



International  
Labour  
Organization

## Call for Expression of Interest Independent Final Evaluation

8 August 2022

Title:	Free Movement of persons and Transhumance in the IGAD Region: Improving Opportunities for Regular Labour Mobility - FMPT
Project Location	IGAD Members states - Djibouti, Ethiopia, Kenya, Somalia, South Sudan, Sudan, or Uganda
Application Deadline	26 <sup>th</sup> August 2022
Type of Contract	External Collaboration Contract or Service contract
Expected Duration	49 working days (over a period of late September to early December 2022) for the evaluation team
Languages required	English (plus as an asset Arabic, French or Kiswahili)

The ILO Evaluation Office is seeking an evaluation team or two individual consultants to conduct the final independent evaluation of the Project entitled “**Free Movement of persons and Transhumance in the IGAD Region: Improving Opportunities for Regular Labour Mobility - FMPT**”. The evaluation should take about 28 working days of the team leader and 21 working days of the team member. This includes an estimated 10 days of field visits to not more than 5 IGAD member states.

See the ToRs below and at the following link: [Call for EoI and ToRs](#)

**Application Deadline: 26th August 2022**

Candidate intending to apply must provide the following information:

- 1) Indication for which position(s) the candidate(s) apply.
- 2) A short technical and financial proposal (max 5 pages) describing evaluation methodology to be used, and anticipated challenges, in conducting the evaluation.
- 3) A description of how the candidate(s) skills, qualifications and experience are relevant to the required qualifications of this assignment.

- 4) A statement confirming the availability of the candidate(s) to conduct this assignment.
- 5) The daily professional fees expressed in US dollars, exclusive of travel or field visit costs.
- 6) A copy of the candidates' CVs (which must include information about the qualifications held by the candidate) including a list of previous evaluations that are relevant in relation to the context and subject matter of this assignment that can be highlighted.
- 7) A statement confirming that the candidate(s) had no previous involvement in the delivery of the "Free Movement of persons and Transhumance in the IGAD Region: Improving Opportunities for Regular Labour Mobility - FMPT" project or personal relationship with any of the ILO Officials who are engaged in the same project.
- 8) A list of referees (including name, affiliation, phone number and email address). At least one of these referees must be an evaluation manager of the relevant evaluations undertaken by the candidate/s.

The deadline to apply is 5.00 pm East Africa time (EAT), Friday, **26<sup>th</sup> August 2022**.

Please send an e-mail with the subject header "Evaluation of the IGAD FMPT Project" to the Evaluation Manager, Peneyambeko Alina Munkawa, [munkawa@ilo.org](mailto:munkawa@ilo.org) and copy to Mr. Ricardo Furrman Wolf, [furrman@ilo.org](mailto:furrman@ilo.org)

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**TERMS OF REFERENCE (TOR)**  
**Independent Final Evaluation of the Project**  
**Free Movement of Persons and Transhumance in the IGAD Region:**  
**Improving Opportunities for**  
**Regular Labour Mobility – FMPT**

**Version 8 August 2022**

Title of project	Free Movement of Persons and Transhumance in the IGAD Region: Improving Opportunities for Regular Labour Mobility - FMPT
ILO Project DC Code	RAF/16/06/EUR
Countries covered	Djibouti (project HQ), Ethiopia, Kenya, Somalia, South Sudan, Sudan, and Uganda
Donor	European Union
Administrative Unit in the ILO responsible for administrating the project	CO-Addis Ababa
Technical Unit(s) in the ILO responsible for backstopping the project	MIGRANT DWT/CO-Cairo SKILLS ENTERPRISES (SME & SFU)
Project duration	1 <sup>st</sup> March 2017 to 31 December 2022
Budget	US\$ 8,310, 613 / EUR 7,850,000
Type of evaluation	Independent
Timing of evaluation	Final
Evaluation manger	Peneyambeko Alina Munkawa
Evaluation timing	September -December 2022

## 1. Background information

The Inter-Governmental Authority on Development (IGAD), a regional economic community, was initially made up of eight countries namely Djibouti, Eritrea, Ethiopia, Sudan, Somalia, Kenya, Uganda, South Sudan. However, in 2007, Eritrea withdrew her membership to IGAD. The countries share several challenges and opportunities and experience varying economic growth rates while at the same time aiming to move towards regional integration that shall translate into significant job creation and access. It is the IGAD countries wish that labour markets absorb large numbers of new workers entering the labour force each year because of population growth, while contending with structural difficulties in creating productive, formal sector employment.

