



International Labour Organization

**TERMS OF REFERENCE (TOR):**

**INDEPENDENT MID-TERM EVALUATION OF  
PROMOTING DECENT WORK IN RWANDA'S INFORMAL ECONOMY  
(BONEZA UMURIMO) PROJECT**

Draft version for comments  
11 October 2019

<b>Project Title:</b>	Promoting Decent Work in Rwanda's Informal Economy (Boneza Umurimo)
Project Code	RWA/17/04/SWE
Administrative Unit	CO-Dar es Salaam
Donor	Swedish Embassy in Kigali, Rwanda
Budget	USD 4,662,166.51
Implementation period	May 2017 - October 2021
ILO Technical Units	SKILLS, EMPLAB, INWORK, SOCPRO, LABADMIN/OSH, FUNDAMENTALS, DIALOGUE, NORMES, ITC-ILO and ENTERPRISES (the Lab)
Type of evaluation	Independent Mid-term Evaluation
Date of evaluation	Between October and December 2019
Evaluation Manager	Ricardo Furman Wolf, Senior Monitoring and Evaluation Officer, ILO Regional Office for Africa

## **BACKGROUND INFORMATION**

The International Labour Organization, with the financial support of the Embassy of Sweden, in Rwanda, is implementing the four-year ‘Promoting Decent Work in Rwanda’s Informal Economy’ project to address decent work deficits for women and young people that work in the tailoring and garments sector.

This project will make a substantive contribution Rwanda’s Decent Work Country Programme’s Priority 1 that seeks the creation of more and better quality employment opportunities for Youth and Women. The project will also contribute to ILO P&B Outcome 6 - Formalization of the Informal Economy, as well as Outcome 7 - Promoting Safe Work and Workplace Compliance. The project is aligned to the global SDG pledge to leave no one behind. This project will contribute to a number of Sustainable Development Goals (2015-2030), especially Goal 8 on Decent work and economic growth, and its targets to achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value, and protect labour rights and promote safe and secure working environments for all workers, including those in precarious employment.

To address the decent work deficits present in the informal economy in Rwanda, the project uses a market systems approach to decent work with a targeted focus on the targeted sectors. The application of this methodology is supported by ILO’s project, The LAB. The project also benefits from the support of technical specialists based at ILO CO Dar es Salaam and ILO CO Harare. The approach is directed at reducing poverty and decent work deficits among women and youth through skills enhancement, improved working conditions and also creating incentives for actors - both private and public – to try and develop innovations which support stronger, more coherent and more inclusive markets.

The project’s development objective and the impact to which the project is intended to contribute, is “Better living conditions in Rwanda through reduced decent work deficits”.

The immediate objective of the project is addressing decent work deficits faced by women and youth working informally in selected sectors.

The project sectors of focus are the following:

- i. Garment and Tailoring Sector;
- ii. Building Construction Sector

The expected results from this project include:

- Increased number of large and small businesses adopting strategies for improved working conditions
- More income and earnings as a result of project interventions

- Increased number of informal economy workers subject to improved working conditions
- Improved capacity of social partners (motivation/ willingness) for dialogue in promoting decent work more effectively
- The project target group is the informally working poor, particularly women and youth, in urban and peri-urban areas.

Promoting Decent Work in Rwanda's Informal Economy is expected to improve the capacity and motivation or willingness of market actors including social partners to promote decent work more effectively and in order to deliver greater scale and impact on more and better jobs for Women and Youth in Rwanda's Informal Economy. The project strategy is based on a Market Systems Development approach that will address the underlying causes of poor performance in specific markets that matter to people living in poverty and decent work deficits, in order to create lasting changes that have a large-scale impact. Based on market systems analyses conducted in two sectors, the root causes to key market constraints to better working conditions have been identified such that targeted interventions can be designed to stimulate systemic change. This will enable the project to promote decent work for women and youth in Rwanda's informal economy in the two target sectors in a way which will be sustained long after the project leaves.

