INTERNATIONAL LABOUR ORGANIZATION

Terms of Reference (ToR) for the Final Internal Project Evaluation of "Enhanced capacity of the government and social partners to develop a national labour policy, and mainstream SDGs relating to employment and DW into national development and crisis response frameworks" in Lebanon

I. Key Facts

DC Symbol:	LBN/20/01/RBS
Country:	Lebanon
Project titles:	Enhanced capacity of the government and social partners to develop a national labour policy, and mainstream SDGs relating to employment and DW into national development and crisis response frameworks
Duration:	21 months (with the extensions)
Start Date:	August 01, 2020
End Date:	April 30, 2022
Administrative unit:	DWT
Technical Backstopping Unit:	EMPLOYMENT
Collaborating ILO Units:	STATISTICS
Evaluation requirements:	Internal Final Evaluation
Donor:	RBSA

Budget:	$ 600,000
Evaluation Manager	Jad Yassin

II. Background

1. Lebanon has been battling for years with high levels of informality and labour underutilization, especially among the youth. Decent and productive employment opportunities remain scarce while labour market institutions are weak and the fiscal space extremely limited. The significant lack of reliable and timely labour force data and statistics in the past has also hindered attempts to develop evidence-based policies aimed at addressing the employment challenges in the country. In 2019, however, Lebanon finally completed and released its first full-fledged Labour Force and Households' Living Conditions Survey (LFHLCS), with ILO's support. Data provided by this survey, however, only reflect the labour market and employment situation prior to the dual shock emanating from both the financial and economic crisis of 2019 and the more recent COVID-19 pandemic of 2020.

2. In October 2019, protracted large-scale popular protests swept through the country, accusing the ruling elite of steering the country towards economic crisis and increased poverty, and failing to develop a comprehensive policy framework to address the country's deeply entrenched economic and employment challenges. As the protests drew on and the crisis deepened, vulnerability levels mounted while businesses were severely hit, resulting in thousands of workers either being laid off or having their salaries cut and hours of work reduced.

3. Amidst this crippling financial and economic crisis and the lack of an overall employment and labour market vision, Lebanon was further hit by the global coronavirus pandemic, compounding the economic, employment and poverty hardship rampant in the country prior to the virus outbreak. The lockdown enforced by the government exacerbated the situation with different impacts on different sectors and occupations.

4. Against this backdrop, this project was envisaged to support the Lebanese government in its efforts to address the labour market repercussions of the dual economic and health crises, in addition to addressing the country's longstanding structural employment challenges facing women and men. This was in line with the national priorities of the new government, as expressed in the Ministry of Labour's 100-Day Action Plan. The plan identifies the development of a comprehensive policy that is based on analysis and social dialogue as a national priority. It was also in line with the second priority of the Lebanon Decent Work Country Programme (2017-2020), which focuses on policy development for enhanced productive employment, as well as core priority three of the United Nations Strategic Framework for Lebanon 2017-2020. The project also contributed towards Planning and Budgeting Outcome 3 on "Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all", Outcome 1 on "Strong tripartite constituents and influential and inclusive social dialogue" and Outcome A on "Improved knowledge and influence for promoting decent work".

5. More particularly, this project aimed to provide a coordinated response to the employment challenge,

addressing the immediate/urgent needs of the crisis-affected population (Emergency Response), while providing a roadmap for a sustainable and inclusive labour market recovery and development (Recovery Strategy).

6. As such, the ILO planned to support the development of a comprehensive National Employment Policy for recovery, that addresses short-, medium- and long- term challenges, while developing capacities of relevant institutions and promoting social dialogue. The policy would be in line with the ILO's new generation of tripartite-driven, gender-responsive and results-based national employment policies, and would be developed in line with relevant international labour standards, notably the ILO Employment Policy Convention, 1969 (No. 122) that calls upon Member states to develop an active policy designed to promote full, productive and freely chosen employment, and the ILO Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144). It also responded to the more recent ILO Centenary Declaration for the Future of Work, adopted in June 2019, focusing on country-specific future of work challenges, and was based on a wide range of international standards and instruments, including the Recommendation concerning the Transition from the Informal to the Formal Economy (R. 204), amongst others. Statistical data was collected in line with the ILO Labour Statistics Convention, 1985 (No. 160) and adhered to the standards set by the International Conference of Labour Statisticians.

