



# ILO EVALUATION

## Master version in French

- **Project Title:** Promote youth employment opportunities for refugees and the host community through labour-intensive construction work in Mauritania
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This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited but has undergone quality control by the ILO Evaluation Office.

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## ACRONYMS

<b>ACF</b>	: Action Against Hunger
<b>AFRECOM</b>	: African Bureau of Studies and Control in Mauritania
<b>BTP</b>	: Building and Public Works
<b>CAD</b>	: Development Aid Committee
<b>CGTM</b>	: General Confederation of Workers of Mauritania
<b>CO Algiers</b>	: ILO Office for Algeria, Lybia, Morocco, Mauritania and Tunisia
<b>CORE</b>	: Community Road Empowerment
<b>COVID 19</b>	: Coronavirus Disease 2019
<b>CPDD</b>	: Partnership Framework for Sustainable Development 2018-2022
<b>DEVINVEST</b>	: Development and Investment
<b>DWT</b>	: Decent Work Team
<b>ENESI</b>	: National Survey on Employment and the Informal Sector
<b>ESD</b>	: Together for Solidarity and Development
<b>EVAL</b>	: Evaluation office
<b>FAO</b>	: United Nations for Food and Agriculture (FAO)
<b>GIE</b>	: Economic Interest Grouping
<b>GRET</b>	: Research and Technological Exchange Group
<b>HIMO</b>	: High labour intensity
<b>ILO</b>	: International Labour Organization
<b>INAP-FTP</b>	: National Institute for the Promotion of Technical and Vocational Training
<b>MFPTM</b>	: Ministry of Civil Service, Labour and Modernisation of Administration
<b>NGO</b>	: Non Governmental Organisation
<b>ODD</b>	: Objective for Sustainable Development
<b>OECD</b>	: Organisation for Economic Co-operation and Development
<b>WFP</b>	: World Food Programme

<b>PECOBAT</b>	: Project for the Improvement of the Employability of young people and the capacities of SMEs through the development of the construction sub-sector with local materials and vocational training in construction schools.
<b>UNDAF</b>	: United Nations Development Assistance Framework (UNDAF)
<b>PRODOC</b>	: Project Document
<b>PROMOPECHE</b>	: Promotion of employment and improvement of the living conditions of artisanal coastal fishermen, young people and women around protected natural areas, northern sector of Mauritania
<b>SAME</b>	: Food Security and Livelihoods
<b>SDG</b>	: Sustainable Development Goals
<b>SNU</b>	: United Nations System
<b>SST</b>	: Safety and Health at Work
<b>TDR</b>	: Terms of Reference
<b>TICAD</b>	: Tokyo International Conference of African Development
<b>TOR</b>	: Terms of Reference
<b>AU</b>	: African Union
<b>UNEG</b>	: United Nations Evaluation Group
<b>UNHCR</b>	: United Nations High Commissioner for Refugees
<b>UNICEF</b>	: United Nations Children's Fund
<b>USD</b>	: United States Dollar
<b>USTM</b>	: University of Science, Technology and Medicine
<b>UTM</b>	: Union of Workers of Mauritania
<b>WCMS</b>	: Web Content Management Systems

## **SUMMARY**

### **Background**

Mauritania has received a very large number of Malian refugees in the Mberra camp, located in the Bassikounou's Moughataa. This rapid increase in arrivals has created socio-economic instability, injustice and inequality between refugees and host communities. The reasons for this are limited employment opportunities, lack of professional skills, lack of sources of income, and limited economic activities. This is compounded by the high rate of unemployment and underemployment and the unemployment rate of the Mauritanian host communities. The creation of new jobs is therefore the viable solution to address these observed disparities and to encourage young people to contribute to national economic development and peace.

### **Description of the project**

Funded by the Government of Japan to the tune of US\$1 million, the project "Promoting Youth Employment Opportunities for Refugees and the Host Community through Labour-intensive Construction in Mauritania" was implemented from 1 April 2019 to 31 July 2020.

The overall objective was to improve the human security of refugees and host communities by promoting decent work and local economic development through employment-intensive construction works.

The expected project results are:

- Result 1: Immediate creation of jobs for the youth, skilled and unskilled, and improvement of their employability;
- Result 2: Build infrastructure to accelerate local economic activities while promoting resilience to climate change;
- Result 3: Promoting decent work.

### **Objectives and conduct of the evaluation**

The objectives of the final independent evaluation are as follows:

- Assess the extent to which the project has achieved its objectives and expected results, while identifying the factors and constraints that led to them;
- Identify unexpected positive and negative outcomes of the project;
- Assess the extent to which the results of the project will be sustainable;
- Establish the relevance of the project design and implementation strategy to ILO, UN and national development frameworks (i.e. GDSs and UNDAFs);

- Identify lessons learnt and potential good practices, particularly with regard to intervention models that can be further applied;
- Provide recommendations to project stakeholders to promote sustainability and support the development of project results.

The evaluation was carried out between 20 July and 12 October 2020. It used mixed (qualitative and quantitative) data collection methods. Quantitative data was extracted from project documents and reports, to the extent that it was available.

Data and stakeholder perspectives were triangulated to increase the credibility and validity of the results.

The evaluator reviewed the project documents and developed the data collection instruments.

The evaluator used a participatory approach involving key ILO stakeholders such as beneficiaries, ILO tripartite constituents, ILO staff and strategic partners.

The stakeholder interviews were conducted via Skype from 27 to 28 July 2020, from 8 to 18 September and from 1 to 4 October 2020.

Due to the COVID-19 pandemic and its impact on the world of work, the assessment was carried out remotely. No fieldwork was therefore, carried out in Mauritania (Bassikounou and Nouakchott).

The feedback workshop to stakeholders could not be organized due to scheduling constraints and accessibility to social networks (Skype, WhatsApp) of the various actors.

## **Main findings of the evaluation**

### Validity of project design, project relevance and strategic fit

According to the literature review and data collected from stakeholders, the project is coherent and aligned with both national ILO and its Mauritanian social partner's strategies. In addition, it responds to the request of the Mauritanian government and of the Partnership Framework for Sustainable Development 2018-2022 (CPDD)<sup>1</sup>. For example, the project is linked to *Strategic Priority 1 "Inclusive growth"*, through *effect 2: "The populations have access to strengthened livelihoods, decent jobs, increased economic opportunities and enjoy improved food security"*.

