



## Call for Expression of Interest (EoI)

### Final independent evaluation of the “Employment and Reintegration Project, Nigeria”

The Evaluation Office of the International Labour Organization (ILO/ ILO-EVAL) is seeking expressions of interest from a qualified consultant to conduct an independent final evaluation of the above project.

The duration of the assignment is estimated at a total of 23 working days for a **consultant over an overall lapsed period of 4 months (end -February-May 2023)**.

**Deadline: 16 February, at 18h00 East Africa Standard Time (EAST).**

For more details see the ToRs below and [here](#).

Interested candidates are required to supply the following information together with a Covering Letter:

1. Applicants full name
2. Applicants professional profile- a description of how the candidate’s skills, qualifications and experience are relevant to the required qualifications of this assignment (maximum 2 pages)
3. A list of previous evaluations that are relevant to the context and subject matter of this assignment, indicating the role played by the consultant(s) applying (they can be highlighted in the CV)
4. A copy of the candidate’s curriculum vitae (CV)
5. A statement confirming their availability to conduct this assignment,
6. 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
7. A specific statement that the evaluation will comply with UN Norms and standards
8. The names of two referees (including phone and email) who can be contacted
9. Copies of two reports in which the evaluator has been the sole evaluator/ team leader in the last five years
10. A financial proposal indicating a daily professional fee expressed in US dollars. Note that fees must be commensurate with the consultants’ qualifications and experience.

Women applications are encouraged.

**NOTE: Applications submitted without a fee/rate in US\$ will not be considered for evaluation.**

The deadline for the submission of an expression of interest for this assignment is 16 February 2023, **at 18h00 of East Africa Standard Time (EAST)**. Prospective candidates should send their expression of interest by email to the Evaluation Manager Stephen Muthua (muthua@ilo.org copying **Ricardo Furman** ([furman@ilo.org](mailto:furman@ilo.org)), with a subject header

*“Evaluation of the Employment and Reintegration Project, Nigeria”.*

## Terms of Reference

### Final Independent Evaluation of the Project “Employment and Reintegration in Nigeria”

#### 7. Key Data

|   |   |
|---|---|
| Title of project being evaluated  | Employment and Reintegration in Nigeria   |
| Project DC Code   | NGA/21/04/DEU   |
| Project start and end dates   | DEC 2021- April 2023  |
| Geographical Coverage   | Republic of Nigeria   |
| Budget  | EUR 990,098.99  |
| Donor   | GIZ   |
| Administrative Unit in the ILO responsible for administrating the project | ILO Country Office Abuja  |
| Technical Unit(s) in the ILO responsible for backstopping the project     | Employment and Migration  |
| P&B outcome (s) under evaluation  | P&B, 2022-23: Adequate and effective protection at work for all, and in particular Output 3.5: on programmes and services for transitions to decent work; and Output 7.5: Increased capacity of Member States to develop fair and effective labour migration frameworks, institutions and services to protect migrant workers |
| SDG(s) under evaluation   | SDG 8: “Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all” and SDG 10: “Ensure equal opportunity and reduce inequalities of outcome”   |
| Type of evaluation  | Independent   |
| Timing of evaluation  | Final evaluation  |
| Date of the evaluation  | February-May 2023   |
| Evaluation manager  | Stephen Muthua  |

## Abbreviations & Acronyms

|         |  |
|---------|--|
| ECOWAS  | Economic Community of West African States  |
| BMZ     | Bundesministerium fuer Wirtschaftliche Zusammenarbeit un Entwicklung<br>(German Federal Ministry for Economic Cooperation and Development) |
| CPO     | Country Programme Outline  |
| DWCP    | Decent Work Country Programme  |
| EVAL    | ILO Evaluation Office  |
| FAA     | Finance & Administration Assistant   |
| FMLE    | Federal Ministry of Labour and Employment  |
| GIZ     | Deutsche Gesellschaft fuer Internationale Zusammenarbeit   |
| HuCaPAN | Human Capital Providers Association of Nigeria (HuCaPAN).  |
| IDPS    | Internally Displaced Persons   |
| NBS     | National Bureau of Statistics  |
| NCFRMI  | National Commission for Refugees, Migrants and Internally Displaced<br>Persons   |
| NECA    | Nigeria Employers' Consultative Association (NECA)   |
| NLC     | Nigerian Labour Congress   |
| NPC     | National Programme Coordinator   |
| P&B     | Programme & Budget   |
| TUC     | Trade Union Congress of Nigeria (TUC).   |
| UNSDPF  | UN Sustainable Development Partnership Framework (UNSDPF)  |

## 1. Background information

Nigeria has a young and growing population and faces high levels of youth unemployment and underemployment. The COVID-19 pandemic had a severe impact on economies around the world and further aggravated labour market prospects.