Access to jobs and participation in economic growth and development, particularly for youth have, over years been impeded by a 'vicious circle' of limited access to education and adequate training, low wages and low-productivity jobs, and lack of basic protections. Sound and safe labour migration has potential of providing a safety valve to reduce the pressures on national labour markets that do not provide sufficient opportunities for decent work. Furthermore, there is increasing recognition that free movement agreements have an immediate effect on the decent working conditions of migrant workers, as they provide access to legal channels for migration as well as a normative framework for addressing the rights of migrants. Therefore, IGAD countries have made commitments to achieving greater integration among member States, with focus on free movement of persons as a key pillar.

The ILO with support of the European Union (EU) has, since 1<sup>st</sup> March 2017, been implementing a technical cooperation project named "Free Movement of Persons and Transhumance in the IGAD Region: Improving Opportunities for Regular Labour Mobility" - FMPT with a budget of EUR 7.85 million. The project was authorized by the operational committee of the European Union Trust Fund (EUTF) as part of the Action Fiche for the implementation of the Horn of Africa Window (EUTF05-HoA-REG-19) "Towards Free Movement of Persons and Transhumance in the IGAD Region" which is itself part of the "The European Union Emergency Trust Fund for Stability and Addressing the Root Causes of Irregular Migration and Displaced Persons in Africa" (2016).

The project went through a reorientation process effective early 2019, after which the EU and ILO signed an addendum to the delegation agreement. The reorientation of the project and the addendum to the delegation agreement brought changes in the result areas/chains, implementation timeline and management arrangements of the project. Following the reorientation of the project, the operational activities of the component were deleted in favour of a more policy-oriented project. The result areas of the project were also revised and realigned to five results, meaning the expected results in the Action fiche have been merged into five result areas, namely:

Result 1: Policy-relevant research is produced and disseminated on the linkages between regional migration and labour markets dynamics in the IGAD region

Result 1.2: Key labour market actors in the region have increased capacity to collect and analyse labour migration and labour market indicators

Result 1.3: Promote a Rights-Based Approach to Labour Migration Governance

Result 1.4 Promote tripartism and social dialogue on labour migration and labour market issues

Result 1.5: Support preparatory phases of the Youth Skilling and Employment Initiative. The

project now puts further emphasis on the nexus between migration and development (through improved labour migration governance and further migrant workers protection). The underlying assumption is that better labour migration management and regulated mobility governance through a right-based approach that put emphasis on migrant workers' rights, will increase decent employment opportunities for migrant workers in and beyond the IGAD region and fulfil the realization of the developmental potential of migration in line with SDG 10.

## 2. Project background

The overall objective of the project is to improve opportunities for regulated labour mobility and decent work within IGAD countries, focusing mainly on knowledge-building and operational implementation. This project is a partnership between the Secretariat of the IGAD, the EU Trust Fund (EUTF) and the International Labour Organization (ILO), with the overall goal of improving opportunities for regulated labour mobility and decent work within IGAD countries through the development of models of intervention. The Project is active in the seven IGAD Member States (Djibouti, Ethiopia, Sudan, Somalia, Kenya, Uganda, South Sudan).

Initially, the project had two Specific Objectives:

- Objective 1:** Strengthen the knowledge base for the developing labour market and mobility policies and measures in IGAD member states.
- Objective 2:** Provide increased access to employment and skills development opportunities in strategic market sectors along the Ethiopian-Sudan migration corridor.

Following the Results-Oriented Monitoring assessment (ROM) of October 2018, the EU requested the ILO to make changes to the project document, notably to maintain the activities under the first component (knowledge building and capacity building activities) while abandoning the second Objective. This led to the ILO developing a Concept Note for the Reorientation which was submitted to the EU for approval on 28 February 2019.

The ILO with the support of the European Union commenced the implementation of this project on 1<sup>st</sup> March 2017 and it will be ending on 31 December 2022.