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<sup>1</sup> Partnership Framework for Sustainable Development 2018-2022 (CPDD) -Mauritania, page 50

Furthermore, the project is in line with the priorities of Japan's cooperation with Africa, as defined in the Nairobi declaration of TICAD VI: job creation and skills development for young people and women, quality infrastructure and social stability, peacebuilding and the fight against terrorism.

For example, the quality of the supervision, the financial resources and the knowledge obtained during their training (construction training site, etc.) have enabled young people to be financially independent (scholarship, etc.) and capable to build quality infrastructure (school, track), thus contributing to achieving the transversal strategy “Empowerment of young people, women and people with disabilities” and the “Quality infrastructure” axis of TICAD VI.

Overall, the project was formulated in accordance with the cooperation programs of the ILO, Japan and the Government of Mauritania.

The stakeholders interviewed confirmed the need for the project to be implemented in the Bassikounou Moughataa. Indeed, it seemed necessary to create employment opportunities in order to enable the different communities to cope with the high rate of unemployment and underemployment. This situation threatened to create socio-economic instability, injustice and inequality between refugees and host communities.

Implementing such a project to promote youth employment opportunities for refugees and the host community therefore meets the needs of these communities.

Most of the planned and new results identified in the fight against COVID-19 were achievable.

During formulation, indicators were set up to integrate the special needs of women to ensure equal treatment and a safe working environment for women and men.

The project drew on the experience of previous programs implemented by the ILO in Mauritania.

Project activities contributed to Sustainable Development Goal (SDG) 8: “Promote sustainable and shared economic growth, employment and decent work for all”, by creating employment opportunities and decent working conditions for the youth and women.

By way of illustration, the project contributed to integrating the consideration of occupational health and safety procedures on construction sites.

### Efficiency

Globally, the overall objective of 95% of the activities of the project were achieved.

Based on the analysis of the main results collected, the evaluation concluded that the project has been effective overall. The project was able to benefit from the achievements of previous projects as well as from the technical and financial support of the projects underway in Bassikounou. At the end of the project most of the results have been achieved.

The project was very effective in organising training and other capacity building sessions for stakeholders.

The project has enabled the organisation of certification and qualification training for 174 trainees through construction training sites in Bassikounou, Mberra and Tiguent; the construction of the extension of Primary School 4 in Mberra; the training of 3 cooperatives; the introduction of a new technology, Do-nou; the training of 25 trainers in this Do-nou technology; the carrying out of a preparatory study for a territorial planning project as well as the organisation of training sessions for 17 professionals on Occupational Safety and Health.

In addition, the project has trained 21 tailors to produce barrier facial masks and gowns to combat COVID-19. Due to the COVID-19 pandemic, the ILO was forced to readapt its activities, particularly those involving the grouping of more than 10 people. In this context, the ILO, in collaboration with UNHCR, initiated a project to create barrier masks and work gowns to address the health crisis in the town of Bassikounou and the refugee camp of Mberra.

The extension of Primary School 4 and its track, as part of the construction training site, was a good exercise for the trainees.

The activity on occupational safety and health was carried out by the PRECISION-SARL Office and jointly financed with the USDOS II project. The opinions of the participants, obtained after the final evaluation of the training session, indicated that the training on occupational safety and health was enriching. Furthermore, the training benefited from the involvement of government authorities at a high level through the support of the Hakem and the wali. From the analysis of the site monitoring reports and the information collected from the beneficiaries, the evaluator concludes that at the end of the project, the refugees and the host community established no maintenance system for the constructed infrastructure.

The project was less effective in monitoring indicators and integrating trainees into the labour market. In addition, the majority of trainees have not yet been integrated into the labour market and are all still waiting for opportunities from the ILO.

The project team's statements and the contractors' reports show that the project has developed a framework for monitoring worksites from its inception. However, the project's monitoring and evaluation system still needs to be improved.

The main constraints to project implementation were delays in the procurement of local materials and the administrative burden in contract management (internal to the ILO), the



implementation of social distancing measures following COVID-19 and the weak technical and financial means and entrepreneurial capacities of SMEs.

#### Efficiency of resources used (and management arrangements)

The project had sufficient and adequate technical capacity to achieve its objectives. It was composed of a highly motivated and involved team.

Analysis of the budget documents indicates that the project was financially efficient. In line with ILO management principles, the team achieved a disbursement rate of 96.69% on 31 July 2020.

The project relied on the expertise of several entities including the Ministry of Public Service, Labour and Modernisation of Administration (MFPTP), the National Institute for the Promotion of Technical and Vocational Training (INAP-FTP) and NGOs such as CORE for the implementation of theoretical training and practical activities of the school-building sites. The project worked in collaboration with other ILO programmes and donors to increase its effectiveness and impact. At the technical level, the project benefited from the mobilization of expertise in the Algiers and Geneva offices.

Overall, resources (human resources, time, expertise, funds, etc.) were effectively allocated and used to provide the necessary support to achieve the project's objectives. All activities foreseen in the project document were carried out either by direct funding or co-funding with the USDOS II project.

During its first months of activities, the project was supervised by a Steering Committee, which unfortunately, was no longer functional.

The great distance of 1,400 km between Bassikounou and Nouakchott and the suspension of activities due to COVID-19 did not allow the Nouakchott based project staff to frequently visit the activities. As a result, mainly the national coordinator based in Bassikounou, carried out the supervision of activities.

The project was not efficient in terms of implementation time. Initially scheduled to be completed by 31 March 2020, the project was extended by four (4) months and the budget was reallocated. The project ended on 31 July 2020, i.e. with an implementation period of 16 months instead of 12 months as initially planned. The extension of 4 additional months was justified in part, by the shutdown of activities due to COVID-19.

Delays were observed with transferring funds to providers, recruiting staff and planning activities. Other delays which occurred were in the procurement of materials at the construction training site. In addition, the training of trainees at the construction training site, scheduled for 20 days, has been extended by two weeks to 14 December 2019.

### Focus on impact and sustainability

Substantial evidence of potential impact or sustainability emerged during the evaluation. In fact, on the issue of employment, the project brought together several categories of stakeholders (government, workers' organisations, employers' organisations, training institute, international organisations, NGOs, private enterprises, etc.) that had been engaged separately, at one time or another, in previous projects.

