

The Evaluation Office of the International Labour Organization (ILO/ ILO-EVAL) is seeking expressions of interest from a home-based **international team leader, fluent in written and spoken English (Arabic not necessary)**, to conduct an **independent final evaluation of the project Independent Final Evaluation of the project: 'Employment for Youth in Egypt (EYE): Working Together in Qalyoubia and Menoufia'** funded by the Norwegian Ministry of Foreign Affairs.

This is a second Call for the evaluation of the named project regarding the evaluation team leader. If you applied to the previous call as team leader you do not require to re-apply.

Application deadline: 8th July 2020

Type of contract: External Collaboration Contract

Expected duration: The total duration of the evaluation process is estimated to be 21 working days (July-September 2020 for the whole evaluation process).

The team leader will work with a bilingual (Arabic English) national team member.

Profile of Evaluation team leader

- a. Advanced university degree in social sciences or related graduate qualifications;
- b. A minimum of 7 years of professional experience as sole evaluator or team leader in evaluating social development projects initiatives;
- c. 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;
- d. Fluency in written and spoken English required.
- e. Knowledge and experience of the UN System;
- f. Excellent consultative, communication and interview skills;
- g. Demonstrated ability to deliver quality results within strict deadlines.

For further details about the evaluation, please see the attached ToR.

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

1. 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.

The deadline to submit expression of interest for undertaking the evaluation is by on 8th July 2020. Please send an e-mail with the subject header "Evaluation of EGY/16/02/NOR to the Evaluation Manager Inviolata Chinyangara (i.chinyangara@itcilo.org) copying Ricardo Furman (furman@ilo.org).

Independent Final Evaluation

Employment for Youth in Egypt (EYE):
Working Together in Qalyoubia and Menoufia

Draft version for Comments: circulation among stakeholders

ILO Project Code	EGY/16/02/NOR
Project Country	Egypt: Qalyoubia and Menoufia
Administrative Unit in Charge of the Project	DWT/CO Cairo
Technical Backstopping Unit	DWT/CO Cairo
Type of Evaluation	Independent Final Evaluation
Project Period	December 2016 to 1st September 2020
Total Project Budget	USD 1,194,600
Funding Agency	Norwegian Ministry of Foreign Affairs
Evaluation Manager	Inviolata Chinyangarara

Introduction

1. The project, Employment for Youth in Egypt (EYE): Working Together in Qalyoubia and Menoufia, is a collaborative effort of the International Labour organisation (ILO) and Norwegian Ministry of Foreign Affairs. This project builds on the interventions of the Decent Jobs for Egypt's Young People (DJEP) - Danish-Arab Partnership Programme (DAPP) and is part of a larger EYE programme.
2. The project aims to contribute to increased productive employment, business creation and decent work opportunities for young women and men in two selected Governorates in Egypt: Qalyoubia and Menoufia, particularly targeting vulnerable youth who face labour market challenges and are at risk of labour market exclusion.
3. Youth employment is a major challenge in Egypt. Strengthening ILO social partners' capacity for addressing youth unemployment challenges is part of a broader programme of the ILO to promote decent work and sustainable development. A central focus of recent Government of Egypt action and of this proposal is on fostering entrepreneurship among youth. The two Governorates selected for this proposal are particularly symptomatic of the overall national context, with large populations and youth unemployment rates of 33.7 per cent in Qalyoubia and 27.1 per cent in Menoufia in 2015.
4. This project aligns with the new initiative of the Government and the private sector for job creation in SMEs Clusters at the Governorate level as well as with SDGs 8 on decent work and economic growth and SDG 12 on responsible consumption and production. SMEs have been identified as an important strategic sector for promoting growth and social development of Egypt

Project Objective and outcomes

5. The project "Employment for Youth in Egypt (EYE): Working Together in Qalyoubia and Menoufia" aims to contribute to increased productive employment, business creation and decent work opportunities for young women and men in Qalyoubia and Menoufia, particularly targeting vulnerable youth who face labour market challenges.

This overall objective will be achieved through two outcomes:

Outcome 1: National institutions are strengthened for SME development.

Outcome 2: Local Employment and Economic Development (LEED) is promoted in Qalyoubia and Menoufia.

