

Call for Expression of Interest for a consultancy to conduct an internal Final Evaluation for the
Employment Intensive Investment Program (EIIP) & Decent Employment for Women in Yemen

Project Title	Employment Intensive Investment Program (EIIP) & Decent Employment for Women in Yemen
Countries Covered	Yemen
Application Deadline	April 22 2023
Expected Duration	April-May

The ILO in Yemen is seeking Expressions of Interest from a consultant (evaluator) to conduct an internal final evaluation for the Employment Intensive Investment Program (EIIP) & Decent Employment for Women in Yemen as per the details found in the below attached TOR.

Required Information/Documents to submit as an Expression of Interest:

Please submit the following:

- An Up-to-date CV highlighting relevant experience
- An evaluation report from previous experience that was implemented and prepared by the applicant
- Financial proposal specifying daily rate in USD.

Please submit required information by the deadline above via email to Al-Tairi, Yousef al-tairi@ilo.org.



INTERNATIONAL LABOUR ORGANIZATION

**Terms of Reference (ToR) for Final Internal Project Evaluation
“Employment Intensive Investment Program (EIIP) & Decent Employment for Women in Yemen”**

1. KEY FACTS	
TC Symbol:	YEM/21/01/RBS
Countries:	Yemen
Project title:	Employment Intensive Investment Program (EIIP) & Decent Employment for Women in Yemen
Duration:	21 months
Start Date:	1 September 2021
End Date:	31 May 2023
Administrative unit:	Regional Office for the Arab States (ROAS)/DWT-Beirut
Technical Backstopping Unit:	Regional Office for the Arab States (ROAS)/ DWT-Beirut
Evaluation requirements:	Final Internal Evaluation
Donor:	RBSA- ILO
Budget:	US\$ 600,000

Project Context

Since the conflict began in 2015, Yemen's economy has contracted by more than 40 per cent. Conflict and related factors have led to an overall increase in poverty, estimated at between 71 to 78 per cent, with women more severely affected than men.¹ The continued impact on economic activities has left 40 per cent of Yemeni households without a regular source of income. Severe food and fuel shortages combined with high commodity prices further hurt the poor and left many unprotected.

According to the UN HRP 2023, 21.6¹ million people are in need of humanitarian assistance and protection, as two-thirds of the population, *as a result of protracted conflict, displacement and economic deterioration, compounded by recurrent natural disasters* –.. Poor and disadvantaged women are more vulnerable to crisis than men due to the conditions that predispose them to severe disaster impacts. Difficulties in finding adequate shelter, food, safe water, and fuel for cooking, as well as problems in maintaining personal hygiene and sanitation, prevent women from performing their usual roles at home. All of these are problems related to women's gender identity and social roles. Many poor and destitute women remain unemployed during and after crisis.

The crisis in Yemen has serious and far-reaching economic consequences for women and girls, and these impacts should be recognized, prevented, and mitigated. Yemeni women face greater economic vulnerability as their labor participation is often highly informal, without social protection. These vulnerabilities have been compounded by the pandemic. Women's engagement in economic activities, especially in informal sectors, can increase gender gaps in livelihoods.

UN agencies, NGOs and local institutions are responding to this grave situation providing humanitarian assistance. In 2021 total humanitarian expenditure is estimated to reach 1.9 Bn. US\$². Cash for Work³ (CFW) through which temporary employment and incomes are created for vulnerable households is a significant component of the humanitarian response with an expenditure of an estimated at 400MUS\$ per annum, creating and targeting 16m⁴ individuals.

The current mediation and de-escalation of the conflict since early 2021 is broadening the space and may provide the conditions and space in which more long-term sustainable employment and decent work can be created. It may also provide the opportunity to address issues such as sustainability, standards, productivity, health and safety, capacity building in a more systemic way. *The six-month truce between the Internationally Recognized Government of Yemen (IRG) and the de-facto authority (DFA) in the north of Yemen (also known as the Houthis) ended on 2 October 2022. From October–December, conflict incidents did not re-escalate, and international stakeholders continued to lead diplomatic efforts towards renewing the truce. A data review reveals that social control, regional and global economic conditions, deteriorating access to healthcare, and reduced purchasing power were key drivers of humanitarian needs in Yemen throughout the reporting period. These factors are not new, and although they affected all Yemenis to a degree, groups such as women, children, people with chronic illnesses, and Yemeni and non-Yemeni migrant workers felt them more acutely.*

Since the conflict began in 2015, Yemen has witnessed severe infrastructure damage and the economy has contracted by more than 40 per cent. Conflict and related factors have led to an overall increase in poverty, estimated at between 71 to 78 per cent, , 40 per cent of Yemeni households live without a regular source of income, and with women being more severely affected

¹ [Yemen Humanitarian Response Plan 2023 \(January 2023\) \[EN/AR\] - Yemen | ReliefWeb](#)

than men. The COVID-19 outbreak has profoundly affected Yemenis' and women's ability to maintain their livelihoods, forcing them to earn less, save less and live with poor resources.