Overall, the evaluation found several visible effects of the project. These include:

- The improvement of the employability of 174 young refugees and locals, respectively 110 in Bassikounou and 64 in Mberra, through practical training in non-traditional trades in the Moughataa of Bassikounou (welding, carpentry, renewable energy, etc.);
- Capacity building of 17 professionals from the tripartite partners in the field of Occupational Safety and Health (OSH);
- Opening up of villages thanks to the construction of 316 m of track in Tiguent and 154 m in Mberra;
- The injection of trainee scholarships into the local economy;
- The construction of a primary school in Mberra;
- Support for three cooperatives;
- The training of 25 trainers of trainers in Do-nou technology;
- The training of 21 tailors and the production of 41,629 barrier masks and 133 work gowns for the fight against COVID-19.

The project contributed to making the youth (men and women, refugees and locals) dynamic. It made vulnerable, unemployed and untrained young people more active and equipped them with new socio-professional skills, expertise and life skills necessary for their employability and empowerment.

The project helped to break many taboos and fill many long-standing gaps. The interviewed female trainees said that they had no complexes with their male colleagues throughout the training.

The evaluator noted that the project promoted resilience in conflict prevention, peaceful cohabitation, social cohesion and peace between the refugee and local communities. No conflict was observed between the beneficiaries at the construction training sites.

The project enabled the transfer of construction skills using Do-nou technology. Although new in Mauritania, this technology integrates well into the overall flow of labour-based work. The central government, the district authorities and the inhabitants or villages of Bassikounou have appreciated the Do-nou technology. Engineers from the Ministry of Equipment and

Transport visited the Tiguent works site and confirmed that the technology is applicable in the rural setting of Mauritania. As a result, there are signs of adoption at national level. However, the shortage of bags, apart from Nouakchott, poses a threat to the appropriation and sustainability of tracks construction work using the Do-nou technology.

The project does not have a strategy for the integration of trainees and the capitalisation of skills acquired. For the time being, exchanges with the stakeholders do not confirm the impact in terms of sustainable integration into the labour market.

There is no data to confirm the existence of an infrastructure maintenance system and the occupation of at least 50% of management positions by women.

The evaluator noted, with satisfaction, the initiatives taken by UNICEF to equip School 4, built by the project. The supply of equipment and the official handover of this infrastructure to the government will make it possible to envisage the sustainability of this major achievement and the strengthening of the school map in Bassikounou.

### Gender and non-discrimination

The evaluator found that gender issues were satisfactorily addressed in the project. The procedures manual for the selection of candidates for vocational training clearly states that female candidates are encouraged to apply.

Some performance indicators were developed with a gender perspective.

594 beneficiaries interacted with the project, of which 242 are women, i.e. 40.74%. Among them, 102 women (42.15%) are Mauritanian and 140 (57.85%) refugees.

Analysis of the list of vocational training trainees shows that the data was collected and disaggregated by gender. Thus, it can be seen that out of 174 trainees who took part in certification and qualification training, 69 are refugees, i.e. 39.66%, and 105 are Mauritanian, i.e. 60.34%. The women are 68 or 39.08%. Among them, 39 women are Mauritanian, i.e. 57.35%, and 29 are refugees, i.e. 42.65%.

The project selected all the vocational training trainees equally. The notice of application was widely disseminated and posted publicly.

The selection of applications was a considerable achievement in an environment where traditional considerations prevail, particularly in the Building and Public Works (BTP) sector.

No women attended the Training of Trainers workshop on Occupational Safety and Health (OSH). This situation will need to be remedied for future projects.

## Conclusions

Despite delays in implementation, the project generally achieved its objective, obtaining its planned results and those newly identified in the fight against COVID-19.

### Validity of the project design, project relevance and strategic fit

Based on the data collected from stakeholders, the project appears relevant and has contributed to the implementation of the national strategies of the ILO and the social partners in Mauritania. It has also contributed to the achievement of the objectives of the Government, the ILO, the Government of Japan and the social partners.

Indicators have been constructed by integrating the gender dimension.

### Efficiency

Overall, the project has been effective. By the end of the project, 95% of the activities were completed. What remains are essentially the actions for professional integration and the maintenance of the infrastructures.

Due to COVID-19, the project has initiated new activities, in particular the training of tailors and the reinforcement of awareness on social distancing measures.

The project has benefited from the collaboration of government institutions, including INAP-FTP, the Ministry responsible for employment, UN agencies, notably UNHCR and UNICEF, as well as other projects such as PROMOPECHE and USDOS II, which have provided technical and financial support.

The project has, with appreciation, introduced the Do-nou technology for the eco-construction of infrastructures.

In total, the project has benefited more than 594 people.

### Efficiency of resources used (and management arrangements)

The project was overall efficient in the use of financial resources. The financial implementation rate of 96.69% as of 31 July 2020 is very satisfactory.

However, the project experienced delays, besides that of COVID-19, in the payment of services by some service providers and lengthy staff recruitment procedures.

In addition, the project, which was planned for 12 months, was implemented over 16 months.

### Focus on impact and sustainability

The project has undoubtedly had a positive impact on local communities and refugees. The project has fostered resilience in conflict prevention and peaceful coexistence. Young people and employment professionals were able to benefit from appropriate vocational training.

Training scholarships and financial resources for the works have improved the financial resources of many beneficiaries, including trainees and tailors.

Indications of sustainability exist, thanks to the strong involvement of local authorities, direct beneficiaries of the project and development partners.

### Gender and non-discrimination

Gender and non-discrimination issues were taken into account by the project both in the formulation and implementation of activities.

Indicators were developed by facilitating the disaggregation of data into gender.

The participation of women in the project, particularly in construction activities, helped break taboos on their capacity to integrate the building and public works sector.

Moreover, the presence of women was significant in the implementation of the project. As proof, 594 people interacted with the project, 242 women, i.e. 40.74%, of whom 102 Mauritanian women, i.e. 42.15%, and 140, refugee women, i.e. 57.85%.

In addition, out of 174 trainees who participated in the certifying and qualifying training courses, 68, or 39.08%, are women. Among them, 39 women are Mauritanian, i.e. 57.35%, and 29 of the refugee women, i.e. 42.65%.

