duration of the evaluation process is estimated to be 22 working days for the evaluator and it will cover the period from end-April to submission of first draft report by early-June14.

Profile of the evaluator:

- University Degree with minimum 7 years of experience in project 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.
- 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 (in addition French will be an asset).

For further details about the evaluation, please see the ToR (above).

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

1. A description of how the candidate's skills, qualifications and experience are relevant to the required qualifications of this assignment (maximum 2 pages).
2. 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).
3. A statement confirming their availability to conduct this assignment and the daily professional fee expressed in US dollars (indicating fees received for similar assignments in the last 2 years as a reference).
4. A copy of the candidate's curriculum vitae.
5. 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.
6. The names of two referees (including phone and email) who can be contacted.
7. Two reports in which the evaluator has been the sole evaluator or the team leader.

The deadline to submit expression of interest for undertaking the evaluation is by on 1 May 2020. Please send an e-mail with the subject header "Evaluation of RAF/17/05/FIN" to the Evaluation Manager Ricardo Furman (furman@ilo.org).



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 for comments 24/02/2020

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
Date of the evaluation	End May-July 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 main outcomes of the project are as follows:

- To support the development of an enabling environment for gender equality in the workplace (**Outcome 1**);
- To create an enabling environment for women's entrepreneurship development (**Outcome 2**) because for the most part, much of the business sector development efforts are delivered without a gender focus;
- To support employers' and workers' organizations strengthen the representation of women in their structures for an improved women leadership (**Outcome 3**).

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

Link to Decent work country programmes (DCWP):

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.

Egypt: The ILO had a draft for the DWCP which was under discussion prior to the 2012 events in the country; one of the priorities of the programme focused on increasing the participation of women, equality and gender mainstreaming. The ILO has started new rounds of discussion with the constituents in view of a possible adoption of the DWCP in 2018. 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:

The challenge of ensuring women’s equal access to decent work, is as relevant as ever. This is highlighted in the ILO Programme and Budget 2018-19, with gender equality and non-

discrimination identified as a crosscutting policy driver. The ILO's Strategic Plan for 2018–21 identifies four institutional factors which constitute the enabling environment for the ILO to realize the ILO 2021 Vision, and they apply equally to the implementation of the Programme and Budget for 2018–19.

The Project is aligned to P&B outcomes 1, 3, 4 and 10, and linked to the following current Country Programme Outcomes (CPOs):

- TUN 103: Employment for youth and women through entrepreneurship, Value Chain Development, green enterprises, social enterprises, cooperatives and business development programmes promoted.
- TUN 126: Les capacités des institutions de la sécurité sociale sont renforcées pour améliorer et étendre la couverture sociale et les services fournis aux groupes vulnérables.
- TUN 801: Strengthened institutional capacity of employers' organizations
- TUN 802: Strengthened institutional capacity of workers' organizations
- EGY 105: National capacity to create enabling business environment which is also gender transformative for sustainable enterprises is strengthened
- EGY 106: Employment for young men and women through entrepreneurship, Value Chain Development, green enterprises, social enterprises and cooperatives and business development programmes promoted
- EGY110: Increased capacities to understand the informal economy and to enact gender-sensitive policy reforms that facilitate transition to formality
- EGY 801: Strengthened institutional capacity of employers' organizations
- EGY 802: Strengthened institutional capacity of workers' organizations

The project is firmly anchored in the ILO's Programme and Budget as indicated above, as well as in the 2030 Sustainable Development Agenda (in particular Goals 1, 5, 8, 10 and 11) and in the DWCP for Tunisia that was signed in July 2017.

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. Assess 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 30 March 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 how the project is addressing its main issue (i.e. gender equality) and the ILO cross-cutting themes including 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? If not, why and which measures taken to work towards achievement of project outcomes and impact?
- 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 developed and implement 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, including triangulation to increase the validity and rigor of the evaluation findings, engaging with key stakeholders of the project, as much as feasible, at all levels during the design, data collection and reporting stages.

Due to the COVID-19 restrictions on travel, the evaluation will be carried out remotely:

Desk review, including the following information sources:

- Project documents (logframe, budget, implementation plan, etc.)
- Progress reports and outputs
- Research and studies conducted by the Project

- Project finance documents and records
- Mission reports
- All other relevant document from the project

The desk review may suggest a number of preliminary findings that could be useful in reviewing or fine-tuning the evaluation questions. The desk review will include briefing interviews with the project team and the donor.