7. A data-driven modern National Employment Policy requires accurate labour market statistics that reflect the current state of the labour market in Lebanon. More importantly, data collection efforts must continue on a regular basis to compile sufficient information that can allow policymakers to understand emerging trends in the labour market.

8. Therefore, this project, through the RBSA Fund, aimed to establish a much-needed baseline of current labour market data to analyze for policy development which captures the effects of the compounded crises, while ensuring the knowledge transfers necessary to allow the constituents to participate in a similar process in the future independently. The design included providing support to the Central Administration of Statistics to implement a Follow-up LFS adopting a methodology aligned with the latest statistical standards established by the International Conference of Labour Statisticians (ICLS) at its 19th Session and bearing in mind the recommendations provided at its 20th Session. Another component was providing capacity building to the CAS staff to ensure future sustainability of this endeavor, equipping them with the newest tools for data collection and data processing developed by the ILO, and the know-how to be able to conduct regular surveys in the future for subsequent policy monitoring and evaluation. The regular production of labour market indicators is the cornerstone of a healthy dialogue among Lebanese constituents in promoting social cohesion and contributing to the reconstruction and development of Lebanon. In this regard, the Follow-Up Labour Force Survey (FULFS) will inform future policy and operational interventions under the other DWCP pillars.

9. The project aimed at assisting the CAS to develop capacities and design survey to produce disaggregated data by sex and geographical location. Production and utilization of this labour market information is also in line with the requirements of the 2030 Agenda and its 17 Sustainable Development Goals (SDGs). Of particular relevance here are SDG 8 on (Inclusive growth and decent work), as well as relevant targets and indicators under SDG 1 (poverty) and SDG 5 (gender equality). The project has also planned to support the constituents towards ratification of "Labour Statistics Convention160" which ensures the regularity of collection, compilation and publication of labour.

10. The project consisted of 4 milestones as below:

1. **Milestone 1: Updated and sex-disaggregated labour market data and statistics collected for evidence-based policies**

Activity 1.1: Conduct a telephone-based follow-up survey to collect key labour market data and information.

2. **Milestone 2: Research on the labour market situation in Lebanon conducted to inform policy development**.

Activity 2.1: Conduct a Diagnostic Study on Employment in Lebanon

3. **Milestone 3: Improved social dialogue and enhanced tripartite capacities for employment policy dialogue and formulation**

Activity 3.1: Establish an ad hoc tripartite inter-ministerial committee and national technical task force responsible for the formulation of the National Employment Policy.

Activity 3.2: Enhance capacities of tripartite stakeholders on policy dialogue including through providing tripartite capacity building and training on national employment policy development and labour market information and analysis.

Activity 3.3 Establish a National Tripartite Council on Employment responsible for the implementation of the National Employment Policy and the review of employment-related issues more broadly. 10

4. **Milestone 4: National Employment Policy for Recovery developed and adopted**

III. Purpose and Scope of the Evaluation

Evaluation Background

5. ILO considers evaluation as an integral part of the implementation of development cooperation projects. 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 Evaluation Officer (REO) at the ILO ROAS supports the evaluation function for all ILO projects.

6. According to the project documents, a final internal evaluation will be conducted. It will be used to assess the achievements of results, identify the main difficulties/constraints, assess the impact of the project for the targeted populations, sustainability of project interventions and formulate lessons learned and practical recommendations to improve future similar project. This evaluation will also look at the effect of COVID-19 on the project's timeline and its impact on project implementation. The findings of the evaluation will be used in in the design of new or potential future similar projects in the region.

