



**INTERNATIONAL LABOUR ORGANIZATION**

## **CALL FOR EXPRESSION OF INTEREST**

**Final independent evaluation of Sida’s support to ILO projects in the field of employment promotion with an emphasis on youth employment with particular focus on phase II (2016-17) of the ILO-Sida partnership agreement (2014-2017) on outcome 1: “More and better jobs for inclusive growth and improved youth employment prospects”**

<b>Project title:</b>	Outcome based funding – Policy outcome 1: More and Better Jobs for Inclusive Growth and Improved Youth Employment Prospect
<b>Technical field:</b>	Youth Employment, Employment Policy
<b>Period covered:</b>	January 2012 – December 2017
<b>Evaluation duration</b>	3 months
<b>Type of evaluation:</b>	Final Independent
<b>Evaluation language:</b>	English
<b>Application deadline:</b>	22 December 2017

### **1. Background**

Phase II (2016-17) of the ILO-Sida partnership (2014-17) supports Outcome 1 of the 2016-17 ILO Programme and Budget on “More and better jobs for inclusive growth and improved youth employment prospects”. The partnership on Outcome 1 specifically supports the development and/or implementation of comprehensive employment frameworks with a focus on youth and specific actions on jobs and skills for young people.

Youth employment represents a global challenge in the world of work and remains a top priority concern in most countries across all regions. At the time when the partnership ILO-Sida partnership agreement 2014-17 was concluded worldwide about 73 million young people between the ages of 15 and 24 were unemployed. Against this background, over time, the ILO has increasingly been requested to provide support in the field of youth employment to its member States. Its work on youth employment encompass a range of activities such as advocacy, knowledge development and dissemination, policy and technical advice and capacity building services.

ILO's work in addressing youth employment challenges has been guided by a number of strategic key decisions and documents. In 2005, the 93rd International Labour conference (ILC) adopted the Resolution concerning youth employment which called upon maximizing the comparative advantage of ILO's unique tripartite structure in its activities to promote decent work for young people, and in particular to support employers and workers and their respective organizations in this important task.

In 2012, a new resolution entitled *The youth employment crisis: A call for action* was adopted at the 101st ILC which meant a milestone for ILO's efforts to promote decent work for the youth. The call for action underlines the urgency of immediate, targeted and renewed action to tackle the unprecedented global youth employment crisis. It contains also guiding principles and a comprehensive set of policy measures to guide constituents in shaping national strategies and action on youth employment. It concludes that a multi-pronged and balanced approach that takes into consideration the diversity of country situations is the best way to respond to the priority of generating decent work for youth. This approach aims to foster pro-employment growth and decent job creation through action in five different policy areas: (i) Macroeconomic policies (Employment and economic policies) for youth employment; (ii) Employability (Education, training and skills; and school to work transition); (iii) Labour market policies; (iv) Youth Entrepreneurship and self-employment; and (v) Rights at work for young people. In November 2012, the ILO's Governing Body (GB) endorsed the Office's seven-year Follow-up Plan that aims to support ILO constituents in the implementation of the resolution.

Subsequently, in March 2014, the GB endorsed ILO's strategy on "jobs and skills for youth which formulated as part of strategic refocussing taking place in the Office during that time within the context of the Areas of Critical Importance (ACIs) initiative. The document identified interventions that "work for youth employment" and the circumstances in which this is the case by building the capacity or "know-how" of constituents to be able to implement effective strategies in their specific context. During the 2014-15 biennium, the ILO has through ACI 2 capitalised on products, approaches, tools, etc "that have worked" for youth employment. These products were also used for the implementation of the 2016-17 Partnership.

