Dear colleagues,

ILO/EVAL is looking for a team of evaluators (one team leader and one team member) for the final evaluation of the project University Centers for Career Development (UCCD) EGY/17/02/AUE in Egypt to conduct the evaluation of the aforementioned projects between mid-June and July 2022.

The final evaluation should take about 22 working days for the team leader and 15 working days for the national consultant.

Application deadline: 24 May 2022

Type of contract: External Collaboration Contract or Service contract

 Profile of the consultant(s):

Team Leader profile
- University Degree in social development or economic or related subject or equivalent, with minimum 5-7 years of experience in theory of change based project /program evaluation, including, as much as possible, labour market and inclusiveness of people living with disabilities and gender issues.
- Strong background in Human Rights Based Approach programming and Results Based Management.
- Experience in applying, qualitative and quantitative research methodologies including participatory community-based, Knowledge of ILO's roles and mandate and its tripartite structure as well as UN evaluation norms and its programming
- Experience in facilitation of multi-stakeholders' workshops
- Excellent analytical skills and communication skills.
- Demonstrated excellent report writing and oral skills in English level, Arabic will be an asset.

Team member
- University Degree in social development or economic or related subject or equivalent i with minimum 3-5 years of experience in n theory of change-based project /program evaluation or social research, (including, as much as possible, in labour market and inclusiveness of people living with disabilities and gender issues would be an asset).
- Experience in applying, qualitative and quantitative research methodologies including participatory community-based,
- Knowledge of ILO's roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable.
- Excellent analytical skills and communication skills.
- Demonstrated good report writing skills in English and Arabic.
- Based in Cairo

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

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

1. Indication for which position(s) the candidate(s) apply
2. 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 then consultant(s) applying (they can be highlighted in the CV).
4. A statement confirming their availability to conduct this assignment, and the daily professional fee expressed in US dollars.
5. A copy of the candidate's curriculum vitae.
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. The names of two referees (including phone and email) who can be contacted.
8. Two reports in which the evaluator team leader has been the sole evaluator or the team leader.

The deadline to submit expression of interest for undertaking the evaluation is 24 May 2020. Please send an e-mail with the subject header "Evaluation of UCCD project" to the Evaluation Manager Ricardo Furman (furman@ilo.org) and copying Pacome Dessero (dessero@ilo.org).

Many thanks.

Best,

Ricardo

Terms of Reference

Final Evaluation of the project

University Centers for Career Development (UCCD) Project

Version 10 May 2022

Project Title	University Centers for Career Development (UCCD)
DC Symbol	EGY/17/02/AUE
Administrative Backstopping	Decent Work Team / Country Office Cairo
Technical Backstopping	Decent Work Team / Country Office Cairo
Donor	AUC/USAID
Project Budget	2,224,619 USD
Duration of Project	20 September 2017- 19 September 2022
Timing of Evaluation	Final
Type of Evaluation	Independent

1. Project background

In Egypt as in other countries, there is an important misalignment between the skills of the workforce and the actual (and future) needs of the economy. Part of the problem lies in the lack of appropriate information, or distorted perceptions, with the realities of the economy and of the labour market, that lead to poor choices being made in educational and professional career paths, in particular with regard to transitions from education to the world of work.

The University Centers for Career Development (UCCD) Project is a USAID-funded project managed by the American University in Cairo. It aims to establish 20 sustainable UCCDs in 12 Egyptian public universities in Upper Egypt, Delta and Greater Cairo over a four-year duration. The International Labour Organization has partnered with AUC aiming to enhance the capacity of already running UCCDs, increase the inclusiveness of UCCD services for students with disabilities and support the collection, analysis, and dissemination of quantitative and qualitative labour market information relevant for career guidance and counselling.