In view of the above findings, the following recommendations have been made:

### **Recommendations**

#### Recommendation No. 1: Organise meetings of the Project Steering Committees for similar projects

The Government of Mauritania must make sure that regular meetings of similar projects Steering Committees are held in order to ensure better implementation of activities remove bottlenecks in the execution and insure ownership of the project by national actors.

The absence of Steering Committee meetings in the evaluated project has been detrimental to the collaboration between the ILO and the national actors.

<b>ADDRESSED TO</b>	<b>PRIORITY</b>	<b>RESOURCE</b>	<b>DURATION</b>
Government	High	Medium	Short Term

Recommendation N°2: Pass on technical and financial reports to the parties concerned in good time.

In accordance with point No. 3 of the note verbale, the ILO project team should submit project progress reports to the Permanent Mission on a timely basis. This will contribute to a transparent partnership in the activities and allow the national side to have a better knowledge of the implementation of the project.

<b>ADDRESSED TO</b>	<b>Priority</b>	<b>Resource</b>	<b>Time</b>
ILO	High	Medium	Short-term

Recommendation No. 3: Establish a mechanism for the integration of trainees into the labour market.

In line with outcome 1.2, the ILO should ensure that at least 80% of the youth who have completed on-site training are placed in existing professional services or receive enterprise development support; this will help to strengthen the relevance of the project and the interest of these young people in future ILO projects. In addition, it will contribute significantly to poverty alleviation in the beneficiary communities.

<b>ADDRESSED TO</b>	<b>PRIORITY</b>	<b>RESOURCE</b>	<b>DURATION</b>
ILO	High	Medium	Short Term

Recommendation N°4: Maintain support for the youth with Project Japan in order to strengthen their integration conditions and opportunities.

The project trained learners who expected to be effectively employed in the situation of their training. The ILO needs to keep them in the database and facilitate their job search or make them a priority in future projects where their knowledge is sought at the national level: there is a need to build the capacity of SMEs in cluster management and entrepreneurial skills (opportunity identification, marketing, accounting, HR management, etc.).

<b>ADDRESSED TO</b>	<b>Priority</b>	<b>Resource</b>	<b>Time</b>
ILO	High	Medium	Short-term

Recommendation No. 5: Develop robust monitoring and evaluation instruments

In the context of a new ILO intervention in a similar project, ensure that the monitoring and evaluation system is in place from the outset.

The monitoring-evaluation system was one of the weak links in the project, both in terms of defining quantitative indicators and monitoring them. Similar projects should develop a

monitoring-evaluation mechanism from the formulation stage so as to provide data in real time and have reliable statistics (especially insertion rates, etc.) at the end of the project.

ADDRESSED TO	PRIORITY	RESOURCE	DURATION
ILO	High	Medium	Short Term

Recommendation No 6: Develop a *more strategic approach to dual training and the socioprofessional integration of young people.*

Several ILO projects have developed the dual training and work-study approach. It is hoped that a national policy will be developed to perpetuate the achievements of these projects and formalise this methodology in a well-established school curriculum. The ILO will then be able to work on new learning models.

ADDRESSED TO	Priority	Resource	Time
Government	High	Medium	Short-term

## Lessons learnt and potential good practices

### Lessons learnt

The main lessons learnt from the project are as follows:

*1. Gender mainstreaming in projects builds resilience among young women.*

Gender-related topics were integrated into the project during its formulation and implementation. This initiative has broken many taboos and stereotypes. In a sociologically prejudiced environment regarding women's employment in the construction sector, the project has been able to break down mistrust in women and diversify their occupational portfolio.

*2. The administrative burden has a significant impact on project implementation.*

The project was delayed by; inter alia, awkward payment procedures for certain service providers (economic interest groups) and the recruitment of staff. It is necessary to take into account these factors, which had a negative impact on the implementation of the project.

*3. Inter-agency collaboration makes it possible to formulate relevant projects.*

The project is a collaboration between the ILO and UNHCR. This collaborative framework has allowed for a better identification of the needs of the refugee and host communities. The

project has benefited from the achievements, experience and financial resources of ongoing Moughataa projects. This approach should be supported.

#### *4. Crisis or pandemic situations can be economic opportunities*

Far from allowing itself to be weakened by the negative impact of the distancing measures following the occurrence of COVID-19, the ILO has taken advantage of this situation to strengthen the capacities of tailors and enable them to have additional resources.

#### **Potential good practices**

1. The “construction training site” model enabled the trainees to find themselves in an actual work situation. Taking responsibility for the work and the corrections made with the support of the ECOTECH service provider undoubtedly enabled them to better assimilate construction techniques.
2. By organising the training in Bassikounou, the project has contextualised the training so that the techniques learnt can be quickly duplicated in work situations. For example, the architecture of the windows took into account the models developed by the communities.
3. The choice of the trusted training providers was made with the support of the national structures. In doing so, the project took into account the national policy in this area, which will have the merit of taking graduates into account in government actions.



## **1. CONTEXT AND RATIONALE OF THE PROJECT INTERVENTION**

### **1.1. Project background**

Mauritania has received a very large number of Malian refugees in the Mberra camp, located in the Moughata of Bassikounou. This rapid increase in arrivals has created socio-economic instability, injustice and inequality between refugees and host communities. The reasons for this are limited employment opportunities, lack of professional skills, lack of sources of income and limited economic activities. This is compounded by the high rate of unemployment and underemployment and the unemployment rate of the Mauritanian host communities. The creation of new jobs is therefore the viable solution to address these observed disparities and to encourage young people to contribute to national economic development and peace.

In February 2018, the Government of Japan provided a grant to the International Labour Organization (ILO) for the implementation of its project "Promotion of Youth Employment Opportunities for Refugees and the Host Community through Labour-intensive Construction in Mauritania". The project would last a significant period (16) months and would be completed in July 2020, with a total budget of one million (1,000,000) US dollars.

The project is in line with the priorities of Japan's cooperation with Africa as defined in the TICAD VI Nairobi Declaration: employment creation and skills development for the youth and women, quality infrastructure and social stability, peace building and the fight against terrorism.

The project aims to unlock the potential for peace and development of decent work opportunities. This approach builds on existing research that shows that employment can have maximum impact on the development of sustainable peace and the mitigation of the risks of terrorism and violent activities when it provides 1) opportunities for learning and work, 2) membership in society through participation in socio-economic activities, and 3) spaces to develop mutual understanding. Employment can contribute to peace when it helps the youth to see hope for their future without experiencing inequality and injustice. The project will contribute to building peace and social stability by promoting a decent work environment, including appropriate working conditions, occupational safety and health and non-discrimination at work.