The importance of employment policies in response to the employment challenge was highlighted during the second recurrent discussion on employment under the framework of the 2008 Declaration on Social Justice and Fair Globalization conducted by the ILC at its 103<sup>rd</sup> session In June 2014. The Conference adopted the *resolutions and conclusions from that discussion*.<sup>1</sup> The *conclusions* underscored the importance of proactive, employment-centred, inclusive growth strategies and

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<sup>1</sup> Resolution and conclusions concerning the second recurrent discussion on employment, Provisional Record No. 12(Rev.), International Labour Conference, 103rd Session, Geneva, 2014, [http://www.ilo.org/ilc/ILCSessions/103/reports/WCMS\\_246169/lang--en/index.htm](http://www.ilo.org/ilc/ILCSessions/103/reports/WCMS_246169/lang--en/index.htm).

balanced, coherent policy frameworks both at the global and national levels to address the employment challenge. In line with this, nine principles were identified that should guide action in pursuing the goal of full, productive, freely chosen and decent employment. These guiding principles underscored, inter alia, the need to promote both the quality and the quantity of employment through a combination of coherent macroeconomic, labour-market and social policies. Moreover, the conclusions stated that each member State should promote a comprehensive employment policy framework based on tripartite consultations, and they identify 15 policy elements that such a comprehensive framework may include in specific national contexts. This set of employment policy elements also included comprehensive activation strategies to facilitate young people's school-to-work transition. In September 2014 the GB discussed the follow-up strategy and actions for the period 2014-18 proposed by the office to give effect to the conclusions of the second recurrent discussion on employment.

### 1.1 ILO-Sida Partnership 2014-17

Sweden is one of ILO's key partners in promoting the Decent Work Agenda. In Phase II (2016-17) of the ILO-Sida partnership (2014-17), Sida provided a contribution of SEK 72.5 million (US\$ 8.5 million) through a combination of innovative funding modalities. The Partnership includes unearmarked core contributions, lightly earmarked thematic funding at the level of Outcomes from the ILO Programme and Budget and specific project-based interventions.

One component of phase II of the ILO-Sida partnership supports Outcome 1 on "More and better jobs for inclusive growth and improved youth employment prospects" of the ILO's Programme and Budget 2016-17. The innovation of the biennium is to include youth employment in a crosscutting manner under the various indicators of the mentioned outcome by giving specific attention to multipronged policies and integrated programmes that target young people.

### 1.2 ILO's Outcome 1 strategy: More and better jobs for inclusive growth and improved youth employment prospects

The ILO's strategy under Outcome 1 aims to support its member States to address the persistent negative employment trends faced by many countries which disproportionately affect young people. Based on the conclusions adopted by the ILC on employment (2014) and on youth employment (Resolution on "The youth employment crisis: A call for action"), and lessons from evaluations of ILO work, the strategy is premised on the recognition that promoting the quantity and quality of employment calls notably for: a comprehensive approach which includes coordinated demand and supply side measures, based on tripartite consultations and social dialogue, with emphasis on policy implementation, monitoring and evaluation; and, targeted action to address the youth employment crisis through a balanced approach of activation policies and protection of the rights of young women and men. The ILO aims to enhance policy advice and tools, capacity building, knowledge development in these thematic areas.

With a specific emphasis on two indicators (1.1 and 1.2) of the Outcome strategy, the partnership aims at supporting (i) the development and/or implementation of comprehensive employment frameworks

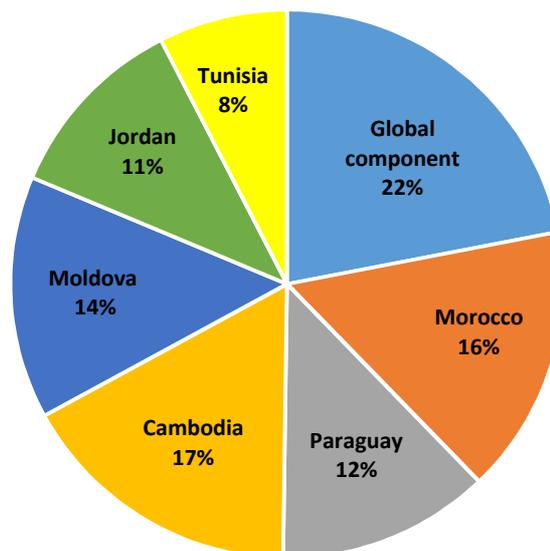
with a focus on youth as well as (ii) specific actions on jobs and skills for young people. The Programme is articulated around the following three elements:

- 1) Supporting and developing comprehensive employment strategies with an emphasis on youth employment.
- 2) Supporting the school to work transition of young women and men.
- 3) Developing and disseminating knowledge products under the five policy areas of the “Call for Action”.