Project Strategy

6. This project builds on lessons learnt and partnerships of the ILO youth employment programmes in Egypt. It is implemented in close cooperation with the Federation of the Egyptian Industries (FEI), the ILO employer constituent and umbrella representative of the private sector in Egypt, and with the Ministry of Trade and Industry (MTI), as well as with key actors in the skills development and entrepreneurship development fields. The project strategy is divided into three levels:
7. **The policy level:** Capacity-building activities for the Ministries of Trade and Industry, the Ministry of Youth, the governorates of Qalyoubia and Menoufia, the

Federation of Egyptian Industries, as well as other public stakeholders in the area of youth employment related issues (in their functions as main implementing partner).

8. **The partnership level:** .Building capacity of organisations and institutions that work in the field of youth employment in Egypt, including development of networks, identifying needs of actors (in terms of material and knowledge), creating agreements and cooperating with others on concrete actions on the ground; streamline them towards the common goal of youth employment and empower them to do a better job.
9. **The field level:** in order to demonstrate how interventions can make a difference in youth people, the project works on the ground through pilot projects and providing assistance to implementing entities. Six strategies are followed:
 - Improve employability of young people;
 - Support self-employment;
 - Improve opportunities to access financial and non-financial services;
 - Increase engagement of civil society partners and young people in supporting community development;
 - Strengthen vocational guidance and labour market entrance/placement practices and services;
 - Support SMEs to improve their competitiveness.

Major project results by May 2020 as reported by the project

10. The following major results have been reported:
 - At the national level, significant, the SME unit in the FEI has strengthened its strategic role in guiding policy reform for a conducive environment for SMEs. A policy brief with concrete recommendations based on international experience and good practices brief was developed to support the establishment of the Micro, Small, and Medium Enterprises Development Agency (MSMEDA).
 - A policy brief on supporting business access to markets, information, capital and talent was developed
 - A national study, with Qalyoubia and Menoufia as case studies, on the economic sectors and sub-sectors with the greatest potential for growth and job creation was developed.
 - At local level, the implementation of the pilot programme for ‘Sustaining Competitive and Responsible Enterprises (SCORE) that produced positive results for both increasing productivity as well as improving working conditions.
 - At local level too, a training for employment programme to support more sustainable employment and reduce labour turnover by ensuring that industrial companies can recruit better candidates was implemented.
 - Regarding enterprising youth, the project has created more than 160 businesses with at least 500 new jobs. It has also contributed to the promotion of social entrepreneurship and innovative entrepreneurship in business competitions and by providing training to microfinance institutions and BDS providers.

Evaluation background

11. The evaluation in ILO is for the purpose of accountability, learning, 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.
12. The evaluation will be managed by an ILO official trained as evaluation manager by EVAL and with no links with projects and oversight by the Regional Senior evaluation officer for Africa and final approval by EVAL. The independent evaluator will be selected through a Call for Expression of interest with final approval of EVAL. Key stakeholders, including the ILO constituencies and the donor will be consulted throughout the evaluation process.

Purpose of the Evaluation

13. The independent evaluation has the following purposes:
 - a. 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 arrangements;
 - b. Identify unexpected positive and negative results of the project
 - c. Assess the extent to which the project outcomes will be sustainable;
 - d. 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);
 - e. Identify lessons learned and potential good practices, especially regarding models of interventions that can be applied further;
 - f. Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes

Scope of the Evaluation

14. The evaluation covers the entire life of the project including all outputs and results, and unexpected results.
15. The evaluation will integrate gender equality as a crosscutting concern throughout its deliverables and process, with special attention to women workers. It should be addressed in line with EVAL guidance note n° 4 and Guidance Note n° 7 to ensure stakeholder participation. Furthermore, it should pay attention to issues related to social dialogue and international labour standards.
16. The evaluation will give specific attention to how the project is relevant to the ILO's programme and policy frameworks at the national and global levels, relevant Sustainable Development Goals (SDGs), UNSDF (former UNDAF) and national sustainable development strategies (or their equivalent) or other relevant national development frameworks, including any relevant sectoral policies and programmes.

Evaluation Criteria and Questions

17. The evaluation will cover the following evaluation criteria:
- a) Relevance and strategic fit of the program
 - b) Coherence and validity of the Project design and strategies adopted by the program
 - c) Project progress and delivery of results
 - d) Organisational management arrangements
 - e) Impact orientation and sustainability as defined in ILO policy guidelines for results-based evaluation
18. With gender and non-discrimination, international labour standards and social dialogues integrated throughout the 5 criteria questions.

Relevance and validity of design

- How relevant were the project's expected results to the development priorities of the Government of Egypt (the economic reform programme since 2016 and the SDS 2030), UN Development Frameworks, and ILO priorities?
- How has the project addressed the needs of the ultimate beneficiaries? Has there been changes in these needs during the life of the project?
- How well does the project complement and build on other complete and ongoing ILO projects in the country?