The MSD approach that the project follow has the following key principles and aims:

- Adopts a poverty perspective – reaching the poor and vulnerable
- Applies systemic approach – seeking systemic change
- Addresses root causes – not symptoms
- Has potential to impact many – aims for scale
- Uses facilitation as key method – not direct delivery
- Seeks sustainable solutions – self-sustained after project ends
- Uses adaptive management – monitoring, reflection, learning and flexibility

### **Project Design (May-November 2017) and Inception Phase (November 2017 – June 2018)**

A 12 months of design and inception phases resulted in a stakeholder validated selection of Building construction and Garments & Tailoring Subsectors based on target group (Women and Youth) relevance, opportunity and feasibility or likelihood of success on promoting Decent Work in Rwanda's Informal Economy. After the design phase, the objective of the inception phase were to (1) establish a functional Project Office, (2) identify the root causes of and inclusive solutions for Decent Work deficits in the selected sectors, and (3) formulate related key performance indicators for the development of a robust Monitoring and Results Measurement system in line with the Donor Committee for Enterprise Development (DCED) Standard.

The sector selection process was therefore followed by a Market Systems Analysis (MSA) in each sector to identify the root causes of Decent Work deficits and with wider market actors and stakeholder consultations, craft recommendations on possible actions to address incentives, modify behaviors and relationships among actors. Supporters of market systems approaches believe that the best way to help people out of poverty or decent work deficits in this case, is to address the underlying causes of market failure. Rather than focus broadly on macro-economic problems or individually symptoms observed among specific businesses or families, they instead look at the ways poor people and businesses interact in particular sectors. By analyzing and understanding this, they can help make systemic changes that create lasting, inclusive growth and decent jobs.

### **Project Implementation Phase (July 2018 – October 2021)**

After the project inception phase, the project implementation is currently underway. The study reports from the validated market systems analysis in Building Construction and Garment & Tailoring were published and became a foundational resource for the final revision of the project document. The market systems analysis findings and recommendations, even as they necessitated a project document revision, also made it necessary for intervention results chains to be revised. With support from The LAB project in Geneva, intervention results chains for the revised project approach underwent a comprehensive review with the adjusted intervention chains completed by August 2018. New results measurement tools were also developed. The revised project document, budget and logframe were approved by Sweden and ILO in November 2018. The revised project document while maintaining a market systems development strategy and approach, also lays focus on skills development, enterprise development, increased earnings, improved sector coordination mechanisms and linkages, improved working conditions, and attempts to impact the regulatory framework for working condition improvement in target sectors with increased awareness by sector players. The rationale is that ultimately the project triggers the creation of self-propelled market systems which are sustainable and replicable and promote decent work.

### **Project Management Arrangements**

The project is managed by a Chief Technical Adviser that reports to the Director of the ILO CO Dar es Salaam. The Project Management Team comprises other staff as follows:

- A National Project Coordinator who is coordinating the project's interventions in the building and construction sector using the market systems approach.
- A National Project Coordinator who is coordinating the project's interventions in the garments and tailoring sector using the market systems approach.

- A National Project Officer responsible for monitoring and evaluation and, responsible for the results measurement system, and for supporting implementation of outcomes
- A National Project Officer supporting partnerships and coordination and, responsible for the liaison and reporting to the Government of Rwanda through MIFOTRA, and for supporting implementation of outcomes.

The technical staff are supported by a finance and administration officer and a driver.

## **1. PURPOSE, OBJECTIVES, SCOPE AND CLIENTS OF THE MID-TERM INDEPENDENT EVALUATION**

### **Evaluation Background**

ILO considers evaluation as an integral part of the implementation of technical cooperation activities. This project will go through two independent evaluations. Both evaluations will be managed by ILO/EVAL through ILO officer certified as evaluation manager and implemented by independent evaluators.

The evaluation in ILO is for the purpose of accountability, learning and planning and building knowledge. It should be conducted in the context of criteria and approaches for international development assistance as established by: the OECD/DAC Evaluation Quality Standard; and the UNEG Code of Conduct for Evaluation in the UN System.

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”; and Checklist 5 “Preparing the evaluation report”. The evaluation will follow the OECD-DAC framework and principles for evaluation. For all practical purposes, this ToR and ILO Evaluation policies and guidelines 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.