The International Labour Organization's contribution focused on three main areas:

1) Building capacity of UCCD staff on collecting, analysing and disseminating labour market information
2) Supporting the regular conduct of university-level tracer studies, enterprise skills surveys and roundtables with employers to obtain quantitative and qualitative information about labour market insertion of graduates, satisfaction with graduates' skills, workforce skill needs, and recruitment needs
3) Enhancing the inclusiveness of UCCD services for students with disabilities

In terms of staffing, the project team joined in June 2018 (9 months after its official start date) led by the ILO Cairo's project backstopper (the Employment specialist for North Africa) and the National Project Coordinator.

Project alignment with the ILO Programme and Budget and SDGs

This project contributed to the ILO Programme & Budget (P&B) 2018-19[1], Outcome 1: Employment Promotion, Outcome 2: Skills Development in addition to the ILO P&B 2020-21, Outcome 5: Skills and lifelong learning to facilitate access and transition in the labour market, as well as the cross-cutting issues of disability inclusion and gender equality.

This project will also contribute to a number of Sustainable Development Goals (2015-2030), most prominently SDG 8.

Project progress
By May 2022, the project completed the following key results:

1) **Building capacity of UCCD staff on collecting, analyzing and disseminating labour market information**

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[1] The ILO Programme and Budget (P&B) of the Organization sets out the strategic objectives and expected outcomes for the Organization's work and is approved every two years by the International Labour Conference. The P &B specifies the strategies the ILO will implement to achieve results over the biennium, alongside the capacities and the resources required to deliver those results. The ILO's biennial programme of work is delivered in member States mainly through Decent Work Country Programmes (DWCP) and through Development Cooperation programmes

- A report on the "Labour market dynamics for university graduates 2009-2017" and the user-friendly brochure on "Labour Market Information for Education and Career Guidance" have been developed, with 32 UCCD staff trained in its.
- 49 UCCD Staff and two officials from Mof Higher Education Labour Market Observatory (MoHE LMO) trained on LMI and enterprise surveys implementation
- 2 MoHE LMO staff trained to support UCCDs in collecting, analysing and disseminating LMI

2) **Supporting the regular conduct of university-level tracer studies, enterprise skills surveys and roundtables with employers to obtain quantitative and qualitative information about labour market insertion of graduates, satisfaction with graduates' skills, workforce skill needs and recruitment needs**

- Enterprise Qualitative Skills Survey for the 11 universities to understand the current and forthcoming recruitment needs and competency requirements and to identify opportunities for internships or traineeships developed.
- 49 staff from 18 UCCDs in 11 universities with improved capacities on sampling design, data collection and surveys administration.
- 200 volunteering students from 7 universities were trained on phone calls surveying interviews and participated in the data collection process.
- A survey management system (SMS) to automate and facilitate the survey creation and results gathering processes, and then build informative reports based on collected data that will serve as basis for informative decision making developed
- The final version of LMI and Enterprises Skills Survey Manual has been finalized and is being currently reviewed and designed by a peer research center to be disseminated among all UCCDs.
- A total of 38 Enterprise roundtables took place in 10 universities to strengthen partnerships and obtain additional relevant information on local labour markets.
- The first step-by-step guide on how to implement an enterprise roundtable discussion has been developed, designed and distributed among the UCCDs and the e-version was uploaded on ILO's website.

3) **Enhancing the inclusiveness of UCCD services for students with disabilities**
- 18 Physical accessibility assessments for UCCD premises have been conducted and results discussed for 18 UCCDs in 11 universities. Moreover, a manual on accessibility assessment has been developed as a reference for all UCCDs.
- 92 UCCD staff trained on National Disability Equality policies.
- 18 Actions plans for enhancing disability inclusion of UCCD services were developed for 18 UCCD in 11 universities.
- 66 UCDD staff from 18 UCCDS in 11 universities trained on "how to effectively communicate and deal with students with mental, hearing and visual disability" & on "how to make the UCCD's Facebook page accessible and to use it for advertisement and knowledge sharing"
- Four manuals have been developed as an outcome of these trainings: 1) how to make the UCCD's Facebook page accessible and to use it for advertisement and knowledge sharing 2) how to communicate appropriately and effectively with students with hearing, intellectual and visual and motor disabilities, introducing services provided, explaining procedures, rules, responsibilities, accommodations 3) how to assist students with visual and motor/physical disabilities in orientation, mobility and access to services and facilities.