In order to address this problem, through RBSA funded intervention, the ILO is adapting and applying experiences from the Employment Intensive Investment Programmes (EIIP) in other countries affected by crisis situations to provide innovative social protection and decent work solutions and contribute to the humanitarian development peace nexus, targeting women and the most vulnerable groups.

The overall outcome of the EIIP & Decent Work for Women (2021-2023) in Yemen is to contribute to increasing the capacity of ILO's constituents to promote peaceful, stable and resilient societies through decent work.

The utilization of EIIP approaches builds the capacity of national institutions, such as Public Works Project (PWP) and the Social Fund for Development (SFD) to restore local infrastructure and results in the creation of short-term and long terms sustainable employment with the potential to introduce and support social protection, improved productivity and Health and safety. It also provides a platform to address the needs of targeted vulnerable groups who benefits from improved literacy, skill development opportunities, and hence enhance their potential to access longer-term, sustainable employment and livelihood opportunities and support local community needs. Moreover, the integration of the EIIP approaches at existing Cash-for-Work interventions facilitates the shifting towards sustainable employment, engagement of private-sector contractors and application of Decent Work provisions.

The project incorporates decent employment dimensions in infrastructure development with emphasis on enabling a construction environment for local small-scale contractors, sustainable procurement management, and governance for the inclusion of decent working conditions. The EIIP approach to infrastructure development makes optimal use of local resources (workforce, material, technology, among others) as a major input to perform the work.

The project identifies a number of strategies and actions to better involve small-scale contractors in labour-based works to develop the construction industry and provide capacity development of small-scale and emerging local contractors mainly women and youth.

Objectives:

The Specific Objectives of the project are:

1. Mainstreaming employment intensive investment approach, decent work, Occupational Safety and Health, and environmental and social safety guards in all existing implementing partner's guidelines, tools, and projects on cash-for-work, according to ILO most updated tools and methodologies; and
2. Reviewing, updating, and piloting the community contractors' guidelines for a sensitive approach on gender inclusion.

Major outputs

OUTPUT A-1:	Existing Cash for Work documents reviewed and shifted to EIIP.
OUTPUT A-2:	SOPs on Occupational Safety and Health and ESS reviewed and enhanced.
OUTPUT A-3:	SOPs/manuals on community contracting are reviewed and enhanced with a particular focus on women community contracting.
OUTPUT A-4:	Capacity building for 50 women community contractors delivered.
OUTPUT A-5:	Financial support for 20 women community contractors is provided.
OUTPUT A-6:	Capacity building for 100 local contractors is delivered.
OUTPUT A-7:	EIIP pilot project is implemented by trained women community contractors.
OUTPUT A-8:	Capacity building and training for PWP & SFD staff on EIIP is delivered
OUTPUT A-9:	Capacity building and training for PWP, SFD & MOSAL staff on OSH is delivered

3. PURPOSE AND SCOPE OF THE EVALUATION

Evaluation Background

ILO considers evaluation as an integral part of the implementation of development 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. The Regional M&E and Knowledge Management Officer at the ILO ROAS supports the evaluation function for all ILO projects.

The project document states that a final internal evaluation will be conducted, which will be used to assess the achievements of results, identify the main difficulties/constraints, assess the impact of the programme for the targeted stakeholders, and formulate lessons learned and practical recommendations to improve future similar programs.

Purpose

The purpose of the internal final evaluation is to assess the overall achievements of the project against its planned outcomes and outputs to generate lessons learned and best practices.

It will provide analysis and will examine the efficiency, effectiveness, relevance, potential impact and sustainability of the projects. The evaluation report shall reflect findings from this evaluation on the extent to which the different phases have achieved their stated objectives, produced the desired outputs, and realized the proposed outcomes. This evaluation will also identify strengths and weaknesses in the project design, strategy, and implementation as well as lessons learned with recommendations. Furthermore, it will touch upon cross cutting issues such as gender equality and disability.

The evaluation will comply with the ILO evaluation policy, which is based on the United Nations Evaluation Norms and Standards and the UNEG ethical guidelines.

