



**Extending access to social protection
and portability of benefits
to migrant workers
and their families**

The Evaluation Office of the International Labour Organisation (ILO/ ILO-EVAL) is seeking expressions of interest from qualified consultants to conduct an independent final evaluation of the project “Extending access to social protection and portability of benefits to migrant workers and their families in selected RECs in Africa RAF/17/16/ICM”

Application deadline: 15 May 2020

Type of contract: External Collaboration Contract

Expected duration: The total duration of the evaluation process is estimated to be 22 working days for the evaluator between end May and -mid-July.

Profile of the evaluator:

- Not have been involved in the project.
- Relevant background in social and/or economic development or other related field.
- 7 years’ experience in the design, management and evaluation of development projects, in particular with policy development, regional consultative processes and institutional capacity building.
- 7 years of experience in evaluations in the UN system or other international context as team leader.
- Relevant experience in the area of social protection and labour migration sector will be an asset.
- Demonstrated ability to deliver quality results within strict deadlines.
- Fluency in English is essential.
- Working knowledge of French strongly desirable.
- Experience facilitating stakeholder workshops for evaluation findings.

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.
7. Two reports in which the evaluator has been the sole evaluator or the team leader.

The deadline to submit expression of interest for undertaking the evaluation is by on 15 May 2020. Please send an e-mail with the subject header “Evaluation of RAF/17/05/FIN” to the Evaluation Manager Ricardo Furman (furman@ilo.org).

Terms of Reference for Final Evaluation

Draft for comments 29 April 2020

Project Title	Extending access to social protection and portability of benefits to migrant workers and their families in selected RECs in Africa.
Project Code	RAF/17/16/ICM
Implementer	International Labour Organization – Regional Office for Africa
Partners/Beneficiaries	AUC, EAC, ECOWAS, SADC
Backstopping units	MIGRANT and SOCPRO
Development partners	ICMPD/EU
Project budget	EUR 2,326,813
Duration	October 2017 – July 2020
Type of Evaluation	Final independent
Timeline	May-June 2020



I. Background of the Project

International migration poses significant challenges for migrants and their families in terms of social protection coverage. Although “everyone as a member of society has the right to social security” (Universal Declaration of Human Rights (1948), art. 22), in reality, compared to nationals working their entire lives in one country, migrants face huge challenges in exercising their rights to social protection. This is partially due to legal restrictions pertaining to their particular circumstances (e.g. the length of their period of employment and residence, their nationality, migrant status etc.) but also to more practical obstacles including the lack of information or contributory capacity and the complexity of administrative procedures to access social protection. Certain categories of workers may face additional obstacles in accessing social security, if they work in a sector or occupation not or insufficiently covered by national social security legislation. Temporary workers, such as seasonal workers (e.g. agricultural workers, fishermen, etc.) may face particular obstacles in accessing and fulfilling the requirements for eligibility to social security benefits (e.g. minimum qualifying periods and minimum residence periods).

The lack of social security coordination due to the inexistence of bilateral or multilateral agreements may prevent migrant workers from maintaining rights acquired in another State. This is particularly important in the case of long-term benefits (invalidity, old-age and survivor’s) where qualifying periods may be considerable. Moreover, where bilateral and multilateral social security agreements exist, they mostly cover migrant workers in formal employment, leaving migrants working in the informal economy or in an irregular situation largely unprotected.

Though the challenges are significant, many policy options are available to policy-makers to extend social protection to migrant workers. First, the conclusion of bilateral or multilateral social security agreements is one of the most effective instruments to extend social protection to migrant workers and their families. It can ensure the portability of social security rights and provide equality of treatment of non-nationals and national workers in respect of social security. Second, governments can ratify and apply ILO Conventions and Recommendations (e.g. C118, C157, R167, R202) containing standards relevant to migrant workers and their social protection. This will imply that social security laws, regulating both social insurance and social assistance schemes, cover migrant workers.

Another option to consider is the inclusion of social security provisions in bilateral labour migration arrangements (BLMAs). This can be particularly relevant in the absence of social security agreements and can help ensure that at least some provisions such as the access to health care or work injury benefits are provided to migrant workers. Additionally, countries of origin or destination can adopt, on a unilateral basis, measures that will extend social protection to migrant workers and their families. These unilateral measures comprise the inclusion of migrant workers in national social protection floors, the application of the equality of treatment principle and the exports of benefits, the establishment of voluntary or mandatory insurance mechanisms as well as welfare funds. Finally, complementary measures aimed at improving migrants effective access to social protection and health care are worth considering including communication and information campaigns, interpretation services, translation of material in relevant languages, pre-departure briefings, free-of-charge services facilitating registration and access to appeal and complaint procedures, representation of migrant workers and more.