Improving prospects of returnees and the local population in Nigeria calls for action to strengthen the capacity of national stakeholders in the provision of advisory and support services on occupational and income generating opportunities.

Migration and labour migration remain key priorities both in Nigeria and the ECOWAS sub-region. In 2019, the estimated stock of international migrants worldwide was 272 million, and the number of international migrant workers was estimated at 169 million. That year, Nigeria hosted some 1.26 million migrants while some 1.44 million Nigerians were abroad.

Over the past years, the governance framework for employment and reintegration in Nigeria has evolved, including the revision of the National Policy on Labour Migration (to be adopted), which includes Standard Operating Procedures (SOPs) on Return and Reintegration, the National Employment Policy (2017) and the National Youth Employment Action Plan (2021).

## 2. Description of the Project

The project *“Employment and Reintegration in Nigeria”* is a development cooperation initiative of The Federal Republic of Nigeria in collaboration with ILO, financed by the German Federal Ministry of Development Cooperation (BMZ) through GIZ. The project aims to strengthen the capacity of relevant stakeholders in Nigeria to provide advisory and support services to returnees and the local population in the areas of employment promotion, income generation and return and reintegration. The project builds on previous and on-going work of the ILO in Nigeria, and in particular complements results achieved and incorporates lessons learned from the project *“Initiative for Labour Migration, Employment and Reintegration in Nigeria and Ghana”* (LMER) that was implemented from January 2019 to September 2020 and funded by the GIZ Programme Migration for Development (PME).

The impact of the project is: Returnees and the local population in Nigeria benefit from enhanced institutional capacity to provide advisory and support services on occupational and income generating opportunities.

The project has two key objectives:

- Institutional framework for the provision of advisory and support services to returnees and the local population in Nigeria enhanced;
- Capacity of national stakeholders to promote occupational and income generating opportunities of returnees and the local population strengthened.

These objectives will be achieved from the following project results/outputs

- Awareness of existing support and advisory services for returnees and the local population enhanced;
- New partnerships and opportunities for the expansion of gender-sensitive services identified;
- Monitoring and evaluation framework including a sustainability and dissemination plan for the provision of advisory and support services developed;
- Stand-alone report on employment, recruitment and reintegration based on socio-economic survey results developed;
- Capacity of Migrant Resource and Job Centres as well as implementing partners to provide advice and services improved;

- Beneficiaries receive gender-sensitive support and advice on (cooperative) business development including in the digital economy, green jobs, the registration of businesses and through the provision of basic tools/equipment.

### 3. Project management Institutional Framework

The project is implemented within existing policy and institutional framework in the area of employment promotion and labour migration governance in Nigeria. In this regard, the key Government institutions and entities are the Federal Ministry of Labour and Employment (FMLE) and in particular the International Labour Migration Division, the National Electronic Labour Exchange as well as Migrant Resource and Job Centres established under the Ministry. The project operates within and supports the institutional framework and coordination mechanisms for the implementation of the National Policy on Labour Migration, in particular the Technical Working Committee and the Social Partner Advisory Committee Plus.

The project is implemented by the ILO Country Office in Nigeria, under a project team led by the National Project Coordinator (NPC), responsible for project implementation, monitoring, stakeholder consultations and reporting. The National Project Coordinator is supported by an Administrative and Financial Assistant. The project team is technically supported by the ILO Country Office-Abuja as well as the MIGRANT Branch in Geneva. The project works in close collaboration with the ILO Regional Office for Africa (ROAF), the Decent Work Team DWT) based in Dakar, Senegal, and the International Training Centre of the ILO (ITC-ILO) in Turin, Italy. The project consults and collaborates with IOM and GIZ to optimize synergies and complementarities in the implementation of activities.

Regarding coordination, a consultative committee on labour migration facilitated by the ILO CO-Abuja to consult on and coordinated interventions around labour migration in Nigeria serves as a platform to convene key stakeholders, review progress made and ensure alignment with other ILO projects including the FAIRWAY Programme mentioned above. The Ministry of Labour, social partner and HuCaPAN are all members of the consultative committee.