### **Purpose and objectives of the Mid-Term independent evaluation**

The main purpose of this mid-term independent evaluation is to provide an independent assessment of the progress to date, through an analysis of relevance, effectiveness, efficiency, effects and orientation to impact of the project. The specific objectives of the evaluation are the following:

1. Assess the implementation of the project to date, identifying factors affecting project implementation (positively and negatively). If necessary, propose revisions to the

expected level of achievement of the objectives and corrective actions the project could take;

2. Analyse the implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes and impacts; including unexpected results.
3. Analyse and assess, in particular, if and how the market systems development (MSD) approach has been understood, applied, adhered to and made use of in the design and implementation of the project.
4. Review the institutional set-up, capacity for project implementation, including knowledge about and experience from applying the MSD approach, coordination mechanisms and the use and usefulness of management tools including the project monitoring tools and work plans;
5. Review the strategies for sustainability, particularly in light of the MSD approach;
6. Identify the contributions of the project to the National Development Plan, the SDGs, the ILO objectives and its synergy with other projects and programs;
7. Identify lessons and potential good practices for the key stakeholders.

Provide strategic recommendations for the different key stakeholders to improve implementation of the project activities and attainment of project objectives

### **Scope of the evaluation**

The mid-term evaluation will cover the period May 2017 – October 2019 (from design to implementation so far). The evaluation will cover all the planned activities, outputs and outcomes under the project, with particular attention to synergies between the components and contribution to national policies and programmes. The evaluation should help to understand how and why the project has obtained or not the specific results from output to potential impacts.

The evaluation will integrate gender equality as a cross-cutting concern throughout its deliverables and process. It should be addressed in line with EVAL guidance note n° 4 and Guidance Note n° 7 to ensure stakeholder participation. Furthermore, it should pay attention to issues related to social dialogue and international labour standards.

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

## **Clients**

The principal audiences for this evaluation are the Governments of Rwanda, the social partners, the national and local project partners, Embassy of Sweden in Kigali and ILO (ILO CO Rwanda, the project team, as well as other relevant ILO policy departments, branches and programmes).

## **2. REVIEW CRITERIA AND KEY EVALUATION QUESTIONS**

### **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, 2017:

[https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/--eval/documents/publication/wcms\\_571339.pdf](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 and strategic fit of the project;
- Validity of the project design;
- Project effectiveness;
- Efficiency of resource use;
- Sustainability of project outcomes;
- Impact orientation;
- Gender equality and non-discrimination

The evaluation should address the questions bellow. Other aspects can be added as identified by the evaluator 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.

### **Key Evaluation Questions**

The evaluator shall examine the following key issues:

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

- Is the project coherent with the Government objectives, National Development Frameworks, beneficiaries' needs, and does it support the outcomes outlined in the UNDAF/UNSDCF and DWCP 2018-22 as well as the SDGs?

- Has the project been able to leverage the ILO contributions, through its comparative advantages (including tripartism, international labour standards, ILO Decent Work Team etc.)?

## **b) Validity of intervention design**

- To what extent and how does the project address the major root causes of the decent-work deficits identified for the target group – informally employed women and youth in the two sectors selected – in Rwanda and respond to it?
- To what extent did the problem analysis identify its differential impact on men and women and on vulnerable groups (people living poverty, informally employed etc.)?
- To what extent the project is aligned to the MSD approach?
- To what extent is the project realistic (in terms of expected outputs, outcome and impact) given the proposed intervention logic, time and resources available and the social, economic and political environment?
- To what extent has the project integrated ILO cross cutting themes (such as ILS, tripartism, and gender and no-discrimination) in the design?
- Are the indicators of the achievements clearly defined, describing the changes to be brought about? Were the indicators designed and used in a manner that they enabled reporting on progress under specific SDG targets and indicators?
- To what extent does the elements presented in the points above have been articulated in a comprehensive and systemic Theory of change that can guide project implementation towards the project objectives

## **c) Effectiveness:**

- What progress has been made towards achieving the overall project outputs/objectives/outcomes, identifying factors affecting project implementation (positively and negatively).
- Has the management and governance structure put in place worked strategically with all key stakeholders and partners in Rwanda, ILO and the donor to achieve project goals and objectives?
- Has the knowledge sharing and communication strategy been effective in raising the profile of the project within the country and among the cooperating partners?
- To what extent is the monitoring and evaluation system results-based and to what extent is it being used to take management decisions ?
- Assess how contextual and institutional risks and positive external to the project factors have been managed by the project management?