Project key results by July 2022, as reported by the project, are:

- **Result area 1:** Policy-relevant gender-sensitive research produced and disseminated on the linkages between regional migration and labour markets dynamics in the IGAD region
- **Result area 2:** Key labour market actors in the IGAD region have increased capacity to collect and analyses labour migration and labour market indicators
- **Result area 3:** A Rights-Based Approach to Labour Migration Governance enhanced in the IGAD region
- **Result area 4:** Tripartism and social dialogue on labour migration and labour market issues strengthened in the IGAD region
- **Result area 5:** Employment and skills development improved through the IGAD socioeconomic strategy

- **Cross-cutting areas:** Gender mainstreaming and COVID19 consequences addressed

### 3. Purpose, objectives, and scope of the evaluation

#### 3.1 3.1 Evaluation background

In accordance with its Evaluation Policy, the ILO subjects any project to a value of \$5,000,000 and above to independent mid-term and final evaluations, for project accountability and learning purposes. The evaluation criteria include, but not limited to, relevance and validity of project design, effectiveness, efficiency, impact, and sustainability. This project has been under a mid-term independent evaluation completed in June 2019. The evaluation report is available at <https://www.ilo.org/ievaldiscovery/#b1skorb>

#### 3.2 Purpose of the evaluation

The main purpose of this final independent evaluation is to assess the extent of the project's relevance, coherence, validity, effectiveness, efficiency, impact, and sustainability in relation to its objectives, expected outcomes and impact on target groups; documents issues, inputs and challenges and lessons learnt from stakeholders; and provide for recommendations towards improvements and sustainability of interventions.

#### 3.3 Objectives of the evaluation

The independent evaluation will aim to achieve the following specific objectives:

- a. Assess the relevance and validity of project's design regarding the needs of the IGAD countries (reflected in the DWCP and national development frameworks) and how the project is perceived and valued by project beneficiaries and partners;
- b. Establish the relevance and contribution of the project in relation to the UNDAF/UNSCFs and relevant SDGs, regional Labour Migration Policy Frameworks, and ILO Biannual Planning and Budget;
- c. Assess the effectiveness of implementation strategies and the extent to which the project has achieved its stated objective, expected results and impact regarding the different target groups;
- d. Identify and assess effectiveness of approaches and methodologies adopted by the project to mainstream gender equality, disability inclusivity, social dialogue, international labour standards, non-discrimination and environmental sustainability;
- e. Review the institutional set-up, capacity for project implementation and coordination mechanisms;
- f. Assess the extent of efficiency in use of project resources;
- g. Review the strategies for outcomes' sustainability and orientation to impact;
- h. Identify lessons and potential good practices for the tripartite constituents, other stakeholders and partners (regional and national); and
- i. Provide strategic recommendations for the different tripartite constituents, stakeholders, and partners (regional and national) and ILO towards promote sustainability of project outcomes and learning for similar initiatives.

#### 3.4 Scope of the evaluation

The evaluation process will cover the outcomes and results planned for implementation

from 1<sup>st</sup> March 2017 to 31<sup>st</sup> December 2022, and target groups and beneficiaries across all seven IGAD Member States.

This evaluation, as a product of analysis of the implementation of the project in its entirety, will examine the entire project intervention from 1<sup>st</sup> March 2017 to 31<sup>st</sup> December 2022. It will consider all the documents linked to the project. This includes the project document, periodic reports, results of mid-term evaluation and implementation of its recommendations as well as documents produced as outputs of the project (e.g., knowledge products, policy strategies). The geographical analysis of the assessment should cover all seven IGAD countries through a desk review and interviews with stakeholders.

The evaluation will also assess the extent of mainstreaming of cross-cutting policy drivers, particularly the International Labour Standards and social dialogue, gender equality, disability inclusion and non-discrimination and fair transition to environmental sustainability.

### **3.5 Clients of the evaluation**

Primary users of the evaluation include the IGAD Member States' tripartite constituents (including CIE, HACTU, national employers' and workers' organizations and Ministries of labour, Ministries of Foreign Affairs), partners (IGAD Secretariat), the donor (EUD). ILO COs (Addis Ababa and Dar Es Salaam), DWT Cairo, ILO Regional Office for Africa (ROAF), technical back-stoppers at headquarters (MIGRANT) and other stakeholders.

## **4. Evaluation criteria and questions (including Cross-cutting issues/ issues of special interest to the ILO)**

The Evaluator may, at the inception report stage, in consultation with the Evaluation Manager, adapt and finalize the evaluation criteria and questions.

### **4.1 Evaluation criteria**

The evaluation must address the following fundamental ILO evaluation concerns, as defined in the ILO Policy Guidelines for result-based evaluation, 2020.