### 1.3 Sida’s contribution to ILO’s results

In the biennium 2016-17, the Swedish funding provided to the achievement of Outcome 1 under phase II of the ILO-Sida partnership agreement amounted to US\$ 2.370.395. Those financial contribution has been distributed across several CPOs in various countries such as Cambodia, Jordan, Moldova, Morocco and Paraguay. Tunisia was added as project country in 2017. The Programme is complemented by a global component that serves as an umbrella and connects the six country-level interventions.

Distribution of the contribution across project components



The Global Product (GP) and country level initiatives (CPO) complement each other and country level activities are supposed to feed into the development of the global products. Similarly, tools and training material developed under the global product proposal are used in country level work. Both address the **three pillars** of the strategy (i) comprehensive employment strategies with an emphasis on youth employment; (ii) school to work transition of young women and men (iii) development and dissemination of knowledge products under the four policy areas of the “Call for Action”.

## 1.5 Outcomes by country and global product components

### Global component

**Outcome 1:** *Strengthened capacity of constituents to develop employment strategies with youth as priority*

**Outcome 2:** *Support to the implementation of CPO and development of knowledge and tools*

### Cambodia

**Outcome 1:** *Strengthening institutional mechanisms for leadership, coordination and implementation of policies*

**Outcome 2:** *Supporting young women and men with access to quality education and technical/vocational skills training*

**Outcome 3:** *Protecting young women and men from the risk of abuse and discrimination at work*

### Jordan

**Outcome 1:** *Sector based approach for inclusion of Syrians in the Jordanian labour market is established.*

**Outcome 2:** *National Apprenticeship System Components (or most of them) are adopted*

**Outcome 3:** *Awareness on Youth Rights at Work increased*

### Moldova

**Outcome:** *Moldovan constituents implement the NES with a clear youth and migration focus, as well as strengthen their capacities on macroeconomic policies for promoting more and better jobs and for tackling inequalities*

### Morocco

**Outcome 1:** *Regional employment plans are developed in a consultative way in three pilot regions*

**Outcome 2:** *The operational mechanism of the Regional Employment Funds is developed*

### Paraguay

**Outcome 1:** *MTESS and vocational training institutions are strengthened in their capacity to design, implement and monitor youth employment policy.*

**Outcome 2:** *Young people and social actors are contributing actively to solutions on the issue of youth employment.*

### Tunisia

**Outcome 1:** *a national employment strategy focusing on youth and women's employment is formulated.*

**Outcome 2:** *the capacities of the "employment" actors to develop, implement and follow the NES are strengthened*

## 2. Purpose, scope and clients of the evaluation

### 2.1 Purpose

The evaluation will be conducted at the end of the current phase of the ILO-Sida partnership (2014-2017). It will consider Sida's support to ILO projects in the field of employment promotion with a special focus on employment policies and youth employment between 2012 and 2017 with particular emphasis on phase II (2016-17) of the ILO-Sida partnership agreement (2014-2017) on outcome 1: "More and better jobs for inclusive growth and improved youth employment prospects".

The report will include a) a performance evaluation of all project components covered under phase II of the current partnership with b) a synthesis study analysing evaluation reports of former employment policy and youth employment interventions in the period 2012-17 (not to be published) and c) an ex-post analysis on sustainability of results and likely attribution of selected previous Sida funded projects related to employment policies and youth employment dating back until 2012.

The purpose of the evaluation combines summative and formative aspects. It will assess the relevance, coherence, effectiveness, efficiency impact and sustainability of ILO's programme approach and interventions at global and country levels (summative) and will also be forward looking by providing findings, lessons learned and emerging good practices which together with the findings from the synthesis study and the ex-post analysis will also be used to provide inputs to the design of the next ILO-Sida partnership agreement (formative). By this, the evaluation is supposed not only to contribute to accountability but also to on-going improvement and organizational learning.