Online/email questionnaires and telephone and video interviews: due to travel restrictions and no possibility of face-to-face engagements with project staff and stakeholders, the evaluation will employ email/online questionnaires and especially virtual interviews to be conducted in Arabic (Egypt) or Arabic/French (Tunisia) as the main sources for information gathering – to replace field visits and face-to-face interviews. However, the report will be developed in English.

An indicative list of persons to be interviewed will be prepared by the Project in consultation with the Evaluation Manager. The project will support closely logisitcially the organization of these interviews.

This list will include:

- Ministry of Manpower,
- National Council for Women, Social Partners
- Other relevant stakeholders
- Representatives of the donor (Finland) in Egypt and Tunisia
- Project team, ILO CO-Cairo, DWT/CO-Cairo and Tunis
- Project consultants
- ILO technical units at HQ

The desk review may suggest a number of preliminary findings that could be useful in reviewing or fine-tuning the evaluation questions. The desk review will include briefing interviews with the project team and the development partners.

Online/email questionnaires and specially telephone and video interview with project staff and stakeholders will take place to replace field visits and face-to-face interviews. An indicative list of persons to be interviewed will be prepared by the Project in consultation with the Evaluation Manager.

A virtual stakeholders' workshop will be organized to validate findings and complete data gaps with key stakeholders, ILO staff and partners.

At the end of the data collection process the evaluator will develop the draft report (see below deliverables for details). The draft will be subject of a methodological review by the evaluation

manager and upon the necessary adjustments will be circulated among the key stakeholders. Then, the evaluation manager will consolidate the comments and will be provided to the evaluator for develop the final version addressing the comments or explain the reason for not address any, if that would be the case.

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:

- 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 purposive sampling
- 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 guides and other data collection tools

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 the data collection phase (if conditions allow) in a virtual workshop connected in Cairo and Tunisia. The ILO will organize virtual meeting to discuss the preliminary findings of the evaluation after data collection is completed. The evaluator will set the agenda for the 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 in English: the report should be no longer than 30 pages excluding annexes. 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 two weeks.

1. Cover page with key project and evaluation data
2. Executive Summary
3. Acronyms

4. Context and description of the project including reported results
5. Purpose, scope and clients of the evaluation
6. Methodology and limitations
7. Findings (this section's content should be organized around evaluation criterion and questions), including a table showing output and outcome level results through indicators and targets planned and achieved and comments on each one.
8. Conclusions
9. Recommendations (i.e. for the different key stakeholders), indicating per each one priority, timeframe and level of resources required
10. Lessons learned and good practices
11. Annexes:
 - TOR
 - Inception report
 - List of people interviewed
 - Schedule of work (electronic data collection and virtual interviews)
 - Documents examined
 - Lessons learned and good practices (under EVAL formats)
 - Others

- d) Final version of the evaluation report incorporating comments received from ILO and other key stakeholders. 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 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 will be in English (maximum 30 pages plus annexes) will be developed under the following structure:

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 following EVAL Checklists 5 and 6 (see Annex).

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 data collection process 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

Qualifications

- University Degree with minimum 7 years of experience in project /program evaluation.
- Evaluation expertise in market analysis field and previous 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;
- 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 and oral skills in English and oral Arabic.
- Oral and reading skills in French will be an asset.

Note: the independent evaluator may propose national consultant support in data collection (i.e. interviews) for Egypt and Tunisia.

- The tasks of the Project:

The project management team will provide logistical support to the evaluator and will assist in organizing the data collection (documents and interviews). The projects will 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 May and July 2020.

List of Tasks	Responsible	Number of evaluator working days	Time line (Tentative dates)
Selection of the consultant and contract signing	Evaluation manager	0	4-22 May 2020
Briefing with the evaluation manger, desk review of project documents, and development and submission of the Inception report	Evaluator	5	25-29 May 2020
Feedback and approval of the inception report	Evaluation manager	0	1-2 June 2020
Data collection	Evaluator	10	3-16 June 2020
Analysis of data collected and preparation of the draft report	Evaluator	5	20-24 June 2020
Review of the Zero Draft evaluation report	Evaluation manager	0	25 – 26 June 2020
Circulate draft report among key stakeholders including the donor	Evaluation manager	0	29 June -3 July 2020
Consolidate feedback for sharing with the evaluator	Evaluation manager	0	6-7 July 2020
Finalize the report and submit to the evaluation manager	Evaluator	2	8-9 July 2020
Review for approval by the evaluation manager and EVAL	Evaluation manager and EVAL	0	13-17 July 2020
Total days		22	

Resources

Estimated resource requirements at this point:

- Evaluator honorarium for 22 days
- Communication cost (according to specific needs)
- Stakeholders' workshop
- Interpretation (if required)

ANNEXES

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>

Project Theory of change

See pdf file