- a. Relevance, coherence, and strategic fit of the project.
- b. Validity of the project design.
- c. Project effectiveness.
- d. Efficiency of resources use.
- e. Sustainability of project outcomes.
- f. Impact orientation.
- g. Cross cutting issues

### **4.2 Evaluation questions**

#### **a) Relevance, coherence, and strategic fit,**

- i. Were the project objectives consistent and coherent with the relevant Governments' objectives, National Development Frameworks, IGAD and county Development Frameworks, beneficiaries' needs, and does it support the

outcomes outlined in ILO's programme and budget of 2016-17, 2018-19, 2020-21 and 2022-23, as well as the UNSDCF and SDGs?

- ii. How did the project complement and fit with other on-going ILO activities in IGAD and in the Member States?
- iii. To what extent did the project build on previous experience of the ILO and establish links with other activities of the UN, EU or other cooperating partners operating in the region or relevant countries in labour migration and related areas?
- iv. Has the project been able to leverage the ILO contributions, through its comparative advantages (including gender, disability inclusion, non-discrimination, tripartism, international labour standards, etc.)?

**b) Validity of intervention design**

- i. Was the project realistic (in terms of expected outputs, outcomes, and impact) given the time and resources available, including performance and its M&E system, knowledge sharing and communication strategy?
- ii. To what extent did the project integrate ILO cross cutting themes in the design: gender and non-discrimination, social dialogue and tripartism, international labour standards, and just transition to environmental sustainability?
- iii. Was the project's Theory of change comprehensive, integrate external factors and was based on systemic analysis?
- iv. Did the project reflect participation of the three ILO constituents in its design and implementation?

**c) Effectiveness:**

- i. To what extent have the project objectives been achieved?
- ii. What, if any, unintended results of the project have been identified or perceived?
- iii. How has the project management managed the contextual and institutional risks and assumptions, including political climate and the impact of COVID19 (external factors to the project)?
- iv. What were the main internal and external factors that influenced the achievement or non-achievement of results?

**d) Efficiency of resource use**

- i. Have resources (financial, human, technical support, etc.) been used efficiently to achieve the project outputs and specially outcomes?
- ii. Did the project create good relationship and cooperation with relevant national and regional stakeholders to implement the project?
- iii. Did the project receive adequate administrative, technical and - if needed - policy support from the ILO office and specialists in the field such as DWT/CO-Cairo and other ILO departments such as MIGRANT, SKILLS, ENTERPRISES (SME & SFU)?
- iv. Did the project develop an M&E strategy to enhance accountability, learning and feed into management?



#### **e) Impact orientation and sustainability**

- i. Is there evidence of positive changes in the life of the ultimate project beneficiaries and on policies and practices at regional and countries' levels?
- ii. What could be identified as project sustainable impacts in the target groups and other actors as relevant? Are the results integrated or likely to be integrated into national institutions, target populations, and will partners be able to sustain them beyond the project (institutionalisation of project components)?
- iii. How has the sustainability approach of the project been affected by the Covid-19 situation in the context of the national responses?
- iv. Did the project implement an effective exit strategy?

#### **f) Cross-cutting issues**

- i. To what extent has the project integrated and brought lasting changes in norms and policies to promote gender and non-discrimination, social dialogue and tripartism, international labour standards, and just transition to environmental sustainability?
- ii. Did the exit strategy mainstream ILO crosscutting themes (i.e., gender and non-discrimination, social dialogue and tripartism, international labour standards, and just transition to environmental sustainability)?

### **5. Methodology**

The evaluator will follow the ILO Evaluation Office (EVAL) evaluation policy guidelines and the ILO/EVAL checklists available in the Annex and adhere to the relevant parts of the ILO Evaluation Framework and Strategy; ILO Policy Guidelines for Evaluation: Principles, Rationale, Planning and Managing for Evaluations. Due to 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).

Other documents relevant to this evaluation include the ILO policy guidelines for results-based evaluation; the ILO EVAL Policy Guidelines Checklist 3 "Preparing the inception report"; Checklist 4 "Validating methodologies"; Checklist 5 "Preparing the evaluation report" and Checklist "6 Rating the quality of evaluation report".