In the area of data and statistics, the project works closely with the Federal Ministry of Labour and Employment as well as the National Bureau of Statistics (NBS).

### 4. Stakeholders and beneficiaries

The Federal Ministry of Labour and Employment (FMLE) is responsible for the implementation of the National Policy on Employment and the National Policy on Labour Migration in collaboration with social partners and other relevant stakeholders.

The Nigeria Employers' Consultative Association (NECA) is the umbrella organization of employers in the organized private sector and provides a forum for consultation with private sector employers on socioeconomic and labour issues.

Similarly, the project engages closely with the two national trade union centres, i.e. the Nigeria Labour Congress (NLC) and the Trade Union Congress of Nigeria (TUC), in advancing partnerships and multi-stakeholder collaboration in the provision of advice and support to returnees and the local population.

The project collaborates with civil society organizations in strategic locations to support the roll-out of training and advisory services in a sustainable manner.

The key beneficiaries are;

- Workers, especially returnees, who will benefit from the support and advice on opportunities (cooperative) business development including in the digital economy, green jobs, the registration of businesses and through the provision of basic tools/equipment.

- The staff of migrant and job resource centres, who will benefit from the training and data, and will have enhanced capacity to provide advisory services.

### **Major results by September 2022 as reported by the project are the following:**

#### Outcome 1:

- 82 participants from the Federal Ministry of Labour and Employment (FMLE) trained as Trainer of Trainers (ToT) on Employability Skills. (attended both workshops).  
540 unemployed youths across the country trained on employability skills by ToT from the FMLE and local organisations trainees.
- Federal Ministry of Labour and Employment and key stakeholders in the labour migration governance and management have improved capacities on service delivery at the migrant resource centres, inclusion of migration modules into future household surveys in Nigeria and deepening availability of labour market information systems data.
- An inventory of employment opportunities available to returnee migrants and the local population.
- Outreach materials such as short animation videos to increase public awareness of MRCs and Job Centres developed.
- An Operational Framework and Monitoring and Evaluation Framework was developed for use by the Migrant Resource Centres and enhancing their service delivery to the local population and returnee migrants.

#### Outcome 2:

- 25 persons from FMLE, SME Development Agency of Nigeria and select local organisations were trained on the Start and Improve Your Business (SIYB) module and certified as trainers.
- 875 small businesses were reached via the step-down trainings that by the trainees from the SIYB Training.
- Four offices of the Federal Ministry of Labour and Employment (three migrant resource centres and one skills acquisition centre) were refurbished and provided modern working tools to enhance their service delivery.
- 15 individuals drawn from the Federal Ministry of Labour and Employment, Small and Medium Enterprises Development Agency of Nigeria and select local organisations attended the training workshop on the ILO developed methodologies ThinkCoop, StartCoop, and MyCoop.
- 270 small business owners were trained on the ILO SIYB module, this was delivered via three implementation agreement signed with local organisations who had attended the SIYB Training.

## **6. Purpose, objectives, and scope of the evaluation**

### **6.1 Evaluation background**

The ILO considers evaluation as an integral part of the implementation of development cooperation activities. The evaluation in the ILO is for the purpose of accountability, learning, planning, implementation improvement and building knowledge.

The project evaluation will follow the ILO Policy on Evaluation for Technical Cooperation projects and the Development Cooperation Internal Governance Manual. A project of this nature with a budget of almost US\$ 1 million requires a final independent evaluation. This final is managed by an evaluation manager not linked with the project and overseen by ILO/EVAL and conducted by independent evaluation consultants.

This evaluation will follow the ILO policy guidelines for results-based evaluations<sup>1</sup> and the ILO Policy Guidelines Checklists, particularly the Checklist 4.2: “Preparing the evaluation report”<sup>2</sup>, the Checklist 4.8: “Writing the inception report”<sup>3</sup> and the Checklist 4.4 “Preparing the evaluation report summary”<sup>4</sup>.

The evaluation will be conducted in the context of criteria and approaches for international development assistance as established by the OECD/DAC Evaluation Quality Standard, the UNEG Code of Conduct for Evaluation in the UN System.