The ILO supports its constituents and partners on various dimensions of the policy measures highlighted above to enhance decent work and social protection of migrant workers and their families. In Africa, part of the ILO's support is through the ICMPD/EU funded project: *Extending social protection access and portability of benefits to migrant workers and their families in selected RECs¹ in Africa*. The project aims at strengthening the RECs' capacities to provide, as well as drive the implementation of regional frameworks on the extension of social protection to migrant workers and their families including those in the informal economy.

The project builds on and revitalizes existing regional processes. It is critical to migration governance in Africa and constitutes an important component of the **AU-ILO-IOM-UNECA Joint Labour Migration Programme (JLMP)**. African Heads of State and Government adopted the JLMP in 2015, as a comprehensive programme on labour migration governance, designed to leverage migration for development and regional integration. The importance of regional and sub-regional actions in effective governance of migration is increasingly recognized. Recent data show that the majority of migrants continue to move mainly within their sub-region of origin – making sub-regional actions, such as initiatives supported by the project, extremely important. The project supports relevant aspects of the continental Protocol on Free Movement of Persons, the AU Migration Policy Framework and RECs' migration policy frameworks. At the level of global discussions on migration governance, the project is precursor and directly pertinent to Objective 22 of Global Compact for Safe, Orderly and Regular Migration i.e. *establish mechanisms for the portability of social security entitlements and earned benefits*.

The project result areas are:

1. In **ECOWAS** - improved implementation of the ECOWAS General Convention on Social Security by ECOWAS Member States
2. In **SADC** – strengthen capacity and policy instruments on social security provision, including portability of rights.
3. In **EAC** - enhance capacity and knowledge base to advance the regional coordination and protection framework as per Common Market Protocol to improve migrant workers access to social protection
4. Improve the capacity of the **AUC, RECs and regional social partners** to effectively coordinate and contribute to regional and sub-regional social protection programmes for migrant workers in both, the formal and informal sector.

II. Some links/contributions to migration and social protection frameworks

Global frameworks

- *Contributions to the SDGs* – Targets: 8.8, 1.3, 5.4, 3.8, 5.4, 10.4
- *Links to the GCM* - Objective 22: establish mechanisms for the portability of social security entitlements and earned benefits.

¹ Regional Economic Communities' The RECs covered by the project are East African Community (EAC), Economic Community of West African States (ECOWAS) and the Southern African Development Community (SADC) and continental level interventions through support to the African Union Commission (AUC).

AU continental framework

The project supports the realization of **Pillar 2** of the AU-ILO-IOM-UNECA Joint Labour Migration Programme (JLMP), “Promote decent work for regional integration and inclusive development”, 2.2 - *Social Security extended to migrants through access and portability regimes compatible with international standards and good practice*. AU Migration Policy Framework and Action Plan – thematic Area 5 (ii) “*Extend social protection access and portability to migrant workers*”

REC frameworks

- EAC: EAC Common Market Protocol, Article 10 (3) (f) of the, workers are entitled to enjoy the rights and benefits of social security as accorded to the workers of the host Partner State
- ECOWAS: ECOWAS Treaty, Supplementary Act A/SA.5/07/13 - General Convention on Social Security of Member States of ECOWAS
- SADC: SADC Protocol on Employment and Labour (2014), Article 19(f); Code on Social Security in SADC (2007); SADC Labour Migration Policy Framework (2016) and Action Plan, SADC Portability of Accrued Social Security Benefits Policy Framework (2016)

III. Links to ILO Decent Work programmes

The project is contributing to the following ILO Programme and Budget policy outcomes:
P&B Outcome 3: Creating and extending social protection floors (2018 – 2019)
P&B Outcome 9: Fair and effective international labour migration and mobility (2018-2019)
P&B Outcome 7: Adequate and effective protection at work for all (2020-2021)
P&B Outcome 8: Comprehensive and sustainable social protection for all (2020-2021)

The project is linked to the following regional and sub-regional programme outcomes:

- Regional activities:
 - RAF903- Strengthened capacity of ILO constituents and regional and sub-regional constituents and partners (AUC and RECs in particular) to develop and implement labour migration policies and programmes
 - RAF904 - Expanded and reinforced Social Protection Floors at the policy and programmatic level as per the commitment of AU Member States
- EAC : SAD104- Rights-based labour migration for integration enhanced under Common Market Protocol
- ECOWAS :SDA903- Improved governance of labour migration in ECOWAS
- SADC :SHA 127. Improved governance of labour migration for the benefit of origin and destination countries and protection of migrant workers’ rights.