### 2.2 Scope

The evaluation will cover the period 2012-17 and will lay its focus on previous Sida funded projects on employment policies and youth employment. As part of the synthesis study, the evaluation will look at two clustered project evaluations of Sida funded projects related to employment policies/youth employment in the period from 2012 to 2017.

The performance evaluation will particularly examine how Swedish funding provided under phase II (2016-17) of the ILO-Sida partnership agreement (2014-17) contributed to the achievement of policy Outcome 1. It will look at all projects components including the global component and the country-level components in Morocco, Paraguay, Cambodia, Jordan, Moldova and Tunisia.

In addition, the evaluation will provide an ex-post analysis of a selection of Sida funded projects related to employment policies and youth employment over the period 2012-2017. This ex-post analysis aims at assessing the sustainability of results and the likely attribution of those previous projects including the coherence of the strategy and how current methodologies for ILO interventions (intervention models) have benefitted from previous experiences. The scope of the evaluation will be further defined by the evaluator in the inception report.

### 3. Evaluation criteria and questions

The evaluation utilises the Organisation for Economic Co-operation and Development and Development Assistance Committee (OECD/DAC) evaluation criteria as defined below:

- Relevance and strategic fit – the extent to which the objectives are consistent with sub-regional, national and local priorities and needs, the constituents’ priorities and needs, and the donors’ priorities for the project countries.  
Strategic fit refers to the extent to which the approach is in line with the national development frameworks, UNDAF, DWCP, SPF and P&B.
- Validity of design – the extent to which the project design is logical and coherent.
- Effectiveness – the extent to which the project’s immediate objectives were achieved, or are expected to be achieved, taking into account their relative importance. This involves measuring change in the observed output or outcome; attributing the observed change to the project when possible; and assessing the value of the change, whether positive or negative.
- 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;
- Impact – contributions to broader long-term, sustainable positive development changes;
- Sustainability – The extent to which the project has produced durable interventions that can be maintained, or even scaled up and replicated, within the local development context, or in the case of a global project – sustainable as a global approach or policy.

### 4. Evaluation methodology

The evaluation will be conducted in line with the ILO’s evaluation policy and procedures which adhere to international standards and best practices, articulated in the OECD/DAC Principles for Evaluation of Development Assistance and the Norms and Standards for Evaluation in the United Nations System of the United Nations Evaluation Group (UNEG) from 2016.

The evaluation will follow a multidimensional/three-pronged approach comprising:

- a) A synthesis review of project evaluations of Sida funded projects related to employment policies and youth employment in the period from 2012 to 2017 to analyse findings on the effectiveness, efficiency, relevance and sustainability/impact of ILOs work through technical cooperation projects. The synthesis review will include two clustered evaluations covering the projects under the ILO/Sida Partnership 2012-13 and phase I (2014-15) of the current ILO-Sida partnership (2014-17). It will examine what types of recommendations and lessons learned were reported by evaluators in the evaluation reports and whether there are any trends or recurring themes among them. Good practices should be identified. The synthesis study will not be published but its findings will feed directly into the outcome evaluation;
- b) A performance evaluation approach (also known as effectiveness evaluation or summative evaluation), which determines the effectiveness, efficiency, relevance and sustainability/impact of the projects covered under phase II (2016-17) of ILO-Sida partnership (2014-17). To this end, the evaluation will seek to determine the degree to which the objectives of the above-mentioned projects have been achieved; and

- c) an ex-post analysis on sustainability of results and likely attribution of selected previous Sida funded projects related to employment policies and youth dating back until 2012. This will also include the coherence of their strategy and how current methodologies for ILO interventions (intervention models) have benefitted from previous experiences.

The evaluation will be participatory. Consultations with the donor, other member States, international and national representatives of trade union and employers' organizations, ILO staff at headquarters and in the field, United Nations partners, and other stakeholders will be done through interviews, meetings, focus group discussions, and electronic communication.