- Three manuals developed and disseminated: 1) How to include disability issues in labour market studies, 2) Making the Services and Training Programs of UCCDs Accessible, and 3) Mapping the available services for students with disabilities.

2. Evaluation background

ILO considers evaluation as an integral part of the implementation of technical cooperation activities. Provisions are made in all projects in accordance with ILO evaluation policy and based on the nature of the project and the specific requirements agreed upon at the time of the project design and during the project as per established procedures. This project has been subjected to a Mid-term internal evaluation and the current final independent evaluation as per ILO evaluation policy and procedures.

ILO applies the evaluation criteria established by the OECD/DAC Evaluation Quality Standard[2]; and the UNEG Code of Conduct for Evaluation in the UN System[3].

3. Purposes and Scope, and clients of Evaluation

a. Assess the relevance and coherence of project's design regarding country needs and how the project is perceived and valued by the target groups.
b. Identify the contributions of the project to, the SDGs, the countries UNDAF, the ILO objectives and Country Programme Outcomes and its synergy with other projects and programs
c. Analyse the implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes and impact, including unexpected results and factors affecting project implementation (positively and negatively).
d. Review the institutional set-up, capacity for project implementation, coordination mechanisms and the use and usefulness of management tools including the project monitoring tools and work plans.
e. Asses the implementation efficiency of the project.
f. Review the strategies for outcomes' sustainability and orientation to impact.
g. Identify lessons and potential good practices for the key stakeholders.
h. Provide strategic recommendations for the different key stakeholders to strengthen the sustainability of project outcomes and for similar interventions in Egypt and in similar contexts.

The final evaluation has to cover the project duration from June 10th, 2018 to June 2022. The geographical analysis will cover activities conducted in the project's target operating universities: Ein Shams, Alexandria, Mansoura, Menoufia, Sadat, Zagazig, Aswan, Beni Suef, Minya, Sohag, Tanta.

The evaluation will discuss how the project has addressed its main issues and the ILO cross-cutting themes that includes gender and non-discrimination, social dialogue and tripartism, international labour standards, and just transition to environmental sustainability.

The evaluation should help to understand how and why the project has obtained or not the specific results from output to potential impacts.

The primary clients of the evaluation are the ILO constituents. These include UCCD staff in 18 operating centres in 11 Egyptian public universities and officials of MoHE Labour Market Observatory (LMO).

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[2] http://www.oecd.org/dac/evaluation/qualitystandardsfordevelopmentevaluation.htm
[3] http://www.unevaluation.org/document/detail/100

Other relevant clients are the donor AUC/ USAID and ILO (i.e. Country Office Cairo, Decent Work team Cairo, and HQ Skills).

4. REVIEW CRITERIA AND KEY EVALUATION QUESTIONS

a) Review criteria

The evaluation should address the overall ILO evaluation concerns such as relevance, effectiveness, efficiency, sustainability and impact as defined in the ILO Policy Guidelines for results-based evaluation, 2020:

(https://www.ilo.org/wcmsp5/groups/public/---ed_mas/--eval/documents/publication/wcms_571339.pdf)

The review will address the following ILO evaluation concerns.
- ➢ Relevance, coherence and strategic fit of the project.
- ➢ Validity of the project design.
- ➢ Project effectiveness.
- ➢ Efficiency of resource use.
- ➢ Sustainability of project outcomes.
- ➢ Impact orientation.
- ➢ Cross cutting issues

b) Key Evaluation Questions

The evaluator shall examine the following key issues:

a) Relevance, coherence and strategic fit,
- ➢ Is the project coherent with the Governments objectives, National Development Framework, beneficiaries' needs, and does it support the outcomes outlined in ILO's CPOs as well as the SDGs?
- ➢ How does the project complement and fit with other on-going ILO programmes and projects in the countries?
- ➢ Has the project been able to leverage the ILO contributions, through its comparative advantages (including tripartism, international labour standards, etc.)?