IV. Project Management/Governance Arrangement

RAF/17/16/ICM is decentralized within the ILO Regional Office for Africa organization unit. A Project Manager based in Addis Ababa manages it and reports to the Regional Director for Africa based in Abidjan, which authority was delegated to the Chief of regional Programming

Unit. Administrative and financial services support to the project is provided by an Administrative and Finance Assistant based in Addis Ababa. This arrangement is meant to ensure direct interactions and support to the AUC. The project team also includes a Technical Officer and a National Project Officer based in Dar es Salaam and Arusha, Tanzania, respectively. The Project Manager provides direct supervision of all project staff.

The project receives technical guidance and support from ILO social protection specialists based in ILO Decent Work Team in Pretoria, Dakar and from specialists in the Regional Office for Africa, the ILO Social Protection Department (SOCPRO) and the Labour Migration Branch (MIGRANT) in ILO Headquarters.

The project has a Programme Steering Committee (PSC), established to ensure multi-stakeholder participation and effective ownership of processes, activities and outcomes. The PSC oversees and validates the overall direction of the project and ensures that activities of all components are in line with the AU strategy on migration and the RECs' frameworks and common approaches. The PSC is chaired by the AUC. It is comprised of representatives from RECs (ECOWAS, EAC, and SADC), RECs workers and employers' organizations, EU delegation, ICMPD and other stakeholders. The ILO serves as secretariat to the PSC.

V. Evaluation background

Evaluations are an integral and important part of the implementation of Development Cooperation projects within the ILO. Evaluation exercises provide crucial information for planning, accountability, knowledge building and learning. In particular, project evaluations provide an opportunity for the Office and its funding partners to assess the appropriateness of project design as it relates to the ILO's strategic and relevant policy frameworks, and consider the effectiveness, efficiency and sustainability of project outcomes. Project evaluations also test underlying assumptions about contributions to broader development goals.

This evaluation will be based on ILO Policy Guidelines². As per ILO policy guidelines, all projects over US\$1 million must undergo at least one independent final evaluation³. External evaluators-consultants, who have no previous links to the project, carry out independent evaluations for the ILO. An ILO Evaluation Manager, with oversight by EVAL, manages the independent evaluation.

This project⁴ has undertaken two annual reviews. As per PRODOC, a final independent evaluation should be carried out 3 months before the end date of the project⁵. However, the COVID-19 crisis led to some restrictions that further affect the evaluation methodology and possibly the scope of the analysis. In this regard, the evaluation will draw on internal ILO

² ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations 3rd edition 2017

³ Final evaluations focus on the outcomes of projects, programmes, strategies or policies and the likelihood that they will achieve impact. Evaluations provide an opportunity for in-depth reflection on the strategy and assumptions guiding the intervention.

⁴ As per Grant Agreement, the project implementation period was 1 Oct 2017 - 31 July 2019 (22 months), but extended (no cost) until 31 July 2020, bringing the total implementation duration to 34 months.

⁵ See PRODOC page 33.

guidance, in particular the document: *Implications of COVID-19 on evaluations in the ILO: An internal guide on adapting to the situation*⁶.

VI. Purpose of the Evaluation

The overall purpose of the independent final evaluation is to assess the extent to which the project has achieved its objective, promoting accountability and strengthen learning among the key project stakeholders, including the donor, and ILO.

The specific objectives of the evaluation are:

- Assess the extent to which the project has achieved its stated objectives at outcome and impact levels, while identifying the supporting and constraining factors;
- Analyse the implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes and impacts; including unexpected results.
- Assess the project implementation efficiency
- Assess the extent to which the project outcomes will be sustainable;
- Assess the relevance of the project design and implementation strategy in relation to the AU, ILO, RECs and global development frameworks;
- Identify lessons learned and potential good practices;
- Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes

VII. Scope of the Evaluation

This final evaluation will focus on the entire implementation period of the project (1 October 2017 to 31 July 2020), assessing all the results and contributions of the project to migration governance and social protection for all.