Project efficiency

- How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to provide the necessary support and to achieve the broader project objectives?
- Have been the available technical and financial resources adequate to fulfil the project plans? If not, what other kind of resources may have been required?
- Assess if the management and governance arrangement of the project contributed to facilitate the project implementation
- Has the project received adequate administrative, technical and - if needed - policy support from the ILO office and specialists in the field (DWT Cairo and ILO ITC the technical units in headquarters?
- Has the project put in place adequate monitoring and evaluation arrangements to support project achievement of results

Project effectiveness

- To what extent has the project achieved its outcomes at national and sub-national levels
- Do the results accrue equally to men and women?
- Has this been done through the planned outputs or new ones have been included, why and how effective have these been?
- Has the project successfully built or strengthened an enabling environment (systems, policies, people's attitudes, etc.)?
- Which have been the main contributing and challenging factors towards project's success in attaining its targets?
- What, if any, unintended results of the project have been identified?

Impact orientation and sustainability

- To what extent there is evidence of positive changes in the life of the ultimate project beneficiaries?
- Assess whether project outcomes are sustainable and identify the steps that have been taken to enhance it.
- Identify and discuss gaps in the sustainability strategy and how the stakeholders, including other ILO projects support, could address these, taking into consideration potential changes in the country due to the COVID 19 pandemic

Methodology

19. The evaluation should be carried out in adherence with the relevant parts of the ILO Evaluation Framework and Strategy; ILO Policy Guidelines for Evaluation: Principles, Rationale, Planning and Managing for Evaluations and UNEG Principles.
20. 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”
21. Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to all stakeholders on how they can address them, indicating in each one to whom is directed, Priority, Resources required and timeframe (long, medium or short).
22. 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)
23. The evaluation will be conducted by an international consultant virtually (home-based) with support of a national consultant
24. In the case that the COVID-19 situation improves in Egypt and it is feasible, field visits to the project sites will be conducted by a national consultant. This will be discussed when the situation would arise.

The methodology will comprise of the following elements:

Inception Phase

25. The evaluator team leader will be briefed in methodological terms by the Evaluation manger by phone/Skype.

26. *The Desk review will include the following information sources:*
- Project document
 - Work plans
 - Project monitoring plans
 - Progress reports
 - Project budget and related financial reports
 - Reports from various activities (including trainings, workshops, task force meetings, video conferences etc.)
 - Others as required
27. All documents will be made available by the Project manager, in coordination with the evaluation manager, in a drop-box (or similar) at the start of the evaluation.
28. In addition, the evaluation team will conduct initial electronic or telephone interviews with the project and the donor. The objective of the consultation is to reach a common understanding regarding expectations and available data sources.
29. The Inception report (see Checklist 3 in Annex I) will cover status of logistical arrangements, project background and materials, key evaluation questions and evaluation indicators, detailed work plan, list of stakeholders to be interviewed, outline of the stakeholders' workshop and of the final report, following EVAL Checklist 3.
30. The Evaluation team leader will receive a list of key stakeholders¹ by the project manager. If the Evaluator requires contacting other stakeholders, beyond the list, this can be discussed with the Evaluation Manager during the preparation of the Inception report.
31. An indicative list of persons to be interviewed will be prepared by the Project in consultation with the Evaluation Manager. This list will include:
- Governorate representatives of Qalyoubia and Menoufia
 - Government representatives: Ministry of Youth
 - Representatives of Employers Organization
 - Representatives of SME Agencies
 - The Embassy of Norway
 - Corporate beneficiaries of the SCORE and Training for Employment Programmes
 - Beneficiaries among SMEs, BDS providers and Microfinance Institutions.
 - Others to be agreed by the consultant and the EAC

¹ A tentative list of stakeholders will be provided by the EYE project team
Meetings will be scheduled by the ILO in advance of the field visits in accordance with the evaluator's requests and consistent with the TORs.

32. The desk review may suggest a number of preliminary findings that could be useful in reviewing or fine-tuning the evaluation questions.