## **d) Efficiency of resource use**

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

- Were the project's activities and operationalization in line with the schedule of activities as defined by the work plan? If not, what are the factors that hinder timely delivery and what are the counter measures taken to achieve project outcomes and impact during the life of the project?
- To what extent did the project leverage resources to promote gender equality and nondiscrimination

**e) Impact orientation and sustainability**

- What level of influence is the project having on reduction of the decent-work deficits for informally employed women and youth in the selected sectors and other areas of policies and practices at national and subnational levels?
- Is the project contributing to expand the knowledge base and build evidence regarding the project outcomes and impacts?
- To which extent are the results of the intervention likely to have a long term, sustainable positive contribution to the SDG and relevant targets? (explicitly or implicitly)

**f) Gender equality and non-discrimination**

- What are so far the key achievements of the project on gender equality and women's empowerment?
- Has the use of resources on women's empowerment activities been sufficient to achieve the expected results?
- To what extent is the M&E data supporting project decision making related to gender?
- Has the project addressed other vulnerable groups, such as people living in poverty, youth and informally employed, if so which ones?

**3. EVALUATION METHODOLOGY**

The independent mid-term 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 Development Group (UNDG) evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards. 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 evaluation will apply a mix methods approach, engaging with key stakeholders of the project at all levels during the design, field work, validation and reporting stages. To collect the

data for analysis, the evaluation will make use of the techniques listed below (but not limit to). The data from these sources will be triangulated to increase the validity and rigor of the evaluation findings.

**Desk review** of project design and strategy documents, activity documents, communications and research and publications

**Key informant interviews** with project staff, relevant ILO specialists, GoR, tripartite constituents, civil society organizations and other stakeholders and partners (see annex Focus group discussions with beneficiaries (women and men potential migrants, migrant workers, return migrant workers and members of their families)

**Field In-depth interviews in Rwanda:** 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 evaluator must indicate the criteria selection for individuals to interview.

The selection of the field visits locations should be based on criteria to be defined by the evaluation team. Some criteria to consider may include:

- Locations with successful and less or unsuccessful results (from the perception of key stakeholders and the progress reports). The rationale is that extreme cases, at some extent, are more helpful than averages for understanding how process worked and results have been obtained;
- Locations that have been identified as providing particular good practices or bringing out particular key issues as identified by the desk review and initial discussions;

At the end of the field work the evaluation team will present preliminary findings to the project key stakeholders in a workshop to discuss and refine the findings and fill information gaps.

Methodology should include examining the interventions' Theory of Change, specifically in the light of logical connect between levels of results, its coherence with external factors, and their alignment with the ILO's strategic objectives, SDGs and related targets, national and ILO country level outcomes.

The data and information should be collected, presented and analyzed with appropriate gender disaggregation even if project design did not take gender into account. Multiple methods and triangulation will be applied to analyze both quantitative and qualitative data. A more detailed methodology for the assignment will be elaborated by the evaluator on the basis of this TOR, in consultation with the ILO Evaluation Manager in the Inception report that has to be approved by the evaluation manger

#### 4. MAIN DELIVERABLES

- a) An inception report - upon the review of available documents and an initial discussion with the project management and the donor (following EVAL Guidelines –Checklist 3). The inception report will:

- Describe the conceptual framework that will be used to undertake the evaluation;
- Describe briefly how the MSD approach is considered in the evaluation.
- Elaborate the methodology proposed in the TOR with adjustments and precisions as required;
- Set out the evaluation matrix to indicate how each evaluation will be answered in terms of evaluation indicators, data sources, (emphasizing triangulation as much as possible) data collection methods, and sampling
- Selection criteria for locations to be visit ;
- 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 guides to be used for interviews, observation, focal groups and other techniques that may be applied;
- Set out the agenda for the stakeholders workshop;
- Set out outline for the evaluation report;

