



CALL FOR EXPRESSION OF INTEREST

Final Independent Project Evaluation

Project title:	Support to the preparatory activities of the ILO to launch the Global Initiative on Decent Jobs for Youth (GLO/16/17/ESP)
Technical backstopping unit	Employment and Labour Market Policies Branch (EMPLAB)
Administrative unit	Employment Policy Department
Type of Contract	International Consultants or Consultancy Firms
Expected duration	3 months (May to July 2020)
Evaluation management	ILO Employment Policy Department
Application deadline	4 May 2020

1. Introduction and Justification

The Project ***“Support to the preparatory activities of the ILO to launch the Global Initiative on Decent Jobs for Youth”*** is 2 million Euros initiative funded by the Government of Spain (Ministry of Employment and Social Economy) and implemented by the ILO. Its overall objective is to support the launch of the Global Initiative on Decent Jobs for Youth (DJY), the overarching platform for the promotion of youth employment in support of the 2030 Agenda for Sustainable Development. The Project focuses on establishing a strategic multi-stakeholder alliance, kick starting concrete activities at country level based on the DJY thematic priorities, establishing a knowledge facility on youth employment, and mobilizing resources to advance DJY and ensure its sustainability.

While initially planned for a 24-month period, the project has been extended to 31 December 2020 due to the rescheduling of activities seeking high-level engagement by ILO and the Ministry of Employment and Social Economy as well as due to implications of the COVID-19 pandemic. As stipulated in the project document, it is subject to a final independent evaluation. While no mid-term evaluation was conducted, the project was subject to monitoring which included a record of activities which served as the basis for progress reports.

The main **purpose** of this final evaluation will be accountability and organizational learning. The evaluation should indicate to the ILO and the Government of Spain the extent to which the project has achieved its objectives and to determine the relevance, effectiveness, efficiency, impact and sustainability of the project’s outcomes.



2. Background on Project and Context

Worldwide, over 68 million youth are unemployed and nearly 126 million youth are working, yet living in poverty. These figures embody a massive waste of potential and a threat to social cohesion. Despite widespread recognition of how vital it is to invest in both the quantity and the quality of jobs for youth, efforts remain fragmented and low scale.

DJY is the overarching global initiative on youth employment under the 2030 Agenda for Sustainable Development. It was endorsed by the UN Chief Executives Board for Coordination in November 2015 and regarded by the Secretary General as the first ever UN system wide effort for the promotion of youth employment.

DJY is an alliance of committed partners taking action at country and regional level across eight thematic priorities¹, sharing knowledge and leveraging resources for more and better jobs for youth. It is a unique platform to address fragmentation and catalyse innovative action at all levels.

DJY brings together the resources and expertise of diverse partners to maximize the positive impact of investments into youth employment. Partners include: governments, social partners, UN system entities, youth and civil society organisations, private sector actors, regional institutions, parliamentarians, foundations, academia and the media.

The strategy is based on four pillars:



Building a strategic alliance to advocate, ensure policy convergence, stimulate innovative thinking and mobilize resources



Scaling up evidence-based action and impact across key thematic priorities in line with the 2030 Agenda for Sustainable Development



Sharing and applying knowledge by capturing, analysing and sharing best practices, highlighting innovative approaches and facilitating learning



Mobilizing resources by securing high-level commitments from national, regional and international actors

¹ (i) Green Jobs, (ii) Digital jobs for youth, (iii) Quality apprenticeships; (iv) Youth in fragile situations; (v) Youth transition to the formal economy; (vi) Youth in the rural economy; (vii) Youth entrepreneurship and self-employment; and (viii) Young workers in hazardous occupations.



3. Purpose and Scope of the Final Independent Evaluation

Purpose

The main purpose of this final evaluation will be accountability and organizational learning. The Evaluation should assess the project based on the standard evaluation criteria of relevance, coherence, impact, effectiveness, efficiency and sustainability of project outcomes. The Evaluation should help identify what has worked well and to derive success factors and lessons learned.

Given the importance of the Project in supporting preparatory activities of DJY as well as supporting the ILO's youth employment agenda, the UN Youth Strategy and thus, ultimately, 2030 Agenda, particular emphasis will be placed on lessons learnt, success factors and good practices, which have a potential for replication in future programmes.

The knowledge generated by the Evaluation will also feed in the design of future implementation models and contribute to documenting management and delivery approaches supporting the sustainability of DJY.

Key clients of the evaluation are the ILO (Employment Policy Department, including the team serving as DJY Secretariat), the ILO Office, and the donor, i.e. Ministry of Employment and Social Economy of Spain.