Data Collection Phase

33. The current COVID-19 pandemic severely restricts mobility of ILO staff and consultants. In line with these restrictions, the evaluation data collection methodology will focus on remote/virtual data collection unless the situation allows for field visits.
34. Within this scenario, reliance on desk review and online methods (e.g. online surveys, telephone, zoom and skype interviews) will take higher prominence. This will require enhanced engagement and collaboration with the project team.
35. As indicated earlier, if it becomes feasible, field visits to the project sites will be conducted.
36. The project team will develop and avail to the evaluator team leader a database with contact details of ILO constituencies and stakeholders and will work closely with the evaluator to make the virtual meetings available (including covering communications cost if needed)
37. Virtual contact with stakeholders and target groups individuals (Online/email questionnaires and telephone and video interviews).
38. Face to face, interviews and field visits can be organized to the project sites in the case that the COVID-19 situation improves in Egypt.
39. The Evaluators will undertake group and/or individual discussions. The project will provide all its support in organization these virtual interviews.
40. The evaluators will ensure that opinions and perceptions of women are equally reflected in the interviews and that gender-specific questions are included.
41. A virtual stakeholders' workshop will be organized to discuss initial findings and complete data gaps with key stakeholders, ILO staff and representatives of the development partners. The workshop will be logistically supported by the project and programmatically managed by the evaluator. The details of it should be stated clearly in the Inception report for further preparation during the data collection phase.
42. The evaluator is encouraged to propose alternative mechanism or techniques for the data collection phase. These will be discussed with the project and the

evaluation manager at the Inception phase. Any alternative should be reflected in the Inception report.

Report Writing Phase

43. Based on the inputs from discussions and interviews with key stakeholders, the Evaluator will draft evaluation report. The draft report will be sent to the Evaluation Manager for a methodological review, and then to share it with key stakeholders for their inputs/comments.
44. The Evaluation Manager will consolidate all comments including methodological comments and will then share them with the Evaluator for consideration in finalizing the report.
45. The Evaluator will finalize the report, taking into consideration the stakeholder comments and submit one complete document, with a file size not exceeding 3 megabytes. Photos, if appropriate should be included, inserted using lower resolution to keep overall file size low.

Evaluators Responsibilities and Deliverables

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

Evaluation team member responsibilities
i. Support the desk review of programme documents j. Undertake interviews with stakeholders (skype, telephone, or similar means) k. Support the facilitate the virtual stakeholders workshop l. Provide inputs in the draft evaluation report

Deliverables

46. All deliverables will be developed in English with the Executive Summary of the report (at draft and final stages) in Egyptian Arabic.

Deliverable 1: Inception report including the evaluation methodology

47. The inception report should detail the Evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of proposed methods; proposed sources of data; and data collection procedures. The inception report should also include an evaluation matrix, proposed schedule of tasks, activities and deliverables. The evaluation methodology should include a description of an analytical approach to assessing the project across locations; and a methodology to select and evaluate project sites. It will follow EVAL checklist 3 (see annex)

Deliverable 2: Presentations of preliminary findings, conclusions and recommendations in a virtual workshop

48. The evaluator will prepare for discussion a presentation for the project stakeholders' workshop at the end of the field work of preliminary evaluation findings, conclusions and recommendations. These can be reviewed at the time of developing the report. These will be relevant only for the workshop discussion

Deliverable 3: Draft Evaluation Report

49. The evaluator will submit his /her first draft evaluation report to the Evaluation Manager in the format prescribed by the ILO checklist (see Checklists 5 and 6).
- Cover page with key project and evaluation data
 - Executive Summary (English and Arabic)
 - Acronyms
 - Description of the project
 - Purpose, scope and clients of the evaluation
 - Methodology and limitations
 - Clearly identified findings for each criterion or per objective
 - Conclusions
 - Recommendations (i.e. for the different key stakeholders indicating priority, resources and time required)
 - Lessons learned and good practices
 - Annexes:
 - TORs
 - Evaluation matrix
 - Data collection tools
 - List of people interviewed
 - Schedule of the fieldwork
 - Documents reviewed
 - Project outputs achieved versus planned as per the Project logical framework targets and comments by each one.
 - Lessons learned and Good practices in ILO/EVAL templates

Deliverable 4: Final Evaluation Report

50. The final evaluation refers to the draft report addressing stakeholders' comments, along the comments log.

Evaluation summary

51. A standalone summary of the evaluation in the template provided by EVAL for wider dissemination.

Work plan & Time Frame

52. The total duration of the evaluation process is estimated to be 22 workdays for the evaluator between June and August 2020.