Scope of the evaluation

The evaluation will cover the whole project and look at the project activities, outputs and outcomes in Yemen. The evaluation will take into consideration the project duration, existing resources and political, security and environmental constraints.

Geographical scope: Sana'a & Aden will need to be covered by this evaluation.

The evaluation will take place from 20/04/2023 until 31/05/2023 through online field work to collect information from different stakeholders. The consultancy shall start with initial briefing with the project team, Yemen Office and the Regional Office for Arab States (ROAS). The International Consultant will be working online and supported by a local consultant who will do the field work; conducting FGDs, interviewing stakeholders, etc.

The evaluation will integrate gender equality and inclusion of people with disabilities as a cross-cutting concern throughout its methodology and all deliverables, including the final report.

Clients of Evaluation

The primary clients of this evaluation are ILO ROAS and Yemen team, the ILO constituents, Implementing Partner; Public Works Project (PWP), Social Fund for Development (SFD) and Ministry of Social Affairs & Labor (MOSAL). Secondary users include other project stakeholders and units that may indirectly benefit from the knowledge generated by the evaluation.

4. EVALUATION CRITERIA AND QUESTIONS

The evaluation utilizes the standard ILO framework and follows its major criteria:

- ✓ **Relevance and strategic fit** – the extent to which the objectives are aligned with sub-regional, national and local priorities and needs, the constituents' priorities and needs, and the donor's priorities for the country;
- ✓ **Validity of design** – the extent to which the project design, logic, strategy and elements are/remain valid vis-à-vis problems and needs;
- ✓ **Efficiency** - the productivity of the project implementation process taken as a measure of the extent to which the outputs achieved are derived from an efficient use of financial, material and human resources;
- ✓ **Effectiveness** - the extent to which the project can be said to have contributed to the development objective and the module objectives and more concretely whether the stated outputs have been produced satisfactorily; in addition to building synergies with national initiatives and with other donor-supported projects;
- ✓ **Impact** - positive and negative changes and effects caused by the project at the sub regional and national levels, i.e. the impact with social partners, government entities, beneficiaries, etc.;
- ✓ **Effectiveness of management arrangements**; and
- ✓ **Sustainability** – the extent to which adequate capacity building of social partners has taken place to ensure mechanisms are in place to sustain activities and whether the existing results are likely to be maintained beyond project completion; the extent to which the knowledge developed throughout the project (research papers, progress reports, manuals and other tools) can still be utilized after the end of the project to inform policies and practitioners,

Relevance and strategic fit:

- ❖ How well does the project's approach fit the context of the on-going armed conflict in Yemen? To what extent does the project fit into national development and humanitarian response plans for Yemen? Does the project's design take into account local efforts addressing the crisis? Are the planned project's objectives and outcomes relevant and realistic to the situation and needs of the Yemeni people in general and of youth in particular? Were the problems and needs adequately analyzed?
- ❖ How does the project's objectives respond to the priorities of ILO in Yemen & ILO's P & B?
- ❖ To what extent are the project's activities aligned with the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2022-2024?

Validity of design:

- ❖ Are the project's strategies and structures coherent and logical (what are logical correlations between the development objective, module outcomes, and outputs)? Do any changes need to be made to the design of the project? (recommendations for future and ongoing phases)
- ❖ Were the chosen stakeholders; PWP, SFD & MOSAL, good fits for this type of project?
- ❖ Did the design successfully integrate mainstreaming gender equality in aspects of work according to ILO conventions on gender equality?

Effectiveness:

- ❖ Did the project succeed in achieving the development objective and module outcomes? Were targets reached?
- ❖ Were the provided trainings capable of providing the trainees with the knowledge on how to start their own businesses, become women community contractors and pilot EIIP interventions? Did the beneficiaries gain the intended skills planned? Were there any additional skills acquired?
- ❖ Did the project provide business development services? And were these services gender sensitive?

Sustainability:

- ❖ Is PWP, SFD & MOSAL willing to carry on the project after implementation is over?
- ❖ Are the results achieved by the project so far likely to be sustainable? What measures have been considered to ensure that the key components of the project are sustainable beyond the life of the project?
- ❖ To what extent does capacity building and procedures/policy development by the project contribute to sustainability?

Efficiency:

- ❖ To what extent have the project's activities been cost-effective? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
- ❖ To what extent has the project been efficient in keeping up with the timeframe taking into consideration any delays?
- ❖ To what extent has the project been able to build on other ILO or non-ILO initiatives either nationally or regionally, in particular with regard to the creation of synergies in cost sharing?