b) Validity of intervention design

- ➢ Has the project been 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?
- ➢ To what extent has the project integrated ILO cross cutting themes in the design: gender and non-discrimination, social dialogue and tripartism, international labour standards, and just transition to environmental sustainability?
- ➢ Has the project a Theory of change been comprehensive, integrate external factors and is based on systemic analysis?

➢   Has the project reflected participation of the three ILO constituents in its design and implementation?

c) Effectiveness:

➢   What progress has been made towards achieving the overall project objectives/outcomes?

➢   Has the management and governance structure put in place worked strategically with all key stakeholders and partners, ILO and the donor to achieve project goals and objectives?

➢   Assess how contextual and institutional risks and positive external to the project factors have been managed by the project management?

➢   To what extent has the project integrated ILO cross cutting themes in the project strategy and mainstreaming in results (i.e. gender and non-discrimination, social dialogue and tripartism, international labour standards, and just transition to environmental sustainability)?

➢   To what extent has the COVID-19 Pandemic influenced project results and effectiveness and how the project has addressed this influence?

➢   Does the (adapted) intervention model used/to be used in the project suggest an intervention model for similar crisis response?

d) Efficiency of resource use

➢   Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outputs and specially outcomes?

➢   How efficient was the Project in utilizing project resources to deliver the planned results?

➢   To what extent did the project leverage resources to promote gender equality and non-discrimination; and inclusion of people with disability?

e) Impact orientation and sustainability

➢   To which extent the results of the intervention likely to have a long term, sustainable positive contribution to the SDG and relevant targets (explicitly or implicitly)?

➢   Has the project developed and implement an effective exit strategy? Does the exit strategy mainstreamed ILO crosscutting themes (i.e. gender and non-discrimination, social dialogue and tripartism, international labour standards, and just transition to environmental sustainability)?

➢   How has the sustainability approach of the project been affected by the Covid19 situation in context of the national responses?

f) Gender equality and non-discrimination

➢   To what extent the project mainstreamed gender equality and women's empowerment in the project strategy and outcomes?

➢   Has the use of resources on women's empowerment activities been sufficient to achieve the expected results?

➢   To what extent has the project M&E strategy supported project decision making related to gender?

> ➤ To what extent has the project addressed other vulnerable groups, including people living with disabilities and how this is reflected in project strategy and outcomes?

g) General
> ➤ How has the project addressed the mid-term evaluation recommendations?

5. Evaluation Methodology

The evaluation should be carried out in adherence with the relevant parts of the ILO Evaluation Framework and Strategy; ILO Policy Guidelines for Evaluation: Principles, Rationale, Planning and Managing for Evaluations and UNEG Principles.

In particular, this evaluation will follow the ILO policy guidelines for results-based evaluation; and the ILO EVAL Policy Guidelines Checklist 3 "Preparing the inception report"; Checklist 4 "Validating methodologies"; Checklist 5 "Preparing the evaluation report" and Checklist "6 Rating the quality of evaluation report"

Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to all stakeholders on how they can address them, indicating in each one to whom is directed, Priority, Resources required and timeframe (long, medium, or short).

The evaluation is an independent evaluation, and the final methodology and evaluation questions will be determined by the consultant in consultation with the Evaluation Manager.

The methodology should be participatory and include a mix-methods approach, with analysis of both quantitative and qualitative data. It should also be able to capture the intervention's contributions to the achievement of expected and unexpected outcomes.

The evaluation will be conducted by an international experienced consultant physically with support of a national consultant if no travel restrictions will be faced due to Covid-19. If needed, the national consultant will conduct field visits to the project sites. This will be discussed at the inception phase of the evaluation.