This ToR and the ILO Evaluation policies and guidance notes⁷ define the overall scope of this evaluation. Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to stakeholders on how they can address them in the context of new implications from the COVID19. The evaluation will pay due attention to crosscutting issues, gender and non-discrimination, social dialogue and tripartism, international labour standards and just transition to environmental sustainability.

VIII. Clients

The principal clients for this evaluation are the RECs (EAC, ECOWAS, and SADC), the social partners, project stakeholders and partners including AUC and JLMP Partners as well as development partners (ICMPD, EU), and the ILO (Regional Office, Country Offices, SOCPRO, MIGRANT, as well as other relevant ILO policy departments, branches and programmes at HQ).

⁶ http://www.ilo.ch/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_741206.pdf

⁷ ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations 3rd edition 2017 and all related Guidance Notes

IX. Evaluation criteria and questions

The evaluation will cover the following criteria

- i) relevance and strategic fit,
- ii) validity of design,
- iii) project effectiveness,
- iv) efficiency,
- v) impact orientation and sustainability (as defined in ILO policy guidelines for results-based evaluation⁸):

The evaluation should address the questions below. The questions are guide to the evaluator for information gathering and analysis and related conclusions, recommendations and identify lessons learnt and good practices. The evaluator can modify questions in agreement with the evaluation manager, and reflecting such changes in the inception report.

The crosscutting issues, gender and non-discrimination, social dialogue and tripartism, international labour standards and just transition to environmental sustainability should be integrated throughout the different evaluation criteria as relevant.

Key Evaluation Questions

The evaluator shall examine the following key issues:

1. *Relevance and strategic fit,*

- How did the action align and support the implementation of the priorities, ILO Policies and international labour standards and ILO's approach to the extension of social protection to migrant workers
- How did the action align, support/contribute to the implementation of the priorities and needs of the AU, RECs, social partners and other stakeholders in migration governance and extending social protection to migrant workers and their families?
- Has the project addressed stakeholder and constituents' needs? Were the interventions demand-driven?
- Did project targeted the right target groups? Were these stakeholders involved in project design and implementation?
- How well has the project promoted coherence with, and complemented and fitted in with other ILO projects/programmes in the regions of intervention?
- Were project interventions, including capacity development and knowledge products, designed to maximize ILO's comparative advantage in the field of social protection and labour migration?

2. *Validity of project design*

- Has the project design clearly defined outcomes, outputs and performance indicators with baselines and targets? To what extent were these realistic?

⁸ ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations 3rd edition , 2017

- Was the implementation approach valid and realistic?
 - Has the project provided for adequate tripartite involvement and consultations in project planning, implementation, monitoring and evaluation?
 - Did the project design include a strategy for sustainability?
 - Were any lessons learned from previous projects (e.g. MIGSEC) or policy interventions considered in the design and implementation of the project?
3. *Project results and effectiveness*
- To what extent has the project achieved its objectives in terms of stated targets.
 - Has this been done through the planned outputs or new ones have been included, why and how effective have been?
 - What, if any, unintended results of the project have been identified or perceived?
 - Which have been the main contributing and challenging factors towards project's success in attaining its targets?
 - What can be identified as areas of more and least success in project results? What factors have contributed or constrained to it and why?
 - To what extent has the COVID-19 Pandemic influenced project results and effectiveness and how the project have addressed this influence?
 - Does the (adapted) intervention model used in the project suggest an intervention model for similar crisis response?
4. *Efficiency of resource use*
- How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to provide the necessary support to achieve broader project objectives?
 - To what extent were the disbursements and project expenditures in line with expected budgetary plans?
 - To what extent was the project able to build on other ILO initiatives/project and other actors and create synergies? How did this affect the efficiency in use of resources?
5. *Effectiveness of management arrangements*
- Assess the backstopping, guidance and support on technical, programmatic, administrative and financial services from relevant ILO units (HQ, CO Addis and ROAF).
 - Assess the project management and governance structure role on facilitating results and efficient delivery?
 - Did the project establish and maintain relationship and cooperation with relevant stakeholders (e.g. AUC, JLMP partners, REC Secretariats, and development partners) to achieve the project results more effectively?
6. *Impact orientation and sustainability*
- To what extent there is evidence of positive changes due to project work in areas such as policy development and administration of social protection for migrant workers and portability of social security benefits in any of the project RECs?