Outcomes

The main outcomes of the evaluation are to:

- a. Assess the relevance of the Project design, theory of change and the validity of the assumptions in light of the results achieved;
- b. Determine the contribution of the Project to improved youth employment policy design and implementation, as well as the convergence to Outcome 1 of the ILO's Program and Budget 2016-2017² and 2018-2019, and Outcome 3 of the 2020-2021³ P&B;
- c. Assess if the Project's results coincide with the outcomes and indicators agreed by the donor and the ILO;

² "More and better jobs for inclusive growth and improved youth employment prospects". The Project aimed to contribute to reach goal 1.2: "Member States that have taken targeted action on decent jobs and skills for young women and men through the development and implementation of multi-pronged policies and programmes"

³ "Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all"



- d. Identify the supporting factors and constraints that have led to achievement or lack of achievement;
- e. Assess the management and implementation of the Project including approach to delivery and partnerships;
- f. Identify lessons learned, especially regarding models of interventions that can be applied further; and
- g. Provide relevant recommendations to future development and implementation of other projects of this type.

Scope

The Evaluation will cover the period October 2017 (inception) to March 2020 and will focus on its global level coverage. Due to the ongoing COVID-19 crisis, some activities and tasks have been re-scheduled according to the needs of the project and emerging issues related to the crisis. Those new and postponed activities/tasks will be delivered by December 2020 and will not be subject to the final evaluation.

The evaluation's scope includes the preparatory activities of the ILO to launch the Global Initiative on Decent Jobs for Youth that were conducted as part of the project funded by the Government of Spain. Other ILO actions, activities and projects in support of the Global Initiative on Decent Jobs for Youth and ILO's work on youth employment will be taken into consideration to clarify the context of the project as well as to understand how the ILO leveraged the project funded by the Government of Spain. However, those actions, activities and projects will not be assessed by the evaluation.

The timing of the evaluation will allow for institutional learning regarding sustainability and next steps for the ILO's youth employment agenda as well as DJY. The evaluation should produce relevant recommendations for the design and implementation of future DJY work streams and contribute to documenting management and delivery approaches for DJY sustainability and in light of ILO's leading role in multi-stakeholder initiatives.

The evaluation will integrate gender equality, disability inclusion and other non-discrimination issues as a cross-cutting concern throughout its methodology and all deliverables, including the final report.

The Evaluation should take no more than 3 months (May – July 2020).



4. Evaluation criteria and questions

The evaluation utilises the Organisation for Economic Co-operation and Development and Development Assistance Committee (OECD DAC) evaluation criteria as defined below:

- Relevance and strategic fit – the extent to which the objectives are consistent with beneficiaries’ requirements, sub-regional, national and local priorities and needs, the ILO constituents’ priorities and needs, and the donor’s priorities for the project countries;
- Coherence - The extent to which other interventions support or undermine the intervention, including internal coherence and external coherence.
- Validity of design – the extent to which the project design, logic, strategy and elements are/ remain valid vis-à-vis problems and needs;
- Effectiveness - the extent to which the project can be said to have contributed to the development objectives and the immediate objectives and more concretely whether the stated outputs have been produced satisfactorily; Effectiveness of management arrangements; in addition to building synergies with national initiatives and with other donor-supported projects and project visibility;
- Efficiency - the productivity of the project implementation process taken as a measure of the extent to which the outputs achieved are derived from an efficient use of financial, material and human resources;
- Impact - positive and negative changes and effects caused by the Project at the sub regional and national levels, i.e. the impact with social partners and various implementing partner organisations;
- Sustainability – the extent to which adequate capacity building of social partners has taken place to ensure mechanisms are in place to sustain activities and whether the existing results are likely to be maintained beyond project completion.

The evaluator may adapt the evaluation criteria and questions, but any fundamental changes should be agreed between the evaluation manager and the evaluator and reflected in the inception report.



5. Methodology

The evaluation methodology will use a mix of qualitative and quantitative methods, to be defined and approved as part of the evaluation methodology to be submitted by the selected consultant to the Evaluation Manager.

Envisaged steps include the following:

1. Desk Review: Review of project materials, publications, data, etc.
2. Inception meeting with the Project Team and Technical backstopping unit via conference calls. The objective of these meetings is to cover the following issues: reach a common understanding regarding the status of the project, logistical arrangements, discuss on project documents and materials, key evaluation questions and priorities, outline of the inception and final report.
3. Initial interviews through conference call or surveys with key stakeholders including (but not limited to) representatives from partners and entities who have participated in project activities.
4. Submission of an Inception Report with the final methodology and Work Plan. The Inception Report and the Work Plan will be subject to approval by the Evaluation Manager, and it will indicate the steps/phases and dates of the process in which the Evaluation will take place.
5. Any additional data collection prior to the evaluation interviews (as described below), as required by the proposed methodology.
6. Evaluation interviews (individual or collective) with stakeholders:
 - a) ILO: Department Management Coordination Unit of the Employment Policy Department Unit and the Decent Jobs for Youth Secretariat.
 - b) Ministry of Employment and Social Economy of Spain as donor, and any other relevant Ministries identified, as well with the ILO Office for Spain (ILO Madrid).
 - c) Other relevant stakeholders; including beneficiaries, partners and others.