Phase	Task	Responsible Person	Number work days/team leader	Number work days/team member
i.	Preparation of draft ToR	Evaluation Manager	0	0
ii.	Circulation of draft TORs among key stakeholders and finalization	Evaluation Manager	0	0
iii.	Call for EoI for evaluators	Evaluation Manager	0	0
iii.	Selection of evaluation team and contractual processes	Evaluation Manager	0	0
iii.	Registering in IRIS	Evaluation Manager	0	0
iv	Contract of the selected evaluation team ; Entering contracts and preparation of budgets and logistics	Evaluation Manager	0	0
iii.	Inception phase: Desk review, initial briefing with Evaluation Manager, internal briefings with CTA development of a draft inception report and agenda for meetings	Evaluator	5	2
iv.	Data collection phase: virtual Meeting with key stakeholders, facilitate stakeholders meetings and interviews, debriefing with ILO CO- Cairo Field Office	Evaluator	10	8
v.	Report writing phase: Draft evaluation report based on desk review and consultations from visits	Evaluator	5	2
vi.	Circulate draft evaluation report to project stakeholders and consolidate comments of stakeholders and send them to Evaluator	Evaluation Manager	0	0
vii.	Finalize report including explanations on comments not included and preparing Evaluation Summary	Evaluator	1	0
viii.	Approval of report by EVAL	EVAL	0	

	TOTAL		21	12
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Management Arrangements

53. The evaluator will report to the evaluation manager (Ms. Inviolata Chinyangarara i.chinyangarara@itcilo.org) and should discuss any technical and methodological matters with the evaluation manager, should issues arise.
54. For this evaluation, the final report and submission procedure will be as follows:
 - a. The Evaluation Consultant will submit a draft evaluation report to the Evaluation Manager
 - b. After reviewing compliance with the TORs and accuracy, the Evaluation Manager will forward to all key stakeholders, including the project and the donor, for comment and factual check;
 - c. The Evaluation Manager will consolidate the comments and send these to the Evaluation Consultant;
 - d. The Evaluation Consultant will finalize the report, incorporating any comments deemed appropriate and providing a brief note explaining why any comments might not have been incorporated. He/she will submit the final report to the Evaluation Manager;
 - e. The Evaluation Manager will forward the report to the Regional evaluation officer and then shared, for last review and approval, with EVAL. Feedback from EVAL on corrections is required before approval could take place.
 - f. Once approved, EVAL publishes the report in i-eval Discovery and informs PARDEV and/or the ILO responsible official for the submission of the approved report to the key stakeholders, including the donor.

Resources

55. The following resources are required:
 - a. Consultant fees for 21 work days
 - b. Virtual stakeholders workshop (if feasible)
 - c. Communication costs

Profile of Evaluation team

56. The Evaluator team should have the following qualifications:

Team leader (international consultant)

- h. Advanced university degree in social sciences or related graduate qualifications;

- i. A minimum of 7 years of professional experience in evaluating social development projects initiatives; including role of sole evaluator or team leader experience in the area of skills will be an added advantage;
- j. 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;
- k. Fluency in written and spoken English required. Arabic will be an asset.
- l. Knowledge and experience of the UN System;
- m. Understanding of the development context of the Project Country is an advantage;
- n. Excellent consultative, communication and interview skills;
- o. Demonstrated ability to deliver quality results within strict deadlines.

Team member (national consultant)

- a. University degree in social sciences or related graduate qualifications;
- b. A minimum of 5 years of professional experience in evaluating social development projects initiatives or related social research; as team member (i.e. data collection and analysis, on the area of skills will be an added advantage;
- c. 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;
- d. Fluency in written and spoken Arabic and good knowledge of English required.
- e. Knowledge and experience of the UN System an advantage;
- f. Understanding of the development context of the Project Country is an advantage;
- g. Excellent communication and interview skills;
- h. Demonstrated ability to deliver quality results within strict deadlines.
- i. Based in Cairo

ANNEX 1: All relevant ILO evaluation guidelines and standard templates

1. Integrating gender in the monitoring and evaluation of projects,
https://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm
2. ILO Policy Guidelines for Evaluation: Principles, Rationale, Planning and Managing for Evaluations (3rd ed. August 2017),
http://www.ilo.ch/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm
3. Checklist No. 3 Writing the inception report:
http://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165972.pdf
4. Checklist No. 5 Preparing the evaluation report:
http://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165967.pdf
5. Checklist 6 Rating the quality of evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/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. 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
8. Writing the evaluation report summary
http://www.ilo.org/eval/Evaluationguidance/WCMS_166361/lang--en/index.htm
9. Template for evaluation title page
http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm
10. ILO internal guide on **implications of COVID-19 on evaluations in the ILO: An internal Guide on adapting to the situation (version March 25, 2020)**
http://www.ilo.ch/eval/WCMS_744068/lang--en/index.htm