The evaluator shall apply a methodology that:

- a. includes the examination of the intervention's Theory of Change (TOC) or, if absent, the reconstruction of one with particular attention to the identification of assumptions, risk, and mitigation strategies, and the logical connect between levels of results and their alignment with ILO's strategic objectives and outcomes at the global and national levels, as well as with the relevant SDGs and related targets;
- b. includes multiple methods, with analysis of both quantitative and qualitative data, be able to capture intervention's contributions to the achievement of expected and

- unexpected outcomes, applying triangulation regarding data collection techniques and sources;
- c. collects, presents, and analyses data and information with appropriate gender disaggregation even if project design did not take gender into account;
  - d. is responsive to and include issues relating to ILO's normative work, social dialogue, diversity, and non-discrimination, including disability issues;
  - e. clearly states the limitations of the chosen evaluation methods, including those related to representation of specific group of stakeholders;
  - f. includes a detailed approach and workplan as part of the inception report; and
  - g. ensures involvement of key stakeholders in the implementation as well as in the dissemination processes (e.g., stakeholder workshop, debriefing of project manager, etc.).

The methodology will comprise of the following phases:

#### a. Inception Phase

This shall be informed by desk review of all relevant documents including project document and its logical framework, funding agreement, relevant minute sheets, implementation plan, performance evaluation plan, progress reports, other relevant documents, and studies; and initial electronic or telephone interviews with the evaluation manager, project coordination team and the donor, to understand expectations. The evaluator shall submit the inception report, corresponding to the EVAL checklist in the Annex, for approval before moving to the next phase.

The project team will compile an indicative list of persons or agencies to be interviewed, in consultation with the Evaluation Manager. The project team will further provide logistical support in the organization of these interviews.

The Evaluator or team members will undertake local travels for field visit as necessary and employ alternative mechanism or techniques for the data collection. The team leader will select, in coordination with the Evaluation Manager, 3-5 countries for field visits (either the team leader or the team member(s)). Such arrangements will be discussed with the project and the evaluation manager at the Inception phase and be reflected in the Inception report. It is suggested to consider among these countries Djibouti (project HQ), Kenya, and Sudan.

#### b. Data Collection Phase

In accordance with the agreed data collection modalities and prevailing COVID19 rules at the time of the inception phase, the evaluation data collection methodology will combine remote/virtual and field work data collection.

Other methods will include field visits and face-to-face engagements with project staff, tripartite constituents, other stakeholders, and partners. It is suggested that the evaluation team will develop an initial survey questionnaire as part of the initial data collection to guide the interviews (including ensure consistency in interviews across the project outcomes in the target countries). This will help the evaluator to identify knowledge gaps that need to be verified and validated through interviews.

The evaluation team will ensure that opinions and perceptions of women and other

vulnerable groups are equally reflected in the interviews and that gender-specific, disability inclusion and non-discrimination questions are included. Language barrier shall be anticipated and addressed. The project will support interpretation when necessary (e.g., in Djibouti French will be necessary, and in Sudan Arabic).

In addition to the desk review of all project documents (project deliverables, activities' reports, progress reports, financial records, etc.), In addition the two following data collection modalities are suggested.

#### **i. Interviews**

A first line of interviews will be held with the ILO Addis Ababa CO Director and the Project Team. The evaluator will undertake group and/or individual discussions with project staff. The evaluator will also interview project staff of other ILO projects, and ILO staff responsible for financial, administrative, and technical backstopping of the project, i.e., DWT/CO-Cairo and other ILO departments such as MIGRANT, SKILLS, ENTERPRISES (SME & SFU). An indicative list of persons to be interviewed will be prepared by the CTA in consultation with the Evaluation Manager.

The next interviews will be held with key stakeholders in project locations or virtually. The list of beneficiaries will be provided by the project for selection of appropriate sample respondents by the evaluation team. The evaluator will select the field visit locations, based on criteria defined by her/him. The criteria and locations of data collection should be reflected in the inception report mentioned above.

#### **ii. Stakeholders' workshop**

At the end of the data collection and preliminary analysis, the evaluation team leader will organize a stakeholders' virtual workshop to present the preliminary findings of the evaluation to key stakeholders including the donor. Language barrier shall be anticipated and addressed. Project team shall provide logistic support for this workshop including interpretation.

### **c. Reporting Phase**

Based on the inputs from discussions and interviews with key stakeholders, the evaluator will draft the evaluation report and submit it for Evaluation Manager review and further transmission to key stakeholders for their inputs/comments. The Evaluation Manager will share consolidated inputs with the Evaluator for consideration in finalization of the report.