The gender dimension will be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. The evaluator should collect and review data and information that is disaggregated by sex. All this information should be accurately included in the inception report and final evaluation report.

The details of the methodology will be elaborated by the selected evaluator on the basis of the ToR and documented in the proposal and the inception report, which are subject to EVAL's approval. All data will be triangulated. It is expected that the evaluation team will apply mixed methods which draw on both quantitative and qualitative evidence and involve multiple means of analysis. These include but are not limited to:

- synthesis review of project evaluation reports on Sida funded projects related employment policies and youth employment from the period 2012 to 2017;
- desk review of relevant documents including ILO strategic documents, programme and project documents, progress reports, evaluation reports, and other relevant documents related to projects design and relevance. This could include project appraisal reports, Decent Work Country Programmes (DWCP), national action plans, national employment policies, national development plans/frameworks etc.;
- reviewing evidence of follow up to relevant evaluation recommendations and use of lessons learned by ILO management;
- individual and/or group interviews with key stakeholders including project staff, staff backstopping the project from regional offices and HQ, donor representatives, ILO's constituents etc.;
- field visits to 3-4 selected countries which will be decided by the evaluation team in coordination with the evaluation manager.

## 4. Main outputs

The evaluation consultant will be obliged to provide the following written outputs:

- a synthesis study analysing previous evaluation reports on Sida funded projects on employment policies and youth employment from the period 2012-2017 (not to be published);
- an inception report with an agreed evaluation design (methodology, evaluation questions). To be submitted in line with the quality and format standards stipulated in EVAL checklist No. 3:

- [http://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_165972.pdf](http://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165972.pdf);
- a draft evaluation report answering the agreed evaluation questions and not exceeding 60 pages (excluding annexes). The report has to be submitted in line with the quality and format standards stipulated in EVAL checklist No. 5: [http://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_165967.pdf](http://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165967.pdf);
- a final evaluation report including lessons learned, emerging good practices and recommendations. To be submitted in line with the quality and format standards stipulated in EVAL checklist No. 5: [http://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_165967.pdf](http://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165967.pdf);
- an evaluation executive summary according to the ILO guidelines and template.

All drafts and final outputs, including supporting documents, analytical reports and raw data should be provided in electronic version compatible with the software Microsoft Word for Windows. Ownership of the data from the evaluation rests solely with the ILO. The copyright of the evaluation report will rest exclusively with the ILO. Use of the data for publication and other presentation can only be made with the 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, work plan and competencies of the evaluation consultant

### 5.1 Responsibilities

The evaluation manager from the ILO Evaluation Unit will be responsible for the overall management of the evaluation. EVAL will also recruit through competitive bid, an international independent evaluator without prior links to the project.

The Evaluator will be responsible for conducting the evaluation and shall:

- review the ToR and provide input, as necessary;
- review project background materials (desk-review);
- review the evaluation questions and refine the questions in collaboration with the evaluation manager as necessary;
- prepare a synthesis study of evaluations of previous Sida funded projects related to employment policies and youth employment;
- prepare an inception report and submit it to the evaluation manager;
- develop and implement an evaluation methodology (i.e., conduct interviews, review documents) to answer the evaluation questions;
- design semi-structured interview guides for the interviews and field visits;
- conduct interviews and possibly a stakeholder workshop;
- undertake evaluation missions to 3-4 selected countries. The selection of field visit countries will be decided as part of the final scoping in the inception report;
- prepare an initial draft of the evaluation report and submit it to the evaluation manager;
- prepare a final report, reflecting any comments or additional inputs received;

- submit the final evaluation report after the evaluation mission according to the timeline provided below;
- prepare an evaluation summary using the ILO EVAL template and complete the templates on lessons learned and good practices.

On the ILO's side, the Evaluator will be supervised by the evaluation manager who will:

- prepare, circulate and finalize the ToR for the evaluation and liaise with the EMPLOYMENT department, the donor and other relevant stakeholders as necessary;
- conduct an initial briefing with the evaluation consultant;
- review and circulate the inception report;
- oversee the missions schedules;
- review and circulate the evaluation report;
- ensure that the evaluation is conducted in accordance ILO's evaluation policy and guidelines and international evaluation standards.