#### **1.1.1. Link to National Development Frameworks**

The ILO is committed to contributing to and initiating livelihood activities in the Moughata of Bassikounou, following the suggestion of UNHCR and responding to the request of the Mauritanian Government and the "Partnership Framework for Sustainable Development 2018-2022" (PFPD).

### **1.1.2. Link with Sustainable Development Objectives (SDG)**

The project will mainly contribute to objective 8 of sustainable development (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all) while also contributing to objectives 1, 5, 9, 10, 13 and 16 of the SDG.

### **1.1.3. Description of the project**

#### **1.1.3.1. General objectives of the project**

The overall objective of the project is to improve the human security of refugees and host communities by promoting decent work and local economic development through employment-intensive construction works.

#### **1.1.3.2. Expected results of the project**

- **Result 1:** Immediate creation of jobs for the youth, skilled and unskilled, and improvement of their employability.
- **Result 2:** Build infrastructure to accelerate local economic activities while promoting resilience to climate change.
- **Result 3:** Promoting decent work

## **1.2. Intervention rationale**

### **1.2.1. Project management arrangements**

A project team based in Bassikounou Moughata, consisting of a national project coordinator, an international technical officer, a national administrative assistant and a driver, implemented the project.

The team received technical support from the ILO Project Office in Nouakchott and units of the labour-Intensive Investment Programme, fragile States and Disaster Response, and Migration at ILO headquarters. The Director of the ILO Office in Algiers was responsible for the implementation of the project.

### **1.2.2. Project supervision**

The project was supervised by the Permanent Mission of Japan with the International Organizations in Geneva, represented in Mauritania by the Embassy of Japan. A counsellor

from the Embassy monitored the implementation of the project and provided support when needed.

A detailed report on the use and effects of the subsidy must be submitted to the Permanent Mission of Japan periodically and upon request.

The project is subject to a final independent evaluation, managed by an ILO-certified evaluation manager, supervised by EVAL and conducted by an external evaluation consultant.

## **2. OBJECTIVES, SCOPE AND CLIENTS OF THE EVALUATION**

### **2.1. Context of the evaluation**

The ILO considers evaluation as an integral part of the implementation of technical cooperation activities. In accordance with the ILO's evaluation policy and procedures, and the document in the agreement with the Japanese Cooperation, an independent, final evaluation managed by ILO/EVAL must be conducted at the end of the project through an ILO-certified evaluation officer under the supervision of the ILO Regional Officer for Monitoring and Evaluation in Africa.

The purpose of evaluation in the ILO is empowerment, learning and knowledge development. It must be conducted in the context of the criteria and approaches to international development assistance as set out in the OECD/DAC Evaluation Quality Standard, the UNEG Code of Conduct for Evaluation in the UN System and the ILO Evaluation Policy Guidelines.

In particular, this evaluation will follow the ILO guidelines for a result-based evaluation, as well as checklist 3 of the ILO EVAL policy guidelines "Preparing the inception report", checklist 4 "Validating methodologies" and checklist 5 "Preparing the evaluation report".

### **2.2. Objectives of the final evaluation**

The final independent evaluation has the following objectives:

- Assess the extent to which the project has achieved its objectives and expected results, while identifying the factors and constraints that led to them;
- Identify unexpected positive and negative outcomes of the project;
- Assess the extent to which the results of the project will be sustainable;
- Establish the relevance of the project design and implementation strategy in relation to the ILO, UN and national development frameworks (i.e. SDGs and UNDAFs);
- To identify lessons learnt and potential good practices, particularly with regard to intervention models that can be applied further;

- Provide recommendations to project stakeholders to promote sustainability and support the development of project results.

### **2.3. Scope of the evaluation**

The scope of the evaluation covers the entire project period from 1 April 2019 to 31 July 2020. In particular, the evaluation measured progress towards all produced outcomes since the start of the project and assessed the overall level of achievement of the three immediate outcomes.

The evaluation followed the evaluation framework and principles of the OECD/DAC. The recommendations that emerged were closely linked to the findings of the evaluation and provided clear guidance to stakeholders on how they can respond to them.

The evaluation integrated gender equality as a crosscutting concern in all its products and processes, with particular attention to females. It should be approached in line with EVAL Guidance Note 4 and Guidance Note 7 to ensure stakeholder participation. In addition, it paid particular attention to issues related to social dialogue, international labour standards and just environmental transition.

In addition, the impact of COVID-19 was taken into account in the evaluation of the project.

### **2.4. Clients**

The main clients of the evaluation were the ILO constituents (represented by the Project Advisory Committee), project partners and stakeholders, the ILO office in Nouakchott and the country office in Algiers, the Decent Work Team in Cairo and Geneva headquarters, and the Government of Japan.

The ILO, the national tripartite constituents and the Government of Japan will use the findings and recommendations of the evaluation to contribute to the sustainability of the project results.

### **2.5. Criteria and review questions**

The evaluation focused on the following criteria:

- Design validity, relevance and strategic fit;
- Effectiveness of the project;
- Efficiency of the resources used (and management methods);
- Focus on impact and sustainability (as defined in the ILO Guidelines for results-based evaluation);
- Gender and non-discrimination.

The evaluation was conducted in accordance with the UN Norms and Standards for Evaluation and the Glossary of Key Terms in Evaluation and Results-Based Management developed by the Development Assistance Committee (DAC) of the OECD.

In line with the results-based approach applied by the ILO, the evaluation focussed on the identification and analysis of results by addressing key questions related to the evaluation criteria and the achievement of project results/objectives. It used, as a central element, the indicators of the project's logical framework. Emphasis was placed not only on what was achieved, but also above all on how and why.

The evaluator mainly used the evaluation criteria and questions agreed upon with the evaluator and included them in the inception report.