## 6.2 Evaluation purpose, scope, and clients

- a. The specific objectives of the evaluation are:
- b. Establish the relevance and coherence of the project design and implementation strategy in relation to the national development frameworks, beneficiary needs and ILO and UN policy frameworks and the SDGs.
- c. Assess the extent to which the project has achieved its stated objective and expected results regarding the different target groups, while identifying the supporting factors and constraints that have led to them, including implementation modalities chosen.
- d. Identify unexpected positive and negative results of the project.
- e. Assess the extent to which the project partnership contributed to the achievement of the stated objective and expected results.
- f. Assess the extent to which the project outcomes will be sustainable
- g. Assess the project immediate and potential long-term impact, with special consideration on the results on capacities of the relevant institutions and target beneficiaries.
- h. Identify lessons learned and potential good practices for the key stakeholders (i.e., the tripartite constituents, national stakeholders, the donor, and ILO) for future similar interventions.
- i. Provide strategic and actionable recommendations for the different key stakeholders to improve implementation of the project activities and attainment of project objectives.

### Scope:

This final evaluation will cover the entire period of the project implementation: from December 2021 to April 2023. The evaluation will cover all the planned outputs and outcomes under the project.

The evaluation will ensure that ILO’s cross-cutting themes -gender equality and non-discrimination (e.g. people with disabilities), social dialogue, international labour standards and fair transition to environmental issues – are taken into consideration as per the EVAL guidance note n° 4 and Guidance Note n° 7 to ensure stakeholder participation.

### **Clients of the evaluation**

The primary users of the evaluation are:

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<sup>1</sup> ILO. (2020). *ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations, 4th ed.* Available at: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_853289.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_853289.pdf)

<sup>2</sup> ILO. (2021). *Checklist 4.2: Preparing the evaluation report.* Available at: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_746808.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746808.pdf)

<sup>3</sup> ILO. (2021). *Checklist 4.8: Writing the inception report.* Available at: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_746817.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746817.pdf)

<sup>4</sup> ILO. (2021). *Checklist 4.4 “Preparing the evaluation report summary.* Available at: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_746811.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746811.pdf)

- Government of Nigeria institutions, particularly the Federal Ministry of Labour and Employment,
- ILO constituent' organizations particularly the Nigeria Employers Consultative Association (NECA), the Nigeria Labour Congress Trade Union Congress of Nigeria (TUC)
- ILO field units: CO-Abuja, DWT- Dakar, Regional Office for Africa, ILO HQ Units- MIGRANT, ILO-ITC
- Donor: GIZ
- Others, e.g. IOM.

The knowledge generated by this evaluation will also benefit other stakeholders that may not be directly targeted by the project's intervention such as: key government institutions, civil society organizations, other donors, UN agencies, international organizations that work in relevant fields, and other units within the ILO.

### 6.3 Evaluation criteria

The evaluation will cover the following evaluation criteria (in line with the DAC criteria, UNEG guidelines and ILO evaluation policy guidelines):

- Relevance and strategic fit;
- Coherence;
- Effectiveness of project implementation and management arrangements;
- Efficiency of resource use;
- Sustainability;
- Impact orientation.

In line with the results-based approach applied by the ILO, the evaluation will focus on identifying and analysing results through addressing key questions related to the evaluation criteria and the achievement of the outcomes/ objectives of the project using the mainly, but not only, indicators in the logical framework of the project. The list of questions presented below should be reviewed and adjusted during the preparation of the Inception report. Any adjustment should be approved as part of the approval of the inception report.

The following crosscutting themes should be integrated in the evaluation questions as necessary during the inception phase: gender equality and non-discrimination -e.g. people with disabilities; social dialogue; international labour standards and fair transition to environmental

#### Key Evaluation Questions

The following questions, while not an exhaustive list, are intended to guide and facilitate the evaluation. Other aspects can be added as identified by the evaluator(s) in accordance with the given purpose and in consultation with the evaluation manager. Any fundamental changes to the evaluation criteria and questions should be agreed between the evaluation manager and the evaluator and reflected in the inception report.