Effectiveness of management arrangements:

- ❖ What was the division of work tasks within the project's team? Has the use of National skills and management (PWP, SFD) been effective? How does the project's governance structure facilitate good results and efficient delivery? What can be learned for efficiency gains?
- ❖ How effective was communication between the project's team, the regional office and the responsible technical department at headquarters? Has the project received adequate technical and administrative support/response from the ILO backstopping units?

How effectively does the project's management team monitor the project's performances and results? Does the project report on progress in a regular and systematic manner, both at regional level, to PROGRAM? What M&E system has been put in place, and how effective has it been? Does the M&E system provide for capturing results in terms of women's and PWDs' participation?

Impact orientation:

- ❖ Did the project have an impact on the perceptions or use of EIIP, gender-responsive community contracting, (by all sides involved)? What are the women's perception of hope in their future?
- ❖ Is it expected to change in the foreseen period from cash for work to emergency employment interventions and what are the measures in place to assess this rate?
- ❖ To what extent are national partners able and willing to continue with the project? How effectively has the project built national ownership?

Challenges, Lessons learned and Specific Recommendations for the formulation of new Phases:

- ❖ How has the nature of the conflict affected the planning, implementation and progress of the project?
- ❖ Based on the challenges identified during the implementation, how can challenges be addressed in future phases?
- ❖ What good practices can be learned that can be applied to the future phase and similar future projects?

5. METHODOLOGY

The evaluation will be carried out by a hired external consultant. The following is the proposed evaluation methodology. Any changes to the methodology should be discussed with and approved by the Evaluation Manager.

Desk Review

The evaluator will review project background materials before conducting any interviews. These include the project proposal, the Implementation agreement with PWP, the ToRs for the consultant working for updating SFD's manuals and the MOSAL training materials.

1. Briefing

The evaluator will have an initial consultation with the relevant ILO specialists and support staff in Yemen and ROAS. The objective of the consultation is to reach a common understanding regarding the status of the project, the priority evaluation questions, available data sources and data collection instruments and an outline of the final evaluation report. The following topics will be covered: status of logistical arrangements, project background and materials, key evaluation questions and priorities, outline of the inception and final report.

2. Individual Interviews and/or Group Interviews

After the initial consultation with ROAS, and following the initiation briefing with project team, Yemen team and backstopping specialist and the desk review and the inception report, the evaluator will have meetings with constituents/stakeholders. Interviews will use a questionnaire designed to solicit feedback on opportunities and constraints to the delivery of project outcomes. The questionnaire will be developed by the evaluator in consultation with project staff. The International Consultant will be working online and supported by a local consultant to help in the field work in Yemen.

Individual or group interviews will be conducted with the following:

- a) Project staff, the ILO National Program Coordinator, the ILO Chief Technical Advisor in Yemen .
- b) ILO ROAS DWT Director, RPU, and Sr Resilience /Crisis Resp Spec ,
- c) Interviews with constituents (MOSAL); national counterparts; implementing partner: Public Works Project (PWP) & Social Fund for Development (SFD)

A list of interviewees as well as scheduled meetings shall be developed by the project staff and provided to the evaluator.

3. Debriefing

Upon completion of the data collection & analysis, the evaluator will provide a debriefing to the Project/Yemen team, ILO DWT and ROAS on the evaluation findings, conclusions and recommendations. The evaluator will also debrief stakeholders to validate results.

Evaluation Management

The evaluator will report to the ILO evaluation manager on technical and methodological matters . . .

6. MAIN DELIVERABLES

The main outputs of the evaluation consist of the following:

- Deliverable 1: Inception Report
- Deliverable 2: Draft evaluation report
- Deliverable 3: Internal Debrief
- Deliverable 4: Stakeholder debrief and PowerPoint Presentation (PPP)
- Deliverable 5: Draft 2 evaluation report
- Deliverable 6: Final evaluation report with executive summary (as per ILO's standard procedure. Comments will have to be integrated)

Inception Report

The evaluator will draft an Inception Report, which should describe, provide reflection and fine-tuning of the following issues:

- Project background
- Purpose, scope and beneficiaries of the evaluation
- Evaluation criteria and questions
- Methodology and instruments
- Main deliverables

- Management arrangements and work plan.