It is the responsibility of the Evaluator to:

- a. design, plan and implement the evaluation
- b. prepare an inception report detailing the evaluation methodology and work plan
- c. conduct and lead the evaluation: data collection and processing
- d. the write-up of the evaluation report, using an approach agreed with ILO, and for delivering in accordance with the ILO's specifications and timeline;
- e. consult and liaise, as required, with ILO, stakeholders, and partners to ensure satisfactory delivery of all deliverables;
- f. integrate inputs, comments, opinions or justify further some of the elements of the report to finalise it; and

- g. make herself/himself available, if required, to take part in briefings and discussions, online or, if deemed necessary, at the ILO Office or other venue, on dates to be agreed, in line with the work outlined in these ToRs, details of which will be worked out by the end of the inception phase.

This methodology may be adapted in consultation and agreement with the Evaluation Manager, and any fundamental change shall be reflected in the inception report.

The Evaluation Team shall abide by the principles of the ILO Code of Conduct Agreement for Evaluators, attached in the Annex.

## 6. Main deliverables

The deliverables should be written in English. The project will translate the draft and final report or the executive summary in French and Arabic.

- 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 and participation in the stakeholders' workshop (as much as possible should include youth 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; and
- Interview guides and other data collection tools.

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

- b) The evaluator will set the **agenda for the stakeholders' workshop** or meeting. The presentation should provide a brief review of key results for each evaluation criteria and evaluation methodology. The workshop will be technically managed by the evaluation team with the logistic support of the project.
- c) **Draft of Evaluation Report** with Executive summary should be in English and no longer than 30 pages excluding annexes. The Evaluation Manager holds the

responsibility of approving this draft. The draft review (as per EVAL Checklists 5 and 6) 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), 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
  - Evaluation matrix
  - Table of project indicators per output and outcome, planned and achieved and comments per indicator
  - List of persons consulted
  - Schedule of work (briefings, data collection, interviews, field visits, workshop/s)
  - Documents consulted
  - Data collection tools
  - Lessons learned (EVAL template)
  - Emerging good practices (EVAL template)
  - Other relevant documents

- d) **Final version of the evaluation report** incorporating comments received from ILO and other key stakeholders.

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

**e) Executive summary in ILO EVAL template**

The evaluator (Team Leader) will produce an Executive Summary in ILO EVAL template.

**7. Management arrangements and work plan (including timeframe)**

**a) Evaluation Manager**

The evaluation will be managed by **Peneyambeko Alina Munkawa** ([munkawa@ilo.org](mailto:munkawa@ilo.org)), an ILO official in process of certification by EVAL as evaluation manager, with oversight by Ricardo Furman, Senior Monitoring & Evaluation Officer, ILO Regional Office for Africa. The

evaluator should discuss any technical and methodological matters with the evaluation manager should issues arise. The evaluation will be carried out with full logistical support of the project staff, with the administrative support of the ILO Office in Addis Ababa.

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 to the key stakeholders requesting written comments within 2 weeks;
- Consolidate the received written comments received into a master evaluation report to send the evaluation team; and
- Ensure the final version of the evaluation report addresses the stakeholders' comments (or an explanation why any has not been addressed) and meets ILO requirements.

#### **b) Evaluation Timetable and Schedule**

The final evaluation will be conducted between August and November 2022.

<b>List of Tasks</b>	<b>Respon- sible</b>	<b>No of working days Team leader</b>	<b>No of working days Team member</b>	<b>Timeline (tentative)</b>
Development of the draft ToRs	Evaluation manager	0	0	30 June 2022
Circulation of draft TORs among stakeholders	Evaluation manager	0	0	11-25 August 2022
Circulation of Call for EoI for evaluator	Evaluation manager	0	0	11-25 August 2022
Selection of the evaluator and contract signing	Evaluation manager	0	0	29 August - 15 September 2022
Briefing with the evaluation manager, desk review of project documents, and development and submission of the Inception report	Evaluator	4	4	12-19 September 2022
Feedback and approval of the inception report	Evaluation manager	2	1	22 September 2022