| Ref | Evaluation criteria               | Definition  |
|-----|-----------------------------------|---|
| 1   | Relevance and strategic fit       | <p>To what extent are project objectives and interventions relevant to the needs and priorities of government (Government objectives, National Development Frameworks), project beneficiaries, and other local stakeholders?</p> <p>How have the project adapted to changing context in order to maintain relevance, including on gender equality and non-discrimination and inclusion of people with disabilities?</p> <p>To what extent are the project objectives aligned to beneficiaries needs?</p> <p>To what extent has the project fit in and compliment with the draft Decent Work Country Programme (DWCP), ILO Country Programme Outcomes (CPOs), UN Strategic Development Framework (UNSDF) and SDGs?</p> <p>Has the project addressed the cross-cutting themes (gender equality and non-discrimination -e.g. people with disabilities-, social dialogue, international labour standards and fair transition to environmental issues in the project document?</p> <p>To what level the ILO social partners have participated in the planning and implementation of the project?</p> |
| 2   | Coherence (internal and external) | <p>Was the project -implicit or explicit- theory of change valid and realistic?</p> <p>Has the theory of change adequately integrated effectively external positive and negative factors (risks and assumptions)?</p> <p>Has the project complemented other government, UN, NGOs, etc. interventions in the project themes?</p> <p>To what extent did the project build on the comparative advantage of the ILO in the field</p>  |
| 3   | Effectiveness                     | <p>To what extent have the project objectives been achieved?</p> <p>Have unexpected positive or negative results took place?</p> <p>What were the main internal and external factors that influenced the achievement or non-achievement of results at output and outcome levels?</p> <p>To what extent has the Covid-19 pandemic influenced the project results and effectiveness. How effective was the project approach of addressed this influence?</p> <p>To what extent the project partnership arrangements contributed to the achievement of the stated objective and expected results?</p> <p>To what extend has the project been effective in addressing the cross-cutting issues integrated into the project implementation?</p>  |
| 4   | Efficiency                        | <p>Have the resources (financial, human, etc.) made available to the project been used strategically to achieve the project outputs and outcomes?</p>   |

|   |                    |  |
|---|--------------------|--|
|   |                    | <p>To what extent did the project leverage resources (financial, partnerships, expertise) to promote gender equality and non-discrimination; and inclusion of people with disabilities?</p> <p>Did the project establish and applied for accountability, management and learning a reliable monitoring and evaluation system and risk register during the implementation? Has it integrated key stakeholders as implementers and users?</p> <p>To what extent has the project management and governance structure put in place worked strategically with tripartite constituents, stakeholders and partners in the project and the donor to achieve the project objectives? Was there a clear understanding of roles and responsibilities by all parties involved?</p> <p>To what extent has the project received the necessary administrative, technical and - if needed - policy support from the ILO COs and specialists in the field (Abuja, Dakar) and technical units (ILO/MIGRANT) in headquarters?</p> |
| 5 | Impact orientation | <p>To what extent the project results contribute to the identified SDGs and relevant targets?</p> <p>To what extent the project improved access of the ultimate project beneficiaries to right-bases services and improved policies and practices at national and county levels?</p>   |
| 6 | Sustainability     | <p>To what extent are the projects' outcomes sustainable?</p> <p>Are the achieved results integrated or likely to be integrated into national institutions, and will the partners be able to sustain them beyond the project (institutionalisation of project components)?</p> <p>What measures and actions have been put in place to ensure ownership at local regional and national level?</p> <p>Has the project implemented an exit strategy, within the overall delivery, to sustain the results?</p> <p>What is the likelihood that interventions could be replicated or scaled up by the partners after the projects close?</p> <p>To which extent are the results of the intervention likely to have a long term, sustainable positive contribution to the SDG and relevant targets, which targets (explicitly or implicitly)?</p>   |

## 8. Methodology

The independent final evaluation will comply with evaluation norms and standards and follow ethical safeguards, all as specified in ILO's evaluation procedures. The ILO adheres to the United Nations Evaluation Group (UNEG) evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards and criteria.

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 Protocol for decentralized evaluations<sup>5</sup>.

The specific elaboration of the evaluation method will be defined in consultation between the evaluator and the evaluation manager and will be described in detail in the inception report to be submitted for approval by the evaluation manager prior to the data collection phase.

The evaluation will apply a mix methods approach, including triangulation to increase the validity and rigor of the evaluation findings. In addition, the methodology should include examining the intervention's Theory of Change with particular attention to the identification of assumptions, risks, 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.

Data and information should be collected, presented, and analysed with appropriate gender disaggregation, even if project design did not take gender into account<sup>6</sup>. In addition, to the extent possible, the data collection, analysis and presentation should be responsive to and include issues relating to diversity and non-discrimination, including disability issues.