Thus, the evaluation focused on the evaluative questions below:

#### **2.5.1. Validity of project design, project relevance and strategic fit**

- Is the project consistent with the objectives of the government, ILO and social partners in Mauritania (i.e. the UNDAF 2018-2022 plan, ILO country programme outcomes, Decent Work Country Programme 2012-2018)?
- Was the project adapted to the needs of refugees and local host communities in terms of decent work, employment and local economic development in its design and implementation?
- How does the project complement and integrate with other ongoing ILO and UN programmes and projects in the country?
- Were the ILO's tripartite constituents involved in the design of the project?
- To what extent has the project integrated issues around gender into the design and implementation process?
- Did the project planning include a useful monitoring and evaluation framework?
- Did the project design include a sustainability and exit strategy?
- Were the expected results achievable?

#### **2.5.2. Effectiveness**

- To what extent did the project achieve its outcomes and outputs, with particular attention to the project objectives (i.e. improving the employability of refugees and members of host communities, building infrastructure and local economic development)?
- What were the main factors that contributed or posed problems for the project to achieve its objectives?
- What, if any, unintended outcomes of the project have been identified or perceived?

- How did the project's monitoring and evaluation framework support effective implementation?
- Did the project work strategically with the identified external partners/actors?

### **2.5.3. Effectiveness (and management methods)**

- How effectively were resources (human resources, time, expertise, funds, etc.) allocated and used to provide the necessary support to achieve the project objectives, including the project team and ILO support (Nouakchott, Algiers, DWT Cairo and Geneva/HQ)? If not, what other type of resources might have been needed?
- To what extent are project disbursements and expenditures in line with planned budget plans? Why and why not?
- Assess whether the project's management and governance arrangements helped to facilitate project implementation?
- Did the project create good relations and cooperation with relevant national, regional and local government authorities and other stakeholders to achieve the project results?

### **2.5.4. Orientation to impact and sustainability**

- To what extent is there evidence of positive changes in the lives of the final beneficiaries of the project?
- What steps has the project taken to work jointly with refugees, local host communities and local authorities to implement the project's sustainability and exit strategy?
- What other concrete steps have been or should have been taken to ensure sustainability?
- Have the results and studies of the project been shared with the tripartite constituencies?

### **2.5.5. Gender and non-discrimination**

- To what extent has the project integrated gender matters into the design, implementation, outcomes and monitoring and evaluation framework?
- Did the project meet the strategic needs of women?
- Does the project take equal account of refugees and host communities, as well as other relevant groups?

## **3. METHODOLOGY AND LIMITS**

### **3.1. Methodology**

The evaluation was conducted in accordance with the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation and followed the OECD Development Assistance Committee (DAC) evaluation framework and principles.

The evaluation was based on the following criteria:

- a. Validity of the design, relevance of the project and strategic fit;
- b. Effectiveness;
- c. Efficiency of resources used (and management methods);
- d. Impact orientation and sustainability;
- e. Gender and non-discrimination.

The evaluator used a participatory approach involving key stakeholders such as beneficiaries, ILO tripartite constituents, ILO staff and strategic partners. It applied a mixed method (qualitative and quantitative) for data collection.

The semi-structured interview processes were flexible enough to allow inclusion of additional questions to ensure that key information was obtained. Each interview followed an interview guide.

Stakeholder interviews were conducted via Skype. Additional data was collected via email DWT/CO-Alger of the ILO.

The evaluator triangulated the data (document analysis, individual interviews) to increase the validity and rigour of the results.

Due to the COVID-19 pandemic and its impact on the working world, the evaluation was conducted remotely. No fieldwork was therefore carried out in Mauritania (Bassikounou and Nouakchott).

The virtual stakeholder workshop could not be organised to validate the results. The reasons are, inter alia, the constraints of timing and accessibility to social networks (Skype, WhatsApp) of the different stakeholders.

### **3.1.1. Evaluation schedule**

The evaluation was carried out between 20 July and 12 October 2020. Between 20 and 26 July 2020, the initial evaluator reviewed the shared project documents, developed the data collection instruments, presented the inception report and prepared the fieldwork.

An alternate evaluator reviewed the documentation and prepared the data collection tools between 12 and 14 July 2020. Interviews with stakeholders were conducted via Skype and email from 27 to 28 July 2020, from 8 to 18 September and from 1 to 4 October 2020.

As the COVID-19 pandemic situation had not changed at the time of the evaluation, the consultant was unable to schedule fieldwork.

The programme of the assessment mission can be found in Annex 4. The final report was written between 01 and 12 October 2020.

### **3.1.2. Data collection methods**

The evaluator used various techniques and mixed methods of evaluation to collect primary and secondary data to ensure the validity and reliability of the results. The primary data consisted of information collected directly from stakeholders about their direct experience in the contributions. To achieve this, the evaluator used the interviews with these different stakeholders. The interviews facilitated an in-depth understanding of the project and its results and also helped to identify the factors that contributed to the changes (positive and negative) produced by the project.

Secondary data was obtained through project documents and provider reports produced for purposes other than evaluation.

Data collection was carried out confidentially through Skype and email interviews.

The evaluation was conducted in the following three phases:

#### **3.1.2.1. Start-up and documentary phase**

During the start-up and documentation phase, the consultant conducted a desk review and Skype interviews with the evaluation manager to gather the ILO's expectations.

This phase involved the analysis of all the documents made available to the consultant by the ILO. Other complementary documents that could shed light on the understanding of the context of intervention and the analysis of possible difficulties the project faced in achieving the set objectives were also consulted (project documents: partnership agreement with Japan, project activity reports, study reports, contractors' activity reports, activity products, national policies, etc.). In addition, the consultant submitted the inception report, containing the data collection tools and prepared the fieldwork (*See Annex 2*).

#### **3.1.2.2. Field phase and interview**

The evaluator conducted interviews with key stakeholders. The ILO assisted in the identification and mobilization of relevant persons and structures for the purposes of the interview with the evaluator.

The method of selection of actors was based on non-probability sampling, by reasoned choice. The choice of interviewees was essentially based on their hierarchical position during the



implementation of the project. Although the choice was reasoned, the gender criterion was taken into account in the selection of trainees.

The interviews were conducted using specific interview guides containing the main questions for each of the actors. The questions integrated all the evaluation criteria to ensure a better triangulation of data.

The evaluator interacted with representatives of the Japanese project team, staff of the ILO offices in Nouakchott, Algiers and Geneva, UNHCR, UNICEF, the Embassy of Japan, and workers' organisations and civil society.

In total, 33 people were interviewed by Skype or email (24 men and 9 women) (*See Annex 4*).