*** The Evaluator (consultant) will be responsible for scheduling all meetings with stakeholders based on a detailed list of stakeholders provided by ILO**

7. Debriefing upon completion of the evaluation activities.



8. Debriefing session on preliminary conclusions and recommendations.
9. Debriefing with the ILO and the Ministry of Employment and Social Economy of Spain after submission of the draft final report.
10. Final Report (professionally edited) should include:
 - Executive Summary with key findings (no more than 10 pages);
 - Clearly identified conclusions and recommendations;
 - Lessons learned (at least 5);
 - Potential good practices and effective models of intervention (at least 5); and
 - Appropriate Annexes including the TORs for the independent evaluation.

The current COVID-19 pandemic severely restricts the mobility of staff and consultants. Therefore, the evaluation process is expected to take place completely remotely and relying on online methods such online surveys, telephone or online interviews.

The consultant will report to the Evaluation Manager appointed by the ILO in line with the process of managing and implementing independent evaluations overseen by the ILO independent Evaluation Office. The consultant should discuss any technical and methodological matters with the Evaluation Manager. The Evaluation will be conducted with logistical support and services of the Project Secretariat and the ILO Office in Geneva.

Cross-cutting Themes

The gender dimension should be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. In terms of this evaluation, this implies involving both men and women in the consultation, evaluation analysis and evaluation team. Moreover, the evaluator should review data and information that is disaggregated by sex and gender and assess the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men. All this information should be accurately included in the inception report and final evaluation report.

6. Evaluation arrangements and professional requirements

This call for expression of interest (Eoi) to conduct the Final Evaluation is open to:

- International consultant interested in the role of lead evaluator; *or*
- Consultancy firms already organized under the leadership of one evaluator (gender balance in team composition is encouraged for submissions by teams of consultants).



The expected outputs from the evaluation are:

1. A desk review of programme related documents;
2. An Inception Report and Work Plan (only in English) prepared by the Evaluator identifying key aspects to address as well as approach and methods to be used;
3. Data collection and interviews;
4. Preparation of questionnaire/surveys for colleagues and partners;
5. E-mail and telephone interviews with ILO staff and partners as identified;
6. Draft Evaluation Report prepared by the Evaluator (only in English); and
7. Submission of the Final Evaluation Report after revision (both in English and Spanish language).

The Final Evaluation is expected to be carried out between May and July 2020. The Evaluation first draft will be submitted to the ILO by the end of June 2020. The final document will be submitted by the end of July 2020.

The Final Evaluation report will be initially presented in English but will be translated into Spanish before the final approval in both languages. If the consultant or team of consultants are willing to undertake translation activities, should present a separate task breakdown and specific daily rate. Final Evaluation Report translation into Spanish will not be considered part of the evaluation as such and will be coordinated by the Evaluation Manager.

The number of workdays needed for the completion of the work is estimated to be 40.

The selection of the consultant (or team of consultants) will be based on the qualifications and experience of potential candidates as described in their expression of interest (Eoi) for the assignment.

Interested candidates should include in their Eoi:

- ✓ Detailed description of their knowledge of the specific subject area (i.e. youth employment, multi-stakeholder partnership development and policy formulation);
- ✓ Detailed description of previous programme, organizational and thematic experience relevant to this assignment;
- ✓ CV; and
- ✓ Statement of availability for the assignment (specifying available starting dates in May 2020), together with a daily rate for the evaluation work as well as any other potential cost and a breakdown of working days according the expected outcomes (see list above) and a preliminary timeline;



The lead evaluator should have:

- Master's Degree in social sciences, economics, development studies, evaluation or related fields, with demonstrated strong research experience;
- A minimum of 10 years' experience in conducting projects and programme evaluations, with demonstrated experience in evaluating youth employment-related programmes.
- Proven experience with program evaluation, logical framework approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing;
- Full proficiency in Spanish and English, as discussions with project staff and beneficiaries will take place in both languages. Knowledge of French is an asset;
- Excellent knowledge of the ILO mandate, tripartite structure and technical cooperation activities, as well as experience within the UN System;
- Excellent communication, interview and report writing skills;
- Demonstrated ability to deliver quality results within strict deadlines.
- Understanding of youth employment policy issues in developing countries;
- Good interpersonal and cross-cultural communication skills; and
- Facilitation skills and ability to manage diversity of views in different cultural contexts.

The deadline to submit EoI for this Final Evaluation is **by close of business May 4, 2020**. Please send your EoI via email to bonodalmases@iloguest.org with copy to kleinj@ilo.org and indicate: "Support to the preparatory activities of the ILO to launch the Global Initiative on Decent Jobs for Youth (GLO/16/17/ESP) - Final Evaluation" in your e-mail subject line.

* * * * *

23 / April / 2020