Background documentation on the 2014-2017 ILO-Sida partnership and the projects included as well as logistical support for the field missions will be provided by the EMPLOYMENT department and the project staff deployed to the field.

## 5.2 Work plan

The total duration of the evaluation will be from January 2017 to March 2018. A general time-line of the evaluation process can be found below. The inception report will feature a detailed work plan.

Phase	Tasks	Timeframe
I	- Draft, circulate, revise and finalize TORs	December 2017
II	- Initial briefing of consultant - Submission of draft methodology for synthesis study - Submission of draft synthesis study - Submission of final synthesis study based on comments received - Desk review of thematic programme related documents - Skype and telephone interviews - Inception report with based on desk review and consultations	January 2018
II	- On-site field visits to 3-4 selected countries - Consultations with national partners	February 2018
III	- Desk review and information from field visits consolidated into draft report	February/ early-March 2018

IV	- Draft report circulated among stakeholders - Consolidate comments of stakeholders and send to evaluator	March 2018
V	- Final version of the draft report	March 2018

### 5.3 Compensation and payment schedule

The evaluation consultant will be contracted under an output-based contract modality. Including the field missions, the evaluation will require a total of 35 to 40 working days. The travel costs for the field missions will be covered by a lump sum, including costs for an economy fare return ticket from the consultant's home to destinations and a daily substance allowance (DSA). The Evaluator will receive the lump sum in advance and will be responsible for all the travel arrangements. The Evaluator must be aware that you need to have your own travel and health insurance. The ILO is not liable, under any circumstances, in case of sickness or accident.

Payments will be made according to the following schedule

- Payment 1 – After submission and approval of inception Report (20%)
- Payment 2 – Lump Sum for field missions
- Payment 3 – After submission and approval of draft report (30%)
- Payment 4 – After submission and approval of final report (50%)

### 5.4 Qualifications of the evaluator

The competency mix of the evaluator should include the following:

- Master's degree in social sciences, economics, development studies or related fields;
- solid team work skills;
- excellent written and oral communication skills in English (ability to review and analyse documents and sources in French and Spanish is an asset);
- a minimum of 8 years of experience in conducting evaluations
- prior knowledge of the ILO's roles and activities, and solid expertise on employment policies and youth employment issues (essential);
- familiarity with the ILO mandate and its tripartite and international standards foundations is an advantage.

Interested parties are request to submit an Expression of Interest (EoI) including: a cover letter explaining what kind of expertise would be mobilized to undertake the evaluation, how the candidate(s) meet(s) the desired profile, CV(s), fee structure and availability, dated and signed declaration of confidentiality and conflict of interest. EoIs should be sent to the ILO Evaluation Office ([eval@ilo.org](mailto:eval@ilo.org)) with copy to Ulrich Eisele ([eisele@iloguest.org](mailto:eisele@iloguest.org)).

## 6. Evaluators' code of Conduct and Ethical considerations

The [ILO Code of Conduct](#) for independent evaluators applies to all evaluation team members. The principles behind the Code of Conduct are fully consistent with the Standards of Conduct for the International Civil Service to which all UN staff is bound. UN staff is also subject to any UNEG member specific staff rules and procedures for the procurement of services. The selected team members shall sign and return a copy of the code of conduct with their contract.

## Annex 1

# Synthesis review: Sida funded ILO projects in the field of employment promotion with an emphasis on youth employment 2012-2017

## Background

As part of the evaluation research a synthesis review of project evaluation reports on Sida funded youth employment projects will be conducted to synthesize findings on the effectiveness, efficiency, relevance and sustainability/impact of ILOs work through projects. The synthesis review should also examine what types of recommendations and lessons learned were reported by evaluators in the evaluation reports and whether there are any trends or recurring themes among them. Good practices should be identified.