Translation of data collection tools	Evaluation manager with project support	0	0	22-26 September 2022
Data collection (virtual and field visits) and stakeholders' workshop	Evaluator	15	10	23 September – 14 October 2022
Development of the draft report	Evaluator	4	4	14-21 October 2022
Review of the Zero Draft evaluation report and finalization of the draft report	Evaluation manager-Evaluator	1	1	24-26 October 2022
Translation in French and Arabic	Evaluation manager with project support	0	0	26-31 October 2022
Circulate draft report among key stakeholders including the donor	Evaluation manager	0	0	1-14 November 2022
Consolidate feedback for sharing with the evaluator	Evaluation manager	0	0	16 November 2022
Finalize the report and Executive Summary in English and submit to the evaluation manager	Evaluator	2	1	21 November
Review for approval by the evaluation manager, Regional M&E officer and reviewed by EVAL	Evaluation manager/Regional M&E officer, and EVAL	0	0	21 November – 5 December 2022
Translation of final report and Executive Summary	Evaluation manager with project support	0	0	8 December 2022
Total days		28	21	

## 8. Profile of the evaluation team

### a) Independent Evaluation team

The evaluation will be conducted by an evaluation team of two members with working knowledge in some of the IGAD countries, namely **Djibouti, Ethiopia, Kenya, Somalia, South Sudan, Sudan, and Uganda**. The team leader will be responsible for whole process. The team member will report to the team leader.

The team leader may propose, alternatively a combination of more than 2 evaluation team members, considering as a reference the level of effort in the table above (49 working days).

### b) Evaluator/Team Leader and Evaluation team member qualifications combined should include

- University Degree in development studies, economics, social sciences, or related graduate qualifications, with minimum 7 years of experience in project /program evaluation;
- A minimum of 7 years of professional experience specifically in evaluating multi-country and regional development initiatives and programmes, preferable in East Africa; including gender and vulnerable groups inclusion, human rights-based approach programming and results-based management;
- Evaluation experiences in Labour Migration on institutional settings and capacity building will be an asset;
- Knowledge of ILO's roles and mandate and its tripartite structure as well as knowledge and experience with the UN system are desirable;
- Proven experience with logical framework and theory of change approaches and other strategic planning approaches, M&E methods and approaches, information analysis and report writing;
- Extensive knowledge of, and experience in applying, qualitative and quantitative research methodologies;
- Excellent analytical skills and communication skills;
- Demonstrated excellent report writing and oral skills in English; working knowledge of French, Kiswahili, and/or Arabic would be an asset; and
- Demonstrated ability to deliver quality results within strict deadlines.

The project management team will provide logistical support to the evaluator and will assist in organizing the data collection (documents and interviews). The project will ensure that all relevant documentation is 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). Interpretation will be provided as necessary as per the agreements in the inception



phase (i.e., selection of countries, electronic surveys, etc.).

## 9. Evaluation Budget

Estimated resource requirements at this point will cover:

- **For the evaluation team:**
  - Fees for the consultancy for 49 working days
  - DSA as per ILO travel policy (subjected to COVID 19 situation)
  - Flight expenses, as might be agreed with the evaluation manager and as per ILO travel policy
  
- **For the ILO Office:**
  - Stakeholders' workshop
  - Translation of data collection tools, draft report, final report, and executive summary from English to Arabic and French (if necessary)
  - Any other miscellaneous costs

## 10. Legal and ethical matters

- The evaluators are required to sign and abide to the Code of Conduct Agreement together with the contract document.
- The evaluators are required to fully comply with the advisories issued by the national and local governments and the UN and ILO regarding domestic travels and social distancing.
- The contract may be adjusted if it appears unfeasible that the desired deliverables will be received/achieved because of Covid-19 related developments.

## **Annex I**

### **LIST OF RELEVANT EVALUATION GUIDELINES and standard templates**

1. ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations:

[http://www.ilo.org/eval/Evaluationpolicy/WCMS\\_168289/lang--en/index.htm](http://www.ilo.org/eval/Evaluationpolicy/WCMS_168289/lang--en/index.htm)

2. Code of conduct form (To be signed by the evaluator)

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_206205/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm)

3. Checklist No. 3 Writing the inception report

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165972/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm)

4. Checklist 5 Preparing the evaluation report

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165967/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm)

5. Checklist 6 Rating the quality of evaluation report

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165968/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm)

6. Template for lessons learned and Emerging Good Practices

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_206158/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm)

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_206159/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm)

7. Guidance note 7 Stakeholders participation in the ILO evaluation

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165982/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165982/lang--en/index.htm)

8. Guidance note 4 Integrating gender equality in M&E of projects

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165986/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm)

9. Template for evaluation title page

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_166357/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm)

10. Template for evaluation summary:

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

11. Mid-term Evaluation Report:

<https://www.ilo.org/ievaldiscovery/#b1skorb>