Various types of information will be collected and triangulated during the evaluation, using among others, the following techniques:

- **Document Review:** The evaluator will review all relevant documents, including (but not limited to) the documents outlined in Annex 1. The document review may suggest a number of preliminary findings that could be useful in reviewing or fine-tuning the evaluation questions, which should be reflected in the inception report.
- **In-depth interviews with project implementors:** The evaluator will conduct interviews with the project staff. The evaluator will also conduct interviews with those that the project has worked with, including staff at the ILO in headquarters and backstopping units, the donor, as well as the implementing partner.
- **In-depth interviews with tripartite constituents and key stakeholders:** The evaluator will conduct interviews with the national key partners of the project on the national and county level. An indicative list of persons to be interviewed will be prepared by the Project in consultation with the evaluation manager and evaluator(s).
- **Focus group discussions with beneficiaries and community members:** The evaluator will meet with number of project beneficiaries and community member of the Narok and Nakuru counties and organize focus group discussions with them. This will allow to get an understanding of the issues that might positively or negatively affected the Project implementation. The project will provide technical, logistical and administrative support in the organization of the interviews and focus group discussions.
- **Survey:** An anonymous online survey will be conducted with the ultimate beneficiaries to respond to the evaluation questions related to the impact orientation. The survey questions will be developed, disseminated and analysed by the consultant/team.

The evaluation will be conducted through the following five key steps:

- **Inception:** The evaluator will have three briefing meetings: 1) a methodological one with the evaluation manager; 2) a meeting with the project to understand the project and address

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<sup>5</sup> ILO. (2021). *Protocol on collecting evaluative evidence on the ILO's COVID-19 response measures through decentralized evaluation*, Available at: <https://intranet.ilo.org/collaborate/evalksp/PublishingImages/Pages/default/Protocol%20for%20decentralized%20evaluations%20-%20Draft%20-%20Operating%20procedures%20-%20No.2.pdf>

<sup>6</sup> ILO. (2021). *Guidance Note 3.1: Integrating gender equality in monitoring and evaluation*. Available at: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_746716.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746716.pdf)

logistical issues of the data collection phase; and 3) a meeting with the donor to understand and manage its expectations regarding the evaluation. The first deliverable of the consultant/team is an inception report, which details the selected approach and methodology, including the workplan and the limitations of the chosen evaluation methods. The evaluator(s) may adapt the methodology spelled out in this ToR, but any fundamental changes should be agreed between the evaluation manager and the evaluator(s) and reflected in the inception report.

- **Data collection:** After approval of the inception report and the interview schedule, the data collection phase takes place, and the evaluator(s) conducts interviews, focus groups, field observations, etc. and analyses the findings.
- **Stakeholders' workshop:** Following the conclusion of the data collection phase the evaluator(s) will present preliminary findings to the project stakeholders. This is an opportunity to present the preliminary findings, invite the participants to provide feedback and fill in any data gaps.
- **Draft and final reports:** A draft report will be prepared by the evaluator(s). The draft will be subject of a methodological review by the evaluation manager, and upon the necessary adjustments, it will be circulated among the key stakeholders. Subsequently, the evaluation manager will consolidate any written comments and provide to the evaluator - who will develop the final version of the report, addressing the comments - or explain the reason for not addressing the comments, if that would be the case.
- **Public webinar:** A webinar with relevant and interested stakeholders will be held, where the evaluator(s) will present the results and findings of the final evaluation.

## 9. Main deliverables

The main outputs to be delivered by the evaluator(s) are:

- **Inception report:** The inception report should be developed upon the review of available documents and initial interviews with the project implementers. It should be not more than 20 pages excluding the annexes and follow the EVAL Guidelines – Checklist 4.8: “Writing the inception report”<sup>7</sup>. The evaluation’s data collection stage begins only after the approval of the Inception report by the ILO.
- **Presentation of preliminary findings:** The presentation of the preliminary findings will be shared with the key stakeholders after data collection is completed. The evaluator will set the agenda for the meeting. The workshop will be technically organized by the evaluation team with the logistic support of the project.
- **First draft of the evaluation report:** The draft report will have to be written in English, following the EVAL Guidelines – Checklist 4.2: “Preparing the evaluation report”<sup>8</sup> and the Checklist 4.3: “Filling in the evaluation title page”<sup>9</sup>. The report will follow the structure presented below. It should answer the questions related to the evaluation criteria and include lessons learned, good practices and recommendations for the key stakeholders. The quality