## Purpose

The evaluation of Sida's support to ILO projects in the field of youth employment with particular emphasis on phase II (2016-17) of the ILO-Sida partnership agreement (2014-2017) on outcome 1: "More and better jobs for inclusive growth and improved youth employment prospects" will consider all Sida funded efforts of the Office in supporting member States in the fields of employment policies and youth employment 2012-2017. The synthesis review findings will be used along direct observation and other data collection sources to form overall conclusions on ILO's work on youth employment funded by Sida. The identification of significant lessons learned or good practices through the evaluation report will be considered as one input into the selection of the field visit or case study countries.

## Scope

The time period of the evaluation is 2012-2017 therefore the synthesis review will look at evaluation reports that cover the same timeframe. The evaluations will cover projects from the different ILO-Sida partnerships on employment policies and youth employment including the ILO-Sida Partnership 2012-2013: National employment policies (NEP) and Youth employment (YE) and phase I (2014-15): ACI 2: Jobs and skills for youth of the Sida-ILO Partnership Programme 2014-2017.

## Tentative methodology

### Selection of reports

The work will consist of a desk-based review of evaluations related to Sida funded employment policy and youth employment projects. A first selection of evaluation reports has been prepared by conducting a key words search in EVAL's evaluation database. The key words "employment policies" and "youth employment" were used for this initial search. The search results were then filtered by donor to identify those projects funded by Sida. This initial search uncovered 2 cluster evaluation reports covering the ILO-Sida Partnership 2012-2013: National employment policies (NEP) and Youth employment (YE) and Phase I (2014-2015): ACI 2: Jobs and skills for youth of the Sida/ILO Partnership Programme 2014-2017.

### Key questions for the synthesis review

Drawing from existing evaluation reports, the review should help contribute to answering the following main question: what was the overall relevance, coherence, effectiveness, efficiency and sustainability and impact of ILOs projects related to employment policies and youth employment as expressed by the independent evaluator(s).

Some sub-questions to guide the review identified thus far:

- To what extent has the ILO's strategy been coherent and complementary (in its design and implementation) with regard to the approach to promoting employment policies and youth employment internally and vis à vis its partners?
- To what extent has the ILOs strategy and interventions been relevant to the needs of member States?
- To what extent have resources been used efficiently and were projects appropriately and adequately resourced?
- How has ILO external coordination (with constituents, UN partners, donors etc.) and internal coordination (between sectors, technical departments, regions and sub regions) promoted the realization of ILO's strategy on promoting employment policies and youth employment?
- To what extent have ILO actions had impact in the form of increased capacity, necessary tools and policy improvements?
- To what extent have ILO interventions been designed and implemented in ways that have maximized ownership and sustainability at country level?
- What are overall findings on monitoring and evaluation of projects/programmes related to employment policies and youth employment, were there adequate M&E systems in place?
- The review will then synthesize the evidence of results and lessons learned from various interventions, including both positive and negative outcomes.

## Planned outputs

The following written outputs will be produced:

- An short inception report/methodological outline including a detailed methodology; the key questions to be addressed; the search strategy and a protocol for the review; possible inclusion/exclusion criteria for the selection of documents; the means to address risk of bias and quality control. The approach taken should take into account the specificities of synthesis reviews of international development interventions. The evaluation manager from EVAL will be invited to review and comment on the inception report, and the consultant will respond in writing to all received comments. The inception report must be approved by the Evaluation manager before work can proceed.
- A draft and final report of findings per DAC criteria, lessons learned, recommendations and good practices
- Annexes documenting the search criteria and process, list of studies included in the analysis, inclusion and exclusion criteria.

## Management

The synthesis study will be part of the deliverables of the ILO-Sida partnership on youth employment evaluation and will be subject to the management arrangements as laid out in the ToR of the evaluation.

## Work plan and payment schedule

In line with the work plan for the ILO-Sida partnership on youth employment evaluation, the following deliverables for the synthesis review will be due in January 2018:

- inception report/methodological outline refining questions, methods and analytical approach;
- analysis of data and delivery of draft synthesis study,
- final synthesis study.

The work is expected to take 5 days. Payments will be made in line with the payment schedule of the ILO-Sida partnership on youth employment evaluation.