Purpose

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

8. It will provide analysis according to OECD criteria at country level 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 components have achieved their stated objectives. 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, disability, social dialogue, environmental sustainability, and international standards, and covid-19 in terms of challenges and opportunities for tackling the most vulnerable segments in line with guidelines and protocols set by EVAL/ILO.

9. The evaluation will comply with the ILO evaluation policy[1] including the protocols and guidelines set by EVAL/ILO, which is based on the OECD DAC and United Nations Evaluation Norms and Standards and the UNEG ethical guidelines[2].

Scope

10. The evaluation will assess the project duration covering August 2020 - April 2022. It will look at the project achievement at the level of each milestone. The evaluation will take into consideration the project duration, existing resources and political, security and environmental constraints. It will also look into the link between the project's objectives and the ILO's P&B strategy, DWCP in Lebanon, and the UNSDCF in Lebanon.

11. The evaluation will take place from July till September through online/field work to collect information from different stakeholders. The consultancy shall start with initial briefing with the project team and the Regional Office for Arab States (ROAS).

12. The evaluation will integrate gender equality[3], inclusion of people with disabilities, environmental sustainability, ILS and social dialogue, and Covid-19 as crosscutting concerns throughout its methodology and deliverables, including the final report. This is based on EVAL's protocols on crosscutting issues including the one on covid-19[4].

Clients of Evaluation

13. The primary clients of this evaluation are ILO, ILO ROAS, ILO EVAL, ILO constituents in Lebanon: Ministry of Labour, the Association of Lebanese Industrialists (ALI), workers' organizations, the Central Administration of Statistics (CAS), and other UN agencies.. Secondary users include other project stakeholders and units that may indirectly benefit from the knowledge generated by the evaluation.

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[1] https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/policy/wcms_603265.pdf
[2] http://www.unevaluation.org/document/detail/2866
[3] Guidance Note 3.1: Integrating gender equality in monitoring and evaluation:
https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746716.pdf
[4] Protocol on collecting evaluative evidence on covid-19 https://www.ilo.org/eval/WCMS_757541/lang--en/index.htm

IV. Evaluation Criteria and Questions

14. The evaluation utilises the standard ILO framework and follows its major criteria while integrating gender equality as a cross cutting issue throughout the evaluation questions:

   ✓ **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, including re-purposing in the mitigation of Covid-19 impacts;

   ✓ **Effectiveness** - the extent to which the project can be said to have contributed to the project objectives and more concretely whether the stated outputs have been produced satisfactorily with gender equality, including in the Covid-19 context; in addition to building synergies with national initiatives and with other donor-supported project;

   ✓ **Impact** - positive and negative changes and effects caused by the project at the national level, i.e. the impact with social partners, government entities, beneficiaries, etc.; special attention should be given to secondary job effects, which are expected to occur in economic infrastructure like agricultural roads, markets or irrigation.

   ✓ **Effectiveness of management arrangements** - the extent of efficient operational arrangements that supported the timely, efficient, and effective delivery of the project

   ✓ **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, in the case of infrastructure this refers concretely to whether operation and maintenance agreements are actually being implemented; the extent to which the knowledge developed throughout the project (research papers, progress reports, manuals and other tools) can still be utilised after the end of the project to inform policies and practitioners,

15. **<u>Relevance and strategic fit:</u>**

   - How well did the project approach fit in context of the protracted crisis in Lebanon? Were the problems and needs adequately analysed? Was gender prioritized?

   - How well were the project's objectives aligned with the framework of the ILO Decent Work Country Programme of Lebanon, the ILO's Project and Budget (P&B) 2020-21, and the SDGs?

   - To what extent did the ILO project provide a timely and relevant response to constituents' needs and priorities in the COVID-19 context?

16. **<u>Validity of design:</u>**

   - Were the project's strategies and structures coherent and logical (the extent of logical correlations between the objectives?

   - Were project's assumptions and targets realistic, and did the project undergo risk analyses and design readjustments when necessary?

- To what extent did the project design take into account: Specific gender equality and non-discrimination concerns relevant to the project context? As well as concerns relating to inclusion of people with disabilities, environmental sustainability, ILS and social dialogue?