- To what extent were sustainability considerations taken into account in the project interventions? Has the project developed and integrated an exit strategy in its work?
- How has the sustainability approach of the project been affected/could be affected by the Covid19 situation in context of the national regional responses?
- Have the RECs and other stakeholders build ownership of the project outcomes?
- How the project stakeholders -including ILO- can continue working towards consolidating the project achievements?

X. Methodology

Due to the COVID-19 restrictions on travel, the evaluation will be carried out through two main data collection activities:

Desk review, including the following information sources:

a. Review of documents

- Project documents (logframe, budget, implementation plan, etc.)
- Progress reports and outputs
- Research and studies conducted by the Project
- Missions reports
- Financial information
- Others as required

All documents will be made available by the Project manager, in coordination with the evaluation manger, in a drop-box (or similar) at the start of the evaluation.

b. Preliminary interviews with the evaluation manger, the project manager and the donor

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

Virtual contact with stakeholders and target groups individuals (Online/email questionnaires and telephone and video interviews)

Due to travel restrictions and no possibility of face-to-face engagements with project staff and stakeholders, the evaluation will employ email/online questionnaires and virtual interviews as the main sources for information gathering – to replace field visits and face-to-face interviews. An indicative list of persons to be interviewed will be prepared by the Project in consultation with the Evaluation Manager. This list will include:

- Partners/Beneficiaries (EAC, ECOWAS, SADC) - Secretariat officials and related bodies e.g. Committee of Experts
- AUC, AU organs and JLMP Partners
- Project Steering Committee

- Direct beneficiaries of the project – selected government officials and social partners
- REC employers’ and workers’ organizations and beneficiary institutions e.g. ECASSA
- Development partners: EU and ICMPD
- Project staff
- Consultants on the project, where necessary
- ILO - ILO projects, ILO staff responsible for financial, administrative and technical backstopping of the project (ILO HQ, ROAF, DWCT Pretoria, DWT Dakar, CO-Addis, CO-Abuja, CO-Dar es Salaam)

The Evaluator will undertake group and/or individual discussions listed above. The project will provide all its support in organization these virtual interviews.

A virtual stakeholders’ workshop (of key stakeholders in one group or in stages)⁹ 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.

After the workshop, debriefing to the ILO Director of CO Addis and the project team will take place.

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.

XI. Deliverables

1. **Inception report** (with detailed work plan and data collection instruments) following *ILO EVAL Checklist 3*, the report should include:
 - Description of the evaluation methodology and instruments to be used in sampling, data collection and analysis and the data collection plan mentioned above.
 - Evaluation matrix (questions and indicators and data collection matrix)
 - Guide questions for questionnaires and interviews;
 - Detailed work plan (including virtual interview schedules) should be developed in consultation with the Evaluation Manager and project team;
 - The proposed report outline structure.
 - Stakeholders’ workshop agenda and logistics organization
2. A **draft** and a **final** report in English (maximum 30 pages plus annexes) as per the following proposed structure:
 - Cover page with key project and evaluation data
 - Executive Summary (in English and French)
 - Acronyms

⁹ This will depend on the logistical possibilities in light of COVID-19 challenges

- Description of the project
- Purpose, scope and clients of the evaluation
- Methodology, data and limitations
- Findings (this section's content should be organized around evaluation criterion and questions)
- Conclusions
- Recommendations (i.e. for the different key stakeholders) and possible future directions
- Lessons learned and good practices
- Annexes:
 - TOR
 - Evaluation matrix
 - List of people interviewed
 - Detail schedule of work
 - Documents examined
 - Lessons learned and Good practices (ILO/EVAL templates)
 - Others (optional)

3. **Executive summary (English and French)**, in line with ILO/EVAL template.

The draft and final evaluation report must be in line with ILO EVAL Checklists 5 and 6. The total length of the reports should be a maximum of 30 pages for the main report, excluding annexes. The Evaluation Manager will circulate the draft report to key stakeholders, the project staff and the development partners for their review and forward the consolidated comments to the evaluator.

The evaluator will finalize and submit the final report to the evaluation manager in line with EVAL Checklist 5. The report should address all comments and/or provide explanations for comments not taken into account. An Executive summary (ILO/EVAL template must be submitted as well. The quality of the report will be assessed against ILO/EVAL's Checklist 610.