The evaluation team or evaluators will facilitate a discussion among key stakeholders to answer the questions above through a desk review of the project documentation, bilateral consultations, and a workshop to synthesize the views of the stakeholders on the project in the different evaluation criteria. The evaluation team or evaluators will be supported by the project team.

The key steps will comprise:

1. Desk review of all relevant documents and preparation an inception report for the evaluation process including the programme and methodology of the workshop and the outline of the evaluation report.
   Desk review, including the following information sources:

   - Project documents (logframe, budget, implementation plan, etc.)
   - Progress reports and outputs
   - Research and studies conducted by the Project
   - Project finance documents and records
   - All other relevant document from the project
2. Carry out bilateral consultations with key stakeholders and the donor:

a. Project team and backstopping specialists.
b. UCCD relevant staff and their project managers in selected universities
c. Head of MoHE LMO
d. Consultants and Experts who worked with the project
e. Donor
3. Field In-depth interviews: The Evaluation team is expected to meet project beneficiaries' men and women to undertake more in-depth reviews on the project work and results. The selection of the field visit locations should be based on criteria to be defined by the evaluation team at the inception phase.
4. Workshop with key stakeholders (preferable face-to-face) to discuss the preliminary finding, recommendations, lessons and good practices
5. Develop a draft report based on data collection and the stakeholders'' workshop outcomes
6. Final evaluation report.

6. Main deliverables

The Inception report should be written in English, and the evaluation report at draft and final version should be in English with Executive summary in Arabic and English

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;
➢ Selection criteria for individuals for interviews and participation in the stakeholders' workshop (as much as possible should include men 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;
➢ Interview guides and other data collection tools

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

b) **Agenda of the stakeholders' workshop**, considering the evaluators will set the agenda for the meeting. The presentation should provide a brief review of key results for each evaluation criteria and evaluation methodology. The workshop will be technically organized by the evaluation team with the logistic support of the project.

c) **First draft of Evaluation Report** in English with Executive summary in English and Arabic: the report should be 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:
    - TORs
    - Evaluation matrix
    - List of people interviewed
    - Schedule of work
    - Documents examined
    - Lessons learned and good practices (under EVAL formats)
    - Others

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/Regional evaluation officer)

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

7. Management arrangements and work plan

Evaluation Manager

Evaluation Manager: the evaluation will be managed by Ricardo Furman, Regional, Senior monitoring and evaluation officer (ROAF). 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 Cairo.

The evaluation manager is responsible for completing the following specific tasks:
- Draft and finalize the evaluation TORs with inputs from key stakeholders.
- Develop call for expression of interest and select the independent evaluator in coordination with EVAL.
- Approve the inception report.
- Brief the evaluator on ILO evaluation policies and procedures.
- Initial coordination with the project team on the development of the field mission.
- Circulate the first draft of the evaluation report for comments by key stakeholders.
- Ensure the final version of the evaluation report address stakeholders' comments (or an explanation why any has not been addressed) and meets ILO requirements.

- - Approve the draft version before circulation and first approval of the final version and submission to EVAL for final approval.

The Evaluation Team
- The evaluation team will consist of one international consultant and one national consultant that can be individually contracted or as a firm.
- The team leader will have responsibility for the evaluation report.
- The evaluation team will agree on the distribution of work and schedule for the evaluation and stakeholders to consult.
- The team leader will have the oversight responsibility to translate the report executive summary into Arabic. The ILO will reimburse the cost of translation.
- The team leader will report to the evaluation manger.