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<sup>7</sup> ILO. (2021). *Checklist 4.8: Writing the inception report*. Available at: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_746817.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746817.pdf)

<sup>8</sup> ILO. (2021). *Checklist 4.2: Preparing the evaluation report*. Available at: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_746808.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746808.pdf)

<sup>9</sup> ILO. (2021). *Checklist 4.3: Filling in the evaluation title page*. Available at: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_746810.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746810.pdf)

of the draft report will be assessed by the Evaluation manager following the EVAL Guidelines – Checklist “Rating the quality of an evaluation report”<sup>10</sup>.

- **The final evaluation report:** The report will be about 30-40 pages maximum (excluding annexes and executive summary) and address written comments received through the evaluation manager. Any identified lessons learned and good practices will also need to be inserted in standard annex templates (one Lesson Learnt<sup>11</sup> and one Good Practice<sup>12</sup> per template to be annexed in the report) as per EVAL guidelines.

The Evaluation report structure (draft and final versions) is the following

1. Cover page with key project and evaluation data
2. Executive Summary (in accordance with EVAL Guidelines Preparing the evaluation report Summary”<sup>13</sup>.
3. Acronyms and abbreviations
4. Context and description of the project including reported key reported results
5. Purpose, scope and clients of evaluation
6. Methodology and limitations
7. Findings (this section’s content should be organized around evaluation criterion and questions), including a table showing output and outcome level results through indicators and targets planned and achieved and comments on each one.
8. Conclusions
9. Recommendations (i.e. for the different key stakeholders and project partners), indicating per each one priority, timeframe and level of resources required. Suggested: maximum 8-10 recommendations in total).
10. Lessons learned and good practices

Annexes:

- TOR
- Evaluation matrix
- List of persons consulted
- Schedule of work (briefings, data collection, interviews, field visits, workshop/s)
- Documents consulted
- Data collection tools
- Lessons learned
- Emerging good practices
- Others

- **Presentation with final findings:** The presentation with the final findings will be shared with the main stakeholders before the public webinar. This will be a virtual presentation facilitated by the evaluation manager.

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<sup>10</sup> ILO. (2021). *Checklist 4.9: Rating the quality of an evaluation report*. Available at [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_746818.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746818.pdf)

<sup>11</sup> ILO. (2021). *Template 4.1: Lessons learned*. Available at: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_746820.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746820.pdf)

<sup>12</sup> ILO. (2021). *Template 4.2: Emerging good practices*. Available at: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_746821.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746821.pdf)

<sup>13</sup> ILO. (2021). *Checklist 4.4: Preparing the evaluation report Summary*. Available at: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_746811.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746811.pdf)

## 10. Management arrangements and work plan (including timeframe)

The evaluation will be managed by Stephen Muthua, Evaluation Manager with oversight of Ricardo Furman, Senior Monitoring & Evaluation Officer, ILO Regional Office for Africa.

The evaluation will be conducted by one (1) evaluator. The evaluator will be responsible for the evaluation deliverables indicated in the previous section. The project management team will provide logistical support to the evaluator(s) and will ensure access to data.

The evaluation will be undertaken over a lapsed period of 3 months, mid-February- April 2023. The specific tasks of the evaluation with responsible parties and timeframes are presented below.

| Activity/Output  | Responsible                       | Number of workdays of the consultant | Tentative timeframe |
|--|-----------------------------------|--------------------------------------|---------------------|
| Development of the ToRs in consultation with the stakeholder   | Evaluation manager                | 0                                    | January             |
| Dissemination of the Call for Eoi and selection of the consultant  | Evaluation manager                | 0                                    | 31.01.-16.02        |
| Initial briefing with the consultant   | Evaluation Manager                | 0.5                                  | 27.02.2023          |
| Review documents and draft inception report (IR)   | Consultant                        | 3.5                                  | 27.02-03.03.2023    |
| Review and approve the quality of the IR   | Evaluation Manager                | 0                                    | 06.03-08-03.2023    |
| Revise draft IR based on feedback received   | Consultant                        | 1                                    | 09.03.2023          |
| Review and approve the IR  | Evaluation Manager / REO          | 0                                    | 10.03.2023          |
| Conduct in-depth interviews, focus group discussions, survey   | Consultant                        | 9                                    | 13.03.-23.03.2023   |
| Present preliminary findings to the project team and key stakeholders  | Consultant                        | 1                                    | 24.03.2023          |
| Draft evaluation report  | Consultant                        | 5                                    | 27.03-31.03.2023    |
| Review the quality of the evaluation report and integration of comments  | Evaluation Manager and Consultant | 0                                    | 03.04- 07.04.2023   |
| Share the draft evaluation report with stakeholders for feedback and sharing the comments                            | Evaluation Manager                | 0                                    | 10.04-24.04.2023    |
| Review comments and produce the final version of the evaluation report including evaluation report executive summary | Consultant                        | 2                                    | 25.04-26.04.2023    |