17. <u>Efficiency:</u>

- Were all resources utilized efficiently to reach the project's objectives?
- How efficient were the coordination efforts with the CAS, worker and employer representatives, and other constituents?
- To what extent has the project been on track in terms of timely achieving the assigned milestones? If not, what factors contributed to the delays?
- To what extent has the project leveraged new or repurposed existing financial resources to mitigate COVID-19 effects in a balanced manner? Does the leveraging of resources take into account the sustainability of results?
- What were the intervention benefits and related costs of integrating gender equality?

18. <u>Effectiveness:</u>

- Were all set targets, outputs, and outcomes achieved according to plan?
- How effective was the coordination with the different stakeholders in supporting the project's objectives?
- How have stakeholders, particularly women, been involved in project's implementation?
- How did the outputs and outcomes contribute to ILO's mainstreamed strategies including gender equality, social dialogue, and labour standards?
- What positive or negative unintended outcomes can be identified?
- Has the project fostered ILO constituents' active involvement through social dialogue in articulating, implementing and sustaining coherent response strategies to mitigate the effects of the pandemic on the world of work?

19. <u>Impact orientation:</u>

- How were the survey results incorporated into the policy development?
- What are the expected impacts of the policy on the world of work in Lebanon?

20. <u>Sustainability:</u>

- Are the results achieved by the project so far likely to be sustainable- in terms of conducting surveys and drafting policies?

- What measures have been taken to ensure that the key components of the project are sustainable beyond the life of the project? Are they sufficient?
- How effectively has the project built national ownership? Is the CAS equipped to continue with the implementation beyond the project's lifespan?

21. **<u>Effectiveness of management arrangements:</u>**

- What was the division of work tasks within the project's teams? Has the use of local skills been effective?

- How effective was communication between the project's teams, 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?

22. **<u>Challenges, Lessons learned and Specific Recommendations for the formulation of new Phases:</u>**

- What good practices can be learned from the different phases of the project that can be applied to similar future projects?

- What were the main challenges identified? How were these different from the risk assumptions? What were the mitigation steps taken?

- What are the recommendations for future similar projects?

- What are the challenges, lessons learned and the recommendations regarding the cross-cutting issues of gender equality and inclusion, social dialogue, ILS, COVID-19 and environmental sustainability?

V. Methodology

23. The following is the proposed evaluation methodology. Any changes to the methodology should be discussed with and approved by the evaluation manager.
24. This evaluation will follow a mixed method approach relying on available quantitative data and primary qualitative data collected through interviews.
25. This evaluation will utilize all available quantitative and qualitative data from progress reports to research studies and database. The information will be analysed in light of the main thematic questions and results will be integrated with the data from the primary collection.
26. The primary data collection will mainly focus on a qualitative approach investigating the perceptions and inputs of the different stakeholders that had some form of interface with the project. Triangulation of data will also be done using both the secondary and the primary data collected. **The analysis** will follow a thematic examination of the main evaluation areas as guided by the evaluation questions. Considering the nature of the project and its stakeholders KIIs will be conducted. Gender will be mainstreamed throughout the methodology from data collection to data analysis. Where appropriate, the methodology will ensure equal representation of women and men throughout data collection. The evaluation will follow the ILO EVAL Guidelines on integrating gender equality[3]. The specific evaluation methodology will be provided in the inception report prepared by the evaluation team and approved by the Evaluation Manager. **Tool:** The interview guide will be developed in light of the

evaluation themes and main questions as well as the type of stakeholders. **Sample:** The study sample should be reflective of all relevant stakeholders taking into consideration the scope of the project and its evaluation as well as data saturation. All analysed data should be disaggregated by sex. The results shall address the crosscutting issues described above (including Covid-19).

VI. Work Assignments and Main Deliverables

Work Assignments:

27. Internal briefing by the project team(s):

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

➢ Preparation of the inception report
➢ Report to be shared with Evaluation manager for comments
➢ Report to be shared with key stakeholders for comments
➢ Inception report revised and interviews to begin

28. Desk Review:

The evaluator will review project's background materials before conducting any interviews.