Final Report

The final version of the report will follow the format below and be in a range of **15-20 pages** in length, excluding the annexes:

1. Title page
2. Table of Contents, including List of Appendices, Tables
3. List of Acronyms or Abbreviations
4. Executive Summary with key findings, conclusions and recommendations
5. Background and Project Description
6. Purpose of Evaluation
7. Evaluation Methodology and Evaluation Questions (evaluation questions to also capture gender information to better mainstream gender in the report)
8. Key evaluation findings (organized by evaluation criteria)
9. A table presenting the key results (i.e. figures and qualitative results) achieved per objective (expected and unexpected)
10. Clearly identified conclusions and recommendations on how to proceed with future phases (identifying which stakeholders are responsible and the time and resource implications of the recommendations)
11. Lessons Learned (in prescribed template)
12. Potential good practices(in prescribed template) taking into account gender specificities
13. Annexes (list of interviews, TORs, list of documents consulted, list of meetings and interviews attended, etc.)

The quality of the report will be assessed against the EVAL Checklists 4, 5, and 6.

The deliverables will be submitted in the English language, and structured according to the templates provided by the ILO.

7. MANAGEMENT ARRANGEMENTS

ROLES AND RESPONSIBILITIES

The Evaluator- is responsible for conducting the evaluation according to the terms of reference (ToR). He/she will:

- Review the TORs and provide input, propose any refinements to assessment questions, as necessary, during the inception phase;
- Review project background materials (e.g., project document, progress reports).
- Prepare an inception report;
- Develop and implement the evaluation methodology (i.e., conduct interviews, review documents) to answer the evaluation questions;
- Conduct preparatory consultations with the ILO EM and REO prior to the evaluation mission.
- Conduct online field research, interviews, as appropriate, and collect information according to the suggested format;
- Present preliminary findings to the stakeholders;

- Prepare an initial draft of the evaluation report with input from ILO specialists and constituents/stakeholders;
- Conduct a briefing on the findings, conclusions and recommendation of the evaluation to ILO Yemen and ROAS;
- Prepare the final report based on the ILO, constituents’ feedback obtained on the draft report.

The ILO Evaluation Manager is responsible for:

- Drafting the TORs;
- Finalizing the TORs with input from colleagues;
- Hiring the consultant;
- Providing the consultant with the project background materials in consultation with project staff, through uploading in specific space created for this purpose
- Participating in preparatory consultations (briefing) prior to the assessment mission;
- Assisting in the implementation of the assessment methodology, as appropriate (i.e., participate in meetings, review documents), in consultation with Project/Yemen team;
- Reviewing the initial draft report, circulating it for comments and providing consolidated feedback to the External Evaluators (for the inception report and the final report);
- Reviewing the final draft of the report;
- Disseminating the final report to all the stakeholders – in consultation with ILO Yemen;
- Coordinating follow-up as necessary.

The ILO REO:

- Provides support to the planning of the evaluation;
- Provide technical inputs as needed.

Duration of Contract and Timeline for Delivery

The collaboration between ILO and the Consultant is expected to start as of 20 Apr 2023 (or upon signature) until May 31, 2023. The estimated number of required working days for this assignment is as below:

Tasks	Number of Working days
Kick-off meeting	0.5
Desk review of documents related with projects	3
Drafting Inception report	3
Interviews	4
Drafting report	7
Briefing of preliminary findings	0.5

Integration of comments and finalization of the report	2
Estimated Total number of Working days	20

Supervision

The evaluator will work under the direct supervision of the Evaluation Manager on any technical and methodological matters related to this evaluation. The evaluator will be required to provide continuous updates on the progress of work and revert to the ILO with any challenges or bottlenecks for support. Coordination and follow-up with the evaluator will take place through e-mail or MS Teams or any other digital communication mean.

8. LEGAL AND ETHICAL MATTERS

- This evaluation will comply with ILO evaluation guidelines and UN Norms and Standards.
- The TORs is accompanied by the code of conduct for carrying out the evaluation “Code of conduct for evaluation in the ILO” (See attached documents). The selected consultant will sign the Code of Conduct form along with the contract.
- UNEG ethical guidelines will be followed throughout the evaluation.

REQUIREMENTS

The evaluator should have:

- An advanced degree in social sciences, economics, or similar;
- Proven expertise on evaluation methods, EIIP, gender-responsive community contracting, conflict issues and the ILO approach;
- Extensive experience in the evaluation of development and humanitarian/emergency interventions;
- An understanding of the ILO’s tripartite culture;
- Knowledge of Yemen and the regional context;
- Full command of the English language (spoken and written) will be required. Command of the national language (Arabic) would be an advantage.

Deadline for applications is Apr 22, 2023.