| Activity/Output  | Responsible         | Number of workdays of the consultant | Tentative timeframe |
|--|---------------------|--------------------------------------|---------------------|
| Approve the final evaluation report  | EVAL                | 0                                    | 27.04-05.05.2023    |
| Present the results and findings of the final evaluation during the public webinar | Consultant          | 1                                    | 15.05.2023          |
| Publicise the evaluation report  | EVAL                |                                      | 22.05.2023          |
| Recommendations follow up/Management response                                      | EVAL/Country Office |                                      | End May 2023        |
| Total workdays   |                     | 23                                   |                     |

## 11. Legal and ethical matters

All data and information received from the ILO or other stakeholders for the purposes of this assignment shall be treated as confidential and shall be used only for the purpose of executing this mandate. All intellectual property rights arising from the execution of this mandate are attributed to the ILO. The contents of the written documents obtained and used in connection with this assignment may not be disclosed to third parties without the prior written consent of the ILO or the relevant stakeholders.

The consultants are required to sign the Code of Conduct Agreement<sup>14</sup> together with the contract document.

The evaluator(s) should not have any links to project management, or any other conflict of interest that would interfere with the independence of the evaluation.

## 12. Profile of the evaluator

### Evaluator qualifications

- Master's Degree in social sciences, economics, development studies, evaluation, or related fields.
- A minimum of 7 years' experience in leading international institutions projects evaluations, especially with theory of change-based approach and integrating gender analysis, regarding projects with policy and capacity building components.
- In-depth knowledge of the local economic development (including enterprise development) and national social development policies and labour migration in West African sub-region or Africa in general is desirable.
- Human Rights Based Approach programming and Results Based Management is desirable.

<sup>14</sup> ILO. (2018). *ILO Code of Conduct: Agreement for Evaluators*. Available at [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_649148.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_649148.pdf)

- Knowledge of ILO's roles and mandate and its tripartite structure as well as UN policies is desirable.
- Extensive knowledge of, and experience in applying qualitative and quantitative research methods with national and local stakeholders.
- Excellent analytical and communication skills.
- Demonstrated excellent report writing and oral skills in English.
- Demonstrated ability to deliver quality results within strict deadlines.
  
- Certificate Completion of ILO's self-induction Module for Evaluators would be an advantage [available at <http://www.ilo.ch/eval/lang--en/index.htm>]

Note: the consultant can be based in Nigeria or other country. Field work in the country is necessary.

### 13. Resources

Estimated resource requirements at this point:

- Evaluator honorarium for 23 days for the Consultant,
- Flights and DSA as per ILO travel policy
- Logistic support for the field mission, stakeholders' workshop, and webinar presentation



## Annexes

### Annex 1: Key documents to be reviewed

- Project Document; Theory of Change/LFA matrices; Progress reports; results framework matrices; work plans; and budgets
- UN Sustainable Development Partnership Framework (UNSDPF)
- National Policy on Labour Migration,
- National Employment Policy (2017)
- Nigerian Youth Employment Action Plan (2021).
- Technical progress reports including the inception phase
- Research, strategy documents and study reports, including baseline studies and assessments, conducted by the Project through external consultants
- All key project finance documents and records (estimates of expenditures, and contributions by the Partners)
- Newspaper articles; brochures; training guides/ training materials, and mission reports
- Other relevant documents on the project

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### Annex 2 - Relevant ILO evaluation guidelines and standard templates

1. 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)
2. [EVAL portal on manging and conducting evaluation \(all guidance notes, checklist, templates, etc.\)](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_853289.pdf)  
[https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_853289.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_853289.pdf)