These include:

➢ Project documents (Logic Framework, Theory of change,…)
➢ Baseline reports and related data (if available)
➢ Monitoring reports conducted during the project
➢ Progress and status reports, extensions and budget revisions
➢ Previous phase or related evaluation reports of the project (if available)
➢ Other studies and research undertaken by the project
➢ Project beneficiary documentation

29. Individual Interviews:

Following the initial briefing, the desk review and the inception report, the evaluator will have meetings with constituents/stakeholders together with interpreters supporting the process if needed.

Individual interviews will be conducted with the following:

a) Project staff/consultants that have been active in ILO (including Chief Technical Advisor, technical, administrative, and finance staff);

b) ILO ROAS DWT Director and DWT Specialists, RPU, Employers' and Workers' Organisations;

c) ILO Headquarters technical departments;

d) Interviews with constituents and national counterparts

30. Debriefing

Upon completion of the missions, the evaluator will provide a debriefing to the stakeholders to validate the evaluation findings, conclusions and recommendations.

31. Evaluation Management

The evaluator will report to the Evaluation manager in ROAS. The Evaluation Manager will be the first point of contact for the consultant as well as the project team for any technical and methodological matters related to this evaluation. All communications with regard to this evaluation must be marked to the evaluation manager. The ILO ROAS office and the project team will provide administrative and logistical support for the interviews.

The Main Deliverables:
- Deliverable 1: Inception Report
- Deliverable 2: Draft evaluation report
- Deliverable 3: Stakeholder debrief, PowerPoint Presentation (PPP)
- Deliverable 4: Comments log of how all comments were considered and taken on board by the evaluation team or not and why not.
- Deliverable 5: Final evaluation report with executive summary (report will be considered final after review by REO. Comments will have to be integrated).

32. Inception Report

The evaluator will draft an Inception Report, which should describe, provide reflection and fine-tuning of the following issues:
   a. Project background
   b. Purpose, scope and beneficiaries of the evaluation
   c. Evaluation criteria and questions
   d. Methodology and instruments
   e. Main deliverables
   f. Management arrangements and work plan

33. Final Report

The final version of the report will follow the below format:
- Title page
- Table of Contents, including List of Appendices, Tables
- List of Acronyms or Abbreviations
- Executive Summary with methodology, key findings, conclusions and recommendations
- Background and Project Description
- Purpose of Evaluation
- Evaluation Methodology and Evaluation Questions
- Status of objectives
- Clearly identified findings along OECD/DAC criteria, substantiated with evidence
- Key results (i.e. figures and qualitative results) achieved per objective (expected and unexpected)
- Clearly identified conclusions and recommendations that are linked to findings (identifying which stakeholders are responsible, priority of recommendations, and timeframe)
- Lessons Learned per ILO template
- Potential good practices per ILO template

- Annexes (list of interviews, TORs, lessons learned and best practices in ILO EVAL templates, list of documents consulted, etc.) Annex: Different phases' log frames with results status, by phase.

The quality of the report will be assessed against the relevant EVAL Checklists. The deliverables will be submitted in the English language, and structured according to the templates provided by the ILO.

VII. Management Arrangements and Work plan

34. Roles And Responsibilities

a. *The Evaluator is responsible for conducting the evaluation according to the terms of reference (ToR). He/she will:*
- Review the ToR and provide input, propose any refinements to assessment questions, as necessary;
- Review project background materials (e.g., project document, progress reports, etc.);
- Prepare an inception report including a matrix of evaluation questions, workplan and stakeholders to be covered;
- Develop and implement the evaluation methodology (i.e., conduct interviews, review documents, etc.) to answer the evaluation questions;
- Conduct preparatory consultations with the ILO REO prior to the evaluation mission;
- Conduct online/ field research, interviews, as appropriate, and collect information according to the suggested format;
- 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 and other stakeholders;
- Prepare the final report based on the ILO, donor and stakeholders' feedback.