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

- b) Stakeholders' (i.e. the Steering Committee, the Technical Working Group and the Donor) workshop to present preliminary findings at the end of field work phase. The evaluator will organize a half day meeting to discuss the preliminary findings of the evaluation after data collection is completed. The workshop will be technically organized by the evaluation team with the logistic support of the project.
- c) First draft of Evaluation Report (see outline below). The report will be reviewed methodologically by the evaluation manager. After that, it will be shared with all relevant stakeholders for two weeks for comments. The comments will be provided to the evaluator to arrive to a final version that integrates the comments.
- d) Final version of the evaluation report incorporating comments received (or a specifi justification for not integrating a comment). The report should be no longer than 30 pages excluding annexes.. The quality of the report will be assessed against the EVAL checklist 6. The report should also include a section on output and outcome level results against indicators and targets of each project and comments on each one.

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

e) Executive summary in ILO EVAL template

The draft and final versions of the evaluation report in English (maximum 30 pages plus annexes) will be developed under the following structure:

1. Cover page with key project data (project title, project number, donor, project start and completion dates, budget, technical area, managing ILO unit, geographical coverage); and evaluation data (type of evaluation, managing ILO unit, start and completion dates of the evaluation mission, name(s) of evaluator(s), date of submission of evaluation report).
2. Table of contents
3. Acronyms
4. Executive Summary
5. Background of the project and its intervention logic
6. Purpose, scope and clients of evaluation
7. Methodology and limitations
8. Review of project results
9. Presentation of findings (by evaluation criteria)
10. Conclusions and Recommendations (including to whom they are addressed, resources required, priority and timing)
11. Lessons learnt and potential good practices
12. Annexes (TOR, table with the status achieved of project indicators targets and a brief comment per indicator, list of people interviewed, Schedule of the field work overview of meetings, list of Documents reviewed, Lessons and Good practices templates per each one, other relevant information).

All reports, including drafts, will be written in English. Ownership of data from the evaluation rests jointly with the ILO and the evaluator. The copyright of the evaluation report will rest exclusively with the ILO. Use of the data for publication and other presentations can only be made with the written agreement of the ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

## **5. MANAGEMENT ARRANGEMENTS AND WORK PLAN**

**Evaluation Manager:** the evaluation will be managed by Mr. Ricardo Furman, Senior Monitoring and Evaluation Officer, ILO Regional Office for Africa who has not had prior involvement in the project. In the event that another technical official is nominated to this position, stakeholders will be immediately informed, and the technical officer will work with the

technical support and oversight provided by the Regional Monitoring and Evaluation Officer. The Evaluation Manager will not be replaced once the assignment has commenced.

The Evaluation Manager is responsible for completing the following specific tasks:

- Draft and finalize the evaluation TOR with inputs from key stakeholders (draft TORs to be circulated for comments);
- Develop the Call for expression of interest and select the independent evaluator in coordination with EVAL;
- Brief the evaluator on ILO evaluation policies and procedures;
- Initial coordination with the project team on the development of the field mission schedule and the preliminary results workshop;
- Approve the inception report
- 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 for anyone that has not been addressed) and meets ILO requirements.
- Share the report with EVAL for final approval and uploading in the public e-discovery repository.

### **Evaluation team**

The evaluation team will consist of one team leader consultant and one team member. The team leader will have the final responsibility for the evaluation report. The evaluation team will agree on the distribution of work and schedule for the evaluation and stakeholders to consult.

### **Qualifications**

#### **Team Leader (principal evaluator)**

- University Degree with minimum 7 years of experience in international project /program evaluation in undertaking evaluations of similar projects preferably in sub/Saharan Africa;
- Expertise in the Market Systems Development (MSD) approach and its practical implications for project design, implementation and/or evaluation will be an asset.
- Experience in using the Theory of change approach on evaluation.
- Strong background in local economic and enterprise development as well as Human Rights Based Approach programming and Results Based Management;
- Extensive experience in applying, qualitative and quantitative research methodologies including participatory approaches (mix methods);
- 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 excellent report writing skills in English.