Due to the COVID-19 pandemic and its impact on the working world, the evaluation was carried out remotely. No fieldwork was carried out in Mauritania (Bassikounou and Nouakchott). The evaluation was therefore, carried out in the context of the criteria and approaches described in the ILO internal guide: "Implications of COVID-19 on evaluations in the ILO: Internal guide on adaptation to the situation<sup>2</sup>".

The interview phase ended with the organisation of a virtual stakeholder workshop to validate the preliminary results. The initial findings, preliminary conclusions and recommendations to key stakeholders were discussed at the end of this meeting.

### **3.1.2.3. Synthesis phase**

In order to enrich the analysis, the consultant triangulated available data from multiple sources and data collection techniques, allowing conclusions to be drawn based on the evidence.

The mission ended with the drafting of the interim report and then the final report after incorporating the stakeholders' comments.

## **3.2. Limitations of the evaluation**

Two evaluators carried out the evaluation. The first evaluator who conducted the first set of interviews did not complete the work due to health reasons. Following a meeting, it was passed on to the second evaluator; collected data and the collection tools were already developed, in order to complete the evaluation.

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<sup>2</sup> [https://www.ilo.org/eval/WCMS\\_744068/lang--en/index.htm](https://www.ilo.org/eval/WCMS_744068/lang--en/index.htm)

Due to the COVID-19 pandemic and its impact on the working world, the evaluator was unable to carry out fieldwork in Mauritania (Bassikounou and Nouakchott). The evaluation findings are therefore based on data collected from background documents and semi-structured and directive interviews with stakeholders and project staff. As a result, the accuracy of the evaluation results is determined by the integrity of the information provided to the evaluator and the evaluator's ability to triangulate the information.

Difficulties in communicating to certain direct beneficiaries (trainees, administrative authorities of Bassikounou, etc.) and in translating the exchanges into French made it impossible to organise interviews with a larger number of stakeholders.

The consultant forwarded vocal questions to beneficiaries with access to WhatsApp. Some of them could be interviewed by Skype. Several trainees were unable to answer the questions due to poor French language skills or difficult access to social networks in the place of residence.

Furthermore, as the project completion report was not available at the time of the evaluation, it was not possible for the evaluator to better analyse the achievement of the project results. The evaluator's analysis was made on the basis of sector activity reports and information received remotely via Skype, Email and WhatsApp.

On the whole, the evaluation took place within a fairly tight timeframe both for the preparation, interviews and the synthesis and reporting phase for the presentation of this evaluation report.

A virtual stakeholder workshop could not be organised to validate the preliminary results. Therefore, any limitations in the answers to the evaluation questions would result from the above-mentioned difficulties.

Despite these constraints, the documentation and information obtained from the project team and the different beneficiaries allowed us to have a sample that accurately represented the views and experiences of the project stakeholders, particularly those of the direct beneficiaries of the project.

## **4. PRESENTATION OF THE EVALUATION RESULTS**

### **4.1. Validity of project design, project relevance and strategic fit**

*The evaluation assessed the extent to which the project is consistent with the objectives of the Government, the ILO and the social partners in Mauritania (i.e. the UNDAF 2018-2022 plan, the ILO country programme results, the Decent Work Country Programme 2012-2018); the project was adapted to the needs of refugees and local host communities in terms of decent*

*work, employment and local economic development in its design and implementation; the project complements or integrates with other ongoing ILO and UN programmes and projects in the country; ILO tripartite constituents were involved in the project design; the project integrated gender issues into the design and implementation process; project planning included a useful monitoring and evaluation framework; the project design included a sustainability and exit strategy; and the planned results were achievable.*

#### **4.1.1. Project relevance and strategic fit**

The review of documentation and data provided by the interviewees shows that the project has been consistent and is in line with the objectives of the government, the ILO and the social partners in Mauritania. The project mainly contributed to objective 8 of sustainable development (Promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), while also contributing to objectives 1, 5, 9, 10, 13 and 16 of the SDG.

In this context, the evaluator noted that Mauritania's Partnership Framework for Sustainable Development (PSDPF)<sup>3</sup> 2018-2022 has adopted several national priorities, including Strategic Priority 1 "Inclusive Growth" with effect 2: "Populations have access to strengthened livelihoods, decent jobs, increased economic opportunities and improved food security" and Strategic Priority 2 "Human Capital and Basic Social Services" with Effect 1: "Children and young people have access to quality education in the formal and non-formal systems."

The project contributed to the implementation of effect 2 of PCDD Strategic Priority 1, by creating or strengthening jobs (training in electricity and renewable energy, training of tailors, support to cooperatives and SMEs) while improving the working environment through the application of occupational health and safety rules. To this end, several inspections were carried out by participants in training sessions at the construction training site. Recommendations were made by the participants in order to prevent risks at work. In addition, as a result of the occurrence of COVID-19, protective equipment and training was provided to communities and workers.

The objectives pursued by the government, the ILO and the social partners in implementing the project are justified by the very large number of refugees in the Mberra camp, located in the Moughataa of Bassikounou in Mauritania. For example, from January to December 2018, following the intensification of violence in Mali, Mauritania received 5831 new arrivals from Mali without voluntary return<sup>4</sup>. The Mberra camp, located in Bassikounou Moughataa, received nearly 55 886 Malian refugees (in December 2018). This situation has created socio-economic instability, injustice and inequality between refugees and host communities.

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<sup>3</sup> Partnership Framework for Sustainable Development (SFPD) 2018-2022 - Mauritania, page 50

<sup>4</sup> UNHCR as of 15 December 2018

In addition, the high rate of unemployment and underemployment in both the refugee and host communities has resulted in deteriorating living conditions. One of the solutions to address these disparities was therefore the creation of new jobs to encourage young people to contribute to national economic development and peace.

The project is in line with the priorities of Japan's cooperation with Africa as defined in the TICAD VI Nairobi Declaration (employment creation and skills development for the youth and women, quality infrastructure and social stability, peace-building and the fight against terrorism).

The objectives of the project are related to the pillars<sup>5</sup> identified under TICAD VI, namely (i) Pillar 1: "Promotion of structural economic transformation through economic diversification and industrialization", one of the axes of which is "Quality infrastructure", (ii) Pillar 3: "Promotion of social stability for shared prosperity", one of the axes of which is "Social stability and peace building". One of the Strategies for the crosscutting areas is "Empowerment of youth, women and people with disabilities".