b. *The ILO Evaluation Manager is responsible for:*
- Drafting the ToR;
- Finalizing the ToR with input from colleagues;
- Preparing a short list of candidates for submission to the Regional Evaluation Officer, ILO/ROAS and EVAL for final selection;
- Hiring the consultant;
- Providing the consultant with the project background materials;
- Participating in preparatory consultations (briefing) prior to the assessment mission;
- Assisting in the implementation of the evaluation methodology, as appropriate (i.e., participate in meetings, review documents);
- Reviewing the initial draft report, circulating it for comments and providing consolidated feedback to the Evaluators (for the inception report and the final report);
- Reviewing the final draft of the report;
- Disseminating the final report to all the stakeholders;
- Coordinating follow-up as necessary.

c. *The ILO REO:*
- Providing support to the planning of the evaluation;
- Approving selection of the evaluation consultant and final versions of the TOR;
- Reviewing the draft and final evaluation report and submitting it to EVAL;
- Disseminating the report as appropriate.

d. The Project Coordinator is responsible for:
- Reviewing the draft TOR and providing input, as necessary;
- Providing project background materials, including studies, analytical papers, progress reports, tools, publications produced, and any relevant background notes;
- Providing a list of stakeholders;
- Reviewing and providing comments on the inception report;
- Participating in the preparatory briefing prior to the evaluation missions;
- Scheduling all meetings and interviews for the missions;
- Ensuring necessary logistical arrangements for the missions;
- Reviewing and providing comments on the initial draft report;
- Participating in the debriefing on the findings, conclusions, and recommendations;
- Providing translation for any required documents: TOR, PPP, final report, etc.;
- Making sure appropriate follow-up action is taken

35. Duration of Contract and Timeline for Delivery

The collaboration between ILO and the Consultant is expected to start in July until September 2022 with an estimate of 27 working days.

36. Evaluation Timeframe TO BE FURTHER DEVELOPED AND AGREED

Tasks	Number of Working days
Kick-off meeting	1
Desk review of documents related with projects	4
Drafting Inception report	4
Interviews	7
Drafting report	8
Briefing of preliminary findings	1
Integration of comments and finalization of the report	2
Total number of days	27

37. Supervision

The evaluator will work under the direct supervision of the Evaluation Manager. 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 skype or any other digital communication mean.

VIII. Legal and Ethical Matters

❖ This independent evaluation will comply with ILO evaluation guidelines and UN Norms and Standards.

- These ToRs will be accompanied by the code of conduct for carrying out the evaluation "Code of conduct for evaluation in the ILO" (See attached documents).
- UNEG ethical guidelines will be followed throughout the independent evaluation.
- The consultant will not have any links to project management or any other conflict of interest that would interfere with the independence of the evaluation.

IX. Requirements and How to Apply

1. Requirements:

The evaluator should have:
- An advanced degree in social sciences;
- Proven expertise on evaluation methods, labour markets, conflict issues and the ILO approach;
- Extensive experience in the evaluation of development interventions;
- Expertise in the Labour intensive modality, job creation projects, capacity building and skills development and other relevant subject matter;
- An understanding of the ILO's tripartite culture;
- Knowledge of Lebanon, and the regional context;
- Full command of the English and Arabic language (spoken and written) is required.

The final selection of the evaluator will be approved by the Regional Evaluation Focal Point in the ILO ROAS.

2. How to Apply:

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
- The daily rate based on the above mentioned number of working days (terminal allowances /local transport (e.g. taxis and public transport): these costs are considered to be included in the fees charged by the collaborator

Please send an application and relevant questions via email to the following contacts of ILO ROAS.

Contacts:
To: Mr. Jad Yassin, National Project Officer <yassinj@ilo.org>
Cc: Mr. Hideyuki Tsuruoka, Regional Monitoring & Evaluation Officer <tsuruoka@ilo.org>
Ms. Hiba Al Rifai, Monitoring & Evaluation Officer <alrifai@ilo.org>

<u>Application Deadline: July 17, 2022</u>