### **National Consultant**

- University Degree with minimum of 5 years of experience in international project/ programme evaluation and/or social research as evaluation team member
- Background in development issues, with a particular focus on employment and market development issues
- Good understanding of the private sector;
- Experience in applying, qualitative and quantitative research methodologies;
- Experience in direct and participatory community-based observation, and experience in participative evaluation techniques would be an asset;
- Excellent analytical skills and communication skills;
- Demonstrated report writing skills in English; excellent command of one or two other national languages spoken in Rwanda will be an asset.

### **List of stakeholders to contact:**

- Ministry of Public Service and Labour (MIFOTRA)
- Social Partners
- Representatives of the donor (SIDA) in Rwanda
- Project team
- ILO support units (CO-Dar es Salaam, DWT/CO-Pretoria, ILO technical unit at HQ and technical back stopper in ILO CO-Harare).
- Final beneficiaries (men and women)

### **The role of the Project:**

The project management team will provide logistical support to the evaluation team and will assist in organizing a detailed evaluation mission agenda. The projects will also ensure that all relevant documentations are up to date and easily accessible (in electronic form in a space such as Dropbox) by the evaluation team from the first day of the contract (desk review phase).

### **Evaluation Timetable and Schedule**

The MTE will be conducted between October and December 2019.

<b>List of Tasks</b>	<b>Responsible</b>	<b>Time line (Tentative Dates)</b>
Selection of the consultant and contract signing (TORs, 2 weeks Call for EoI and contract of selected consultant)	ILO EVAL Evaluation manager	October-early November
Discussion with the Consultants (Skype) on the Project and the TOR	Evaluation manager	November
Desk review	Evaluator	November
Inception report development and approval	Evaluator	November
Field mission and stakeholders' workshop	Evaluator	November
Draft evaluation report development	Evaluator	November-early December
Circulation of draft report among key stakeholders including donor for feedback (2 weeks)	ILO EVAL Evaluation manager	December
Consolidate feedback and share with the Consultant.	ILO EVAL Evaluation manager	December
Final report submission, review and approval	Evaluator, EM and EVAL	December (it may have to be extended to early January)

### Proposed work days for the evaluation team

Phase	Responsible Person	Tasks	No of days	
			IC	NC
I	Evaluation team leader	<ul style="list-style-type: none"> <li>o Briefing with the evaluation manager, the project team and the donor</li> <li>o Desk Review of programme related documents</li> <li>o Inception report</li> </ul>	5	2
II	Evaluation team with organisational support from ILO	<ul style="list-style-type: none"> <li>o In-country consultations with programme staff</li> <li>o Field visits</li> <li>o Interviews with projects staff, partners beneficiaries</li> <li>o Stakeholders workshop for sharing findings</li> <li>o Debriefing with the CO – Dar es Salaam</li> </ul>	10	10
III	Evaluation team	<ul style="list-style-type: none"> <li>o Draft report based on consultations from field visits and desk review and the stakeholders' validation workshop</li> </ul>	6	2
IV	Evaluation Manager	<ul style="list-style-type: none"> <li>o Quality check and initial review by Evaluation Manager</li> <li>o Circulate revised draft report to stakeholders</li> <li>o Consolidate comments of stakeholders and send to team leader</li> </ul>	0	0
V	Evaluation team leader	<ul style="list-style-type: none"> <li>o Finalize the report including explanations on why comments were not included</li> </ul>	2	0
<b>TOTAL</b>			<b>23</b>	<b>14</b>

IC: Team leader      NC: National consultant

### Resources

Estimated resource requirements at this point:

- Team leader: travel to Kigali and project target areas including flights and DSA days
- National consultant: travel to the project target areas and DSA days
- Local transportation in the country
- Stakeholders' workshop

## ANNEX

### RELEVANT POLICIES AND GUIDELINES

ILO Policy Guidelines for evaluation: Principles, rationale, planning and managing for evaluations, 3<sup>rd</sup> ed.

[http://www.ilo.ch/eval/Evaluationpolicy/WCMS\\_571339/lang--en/index.htm](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](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](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](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](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_206158/lang--en/index.htm)

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

Guidance note 7: Stakeholders participation in the ILO evaluation

[https://www.ilo.org/global/docs/WCMS\\_165982/lang--en/index.htm](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](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](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>