The quality of supervision, financial resources and knowledge obtained during their training (contruction training site, etc.) have enabled the youth to be financially independent (scholarships, etc.) and able to build quality infrastructure (school, track), thus contributing to the achievement of the cross-cutting strategy "Empowerment of young people, women and people with disabilities" and the "Quality infrastructure" axis of TICAD VI.

The project targeted the youth and women and promoted social cohesion. The trainees trained were mainly the youth (men and women) up to the age of 35. The activities of the contruction training site, particularly in Mberra, brought together young refugees as well as young people from the local community. No incidents were reported during the training. On the contrary, the project has improved the rapprochement between the two communities, thus promoting social cohesion.

Information obtained from the refugees indicates that several young people, as a result of the project, had given up joining the armed groups that exist in northern Mali.

The project is in line with ILO commitments to contribute to and initiate livelihood activities in the Moughata of Bassikounou. It follows the suggestions of UNHCR and the request of the Mauritanian government expressed through the "Partnership Framework for Sustainable Development 2018-2022 (PFSD)".

To this end, tailors have been trained in the production of barrier masks and blouses. This activity has diversified their technical knowledge and improved their income. Similarly, SMEs (cooperatives) have seen an improvement in their management and financial capacities.

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<sup>5</sup> Nairobi Declaration "Advancing Africa's Sustainable Development Agenda", TICAD Partnership for Prosperity, 28 August 2016

The evaluation noted that the ILO and other private providers had requested trainers who had completed the teacher training on Do-nou technology for work.

According to a study by the UNHCR in 2018, more than half (51.1%) of the total population of the Mberra camp was "unemployed", without training or employment<sup>6</sup>. Due to limited employment opportunities, lack of vocational skills and limited sources of income and economic activity, refugees face enormous difficulties in earning a living<sup>7</sup>.

Local communities faced high unemployment and underemployment with an official unemployment rate of 10.2% for the total population and 15.6% for young people aged 15 to 24 (21.2% for women and 15.6% for men)<sup>8</sup> according to available statistics.

Implementing a project to promote youth employment opportunities for refugees and the host community therefore remains relevant to the needs of these communities in the Moughataa of Bassikounou.

The project therefore, responds to the rapid increase in refugee arrivals and alleviates the perceived socio-economic instability, injustice and inequality between refugees and host communities, and encourages young people to contribute to national economic development and peace.

The project activities contributed to Sustainable Development Goal (SDO) 8: "Promote sustainable and shared economic growth, employment and decent work for all", by creating employment opportunities and decent working conditions for the youth and women.

As an illustration, the project promoted occupational safety and health procedures on the construction sites of the Mberra Primary School and tracks in Tiguent and Mberra.

The relevance of the project therefore remains undeniable.

#### **4.1.2. Validity of the project design**

The project is mainly the result of the collaborative framework between the ILO and UNHCR in Mauritania. This collaboration was manifested through the signing of the updated Memorandum of Understanding (MOU) and the agreed work plan between UNHCR and the ILO in 2016. UNHCR specifically requested the ILO's contribution to the development of the livelihoods of refugees and host communities. As a result, since the beginning of 2017, refugees in the Mberra camp have been trained and placed in the ILO's regular eco-building programmes.

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<sup>6</sup> UNHCR, as of 31st Dec 2017

<sup>7</sup> UNHCR and WFP, Feb 2018

<sup>8</sup> World Bank, 2017

In 2018, the ILO, in cooperation with UNHCR, implemented a first pilot project that took place on site in Bassikounou, in order to build a school with local materials for refugees and host populations. In 2019, the ILO set up an intervention programme to improve infrastructure in cooperation with USDOS.

The evaluation notes that the Japan project consolidates the achievements of the project for Improving the employability of young people and the capacities of SMEs through the development of the construction sub-sector in local materials and vocational training in school sites by construction (PECOBAT), implemented by the ILO.

The Japan project benefited from the technical and financial synergy of the USDOS II project and Promotion of employment and improvement of the living conditions of coastal artisanal fishermen, young people and women around protected natural areas, northern sector of Mauritania (PROMOPECHE), both implemented by the ILO, in the Moughataa of Bassikounou.

Thus, the Japan project consolidates the achievements of completed projects (PECOBAT, etc.) and deepens the current project activities in the region (PROMOPECHE, USDOS II, etc.). It therefore contributes to the implementation of the global strategy aimed at creating a link between humanitarian activities and local development planning.

The ILO's collaborative framework has broadened to include other international organizations and NGOs active in relevant fields, such as UNDP, UNICEF, IOM and FAO. This collaboration aimed to maximize the results of projects led by these Agencies, through consultations and regular meetings as well as synergy in the use of financial resources and the conduct of national policies.

This collaborative experience follows the updated memorandum of understanding and work plan agreed and signed between UNHCR and the ILO in 2016. UNHCR specifically requested the ILO's contribution for the development of the livelihoods of the refugees and host communities. Thus, since the beginning of 2017, the refugees in the Mberra camp have been trained and placed under the regular eco-construction programs of the ILO. In 2018, the ILO, in cooperation with the UNHCR, implemented a first pilot experience of on-site vocational training in the construction of a school with local materials for refugees and host communities in Bassikounou. In 2019, the ILO established an intervention program to improve infrastructure in cooperation with the USDOS II project.

The ILO will work with UNHCR to position this project appropriately within the overall strategy of assistance to refugees in Mauritania, including regular meetings, knowledge sharing and collaboration on seminars and training based on the minutes.

The project has therefore contributed to increase ongoing activities in the region and the global strategy to link humanitarian activities with local development planning.

In designing the project, the ILO involved its traditional national and local partners. These include the NGO Ensemble pour la Solidarité et le Développement (ESD), for the identification of beneficiaries and their needs in Bassikounou, the Union des Travailleurs de Mauritanie (UTM), to ensure that the needs of workers are taken into account, and the Institut National de Promotion de la Formation Technique et Professionnelle (INAP-FTP), for the provision of training tools for the project and the delivery of official training certificates to trainees.

The project has benefited from the institutional support of the Ministry of the Civil Service, Labour and Modernisation of the Administration, as far as Occupational Health and Safety (OHS) is concerned, and of the Ministry of Employment, Vocational Training and Information and Communication Technologies (MEFPTIC), for