The evaluation manager will review the final version and submit to EVAL for final review. Then the evaluation report will be distributed to the key stakeholders to ensure enhance learning and make public at the e-discovery evaluation reports web-database¹¹.

XII. Management arrangements, work plan & timeline

Management arrangements

Evaluation Manager

Mr. Ricardo Furman (furman@ilo.org) Senior M&E officer Regional Programme Unit/ROAF. The Evaluation manager will supervise the evaluator and provide guidance on all technical and methodological matters regarding the evaluation and will subject the final approval of the

¹⁰ [EVAL Checklist 6: Rating the quality of evaluation reports.](#)

¹¹ [ILO i-eval Discovery.](#)

evaluation report to ILO/EVAL.

Project team: The project team will provide or coordinate logistic and administrative support to the evaluation throughout the process, with the administrative support of the ILO Regional and Country Offices, where necessary.

- Ensuring project documentations are up to date and easily accessible;
- Provide support to the Evaluator during the data collection phase.

Evaluator/Consultant: The evaluation will be conducted by an external independent evaluator responsible for conducting a participatory and inclusive evaluation process. The external evaluator will produce the evaluation deliverables listed above based on the methodology outlined above.

Responsibilities and profile of the Evaluator

Responsibilities	Profile
<ul style="list-style-type: none"> • Desk review of programme documents • Briefing with ILO/ Evaluation Manager • Development of the evaluation instrument • Telephone interviews with ILO and development partners • Undertake Interviews with stakeholders and key informants • Undertake field visits in projects areas (if possible) • Facilitate the stakeholders workshop • Draft evaluation report • Finalise evaluation report 	<ul style="list-style-type: none"> • <u>Not have been involved in the project.</u> • Relevant background in social and/or economic development or other related field. • 7 years’ experience in the design, management and evaluation of development projects, in particular with policy development, regional consultative processes and institutional capacity building. • 7 years of experience in evaluations in the UN system or other international context as team leader. • Relevant experience in the area of social protection and labour migration sector will be an asset. • Demonstrated ability to deliver quality results within strict deadlines. • Fluency in English is essential. • Working knowledge of French strongly desirable. • Experience facilitating stakeholder workshops for evaluation findings.

Work plan & timeline

The evaluation will be conducted between May and June 2020, in accordance with the tentative timeline below:

Phase	Tasks	Responsible Person	Days cons.	Tentative dates
I	<ul style="list-style-type: none">• Process of selection and contract of the evaluator	Evaluation manager	0	27 April – 8 May
II	<ul style="list-style-type: none">• Telephone briefing with evaluation manager• Desk review of project related documents and interviews with the project and the donor• Evaluation instrument designed based on desk review• Inception report	Evaluator	5	11-15 May
III	<ul style="list-style-type: none">• Consultations with ILO staff, REC officials and other stakeholders• Presentation of preliminary findings to the stakeholders and debriefing with the project team	Evaluator with logistical support by the Project team	10	18-29 May
IV	<ul style="list-style-type: none">• Draft evaluation report based on desk review and virtual consultations submitted for approval and circulation	Evaluator	5	1-5 June
V	<ul style="list-style-type: none">• Circulation of the draft evaluation report to key stakeholders• Consolidate comments of stakeholders and send to the evaluator	Evaluation manager	0	8-19 June
VI	<ul style="list-style-type: none">• Incorporate comments and inputs including explanations if comments were not integrated	Evaluator	2	22-26 June
VII	<ul style="list-style-type: none">• Approval of report by EVAL and dissemination to donor, stakeholders and upload at e-discovery	Regional Senior Evaluation Officer, EVAL and the Project Manager/Chief Regional Programming	0	29-30 June
	Total number of consultant working days		22	

XIII. RESOURCES

Estimated resource requirement:

- Evaluator: 22 days honorarium.
- Project team: logistic support for communications and organizing the preliminary findings presentation workshop.

Annex I: 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

2. Checklist No. 3 Writing the inception report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm

3. Checklist 5 Preparing the evaluation report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm

4. Checklist 6 Rating the quality of evaluation report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm

5. 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_206159/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. Guidance note 4 Integrating gender equality in M&E of projects

http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm

8. Template for evaluation title page

http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm

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