Team Leader responsibilities

a. Desk review of programme documents

b. Briefing with ILO/ Evaluation Manager

c. Development of the Inception report including the evaluation instrument

d. Interviews with the project manager, the donor and the key stakeholders (4-5)

e. Facilitate the virtual stakeholders' workshop

f. Draft evaluation report

g. Finalise evaluation report

Team Leader profile
Qualifications

- University Degree in social development or economic or related subject or equivalent, with minimum 5-7 years of experience in theory of change based project /program evaluation, including, as much as possible, labour market and inclusiveness of people living with disabilities and gender issues.
- Strong background in Human Rights Based Approach programming and Results Based Management.
- Experience in applying, qualitative and quantitative research methodologies including participatory community-based, Knowledge of ILO's roles and mandate and its tripartite structure as well as UN evaluation norms and its programming
- Experience in facilitation of multi-stakeholders' workshops
- Excellent analytical skills and communication skills.
- Demonstrated excellent report writing and oral skills in English level, Arabic will be an asset.

Team member
- University Degree in social development or economic or related subject or equivalent i with minimum 3-5 years of experience in n theory of change-based project /program evaluation

or social research, (including, as much as possible, in labour market and inclusiveness of people living with disabilities and gender issues would be an asset).

- Experience in applying, qualitative and quantitative research methodologies including participatory community-based,
- Knowledge of ILO's roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable.
- Excellent analytical skills and communication skills.
- Demonstrated good report writing skills in English and Arabic.
- Based in Cairo.

The tasks of the Project:

The project management team will provide logistical support to the evaluation team and will assist in organizing the data collection (documents and interviews). The projects will ensure that all relevant documentations are 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).

Evaluation Timetable and Schedule

The Final evaluation will be conducted in May – August 2022.

List of Tasks	Responsible	Number of team leader working days	Number of team member working days	Timeline (Tentative dates to be adjusted)
Development of the draft ToRs	Evaluation manager	0	0	22 April 2022
Circulation of draft TORs among stakeholders	Evaluation manager	0	0	10-24 May 2022
Circulation of Call for EoI for consultants	Evaluation manager	0	0	10-24 May
Selection of the consultant and contract signing	Evaluation manager	0	0	24 May-10 June
Briefing with the evaluation manager, desk review of project documents, and development and submission of the Inception report	Evaluator	4	2	12-14 June
Feedback and approval of the inception report	Evaluation manager	1	0	15 June
Data collection and stakeholders' workshop	Evaluator	10	10	16 – 30 June
Development of the draft report	Evaluator	4	2	4-7 July

Review of the Zero Draft evaluation report and finalization of the draft report	Evaluation manager- Evaluator	1	0	8 July
Circulate draft report among key stakeholders including the donor	Evaluation manager	0	0	11-22 July
Consolidate feedback for sharing with the evaluator	Evaluation manager	0	0	25 July
Finalize the report and submit to the evaluation manager in English and Arabic executive Summary	Evaluator	2	1	26-27 July
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	1-5 August
Total days		22	15	

Budget

A budget under the full control of the evaluation manager will cover:

For the evaluation team:

- Fees for the team leader of the evaluation team for 22 days
- Fees for the team member of the evaluation team for 15 days
- DSA and travel as per ILO regulations

For the evaluation exercise as a whole:

- Stakeholders' workshop
- Translation of Executive summary from English to Arabic (if necessary)
- Any other miscellaneous costs

ANNEXES

RELEVANT POLICIES AND GUIDELINES

ILO Policy Guidelines for evaluation: Principles, rationale, planning and managing for evaluations,

4ed.

http://www.ilo.ch/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm

Code of conduct form (To be signed by the evaluators)

http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm

Checklist No. 3: Writing the inception report

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

Checklist 5: preparing the evaluation report

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

Checklist 6: rating the quality of evaluation report

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

Template for lessons learnt and Emerging Good Practices

http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm

http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm

Guidance note 7: Stakeholders participation in the ILO evaluation

https://www.ilo.org/global/docs/WCMS_165982/lang--en/index.htm

Guidance note 4: Integrating gender equality in the monitoring and evaluation of projects

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

Template for evaluation title page

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

Template for evaluation summary

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

UNEG Ethical Guidelines for Evaluation

http://www.unevaluation.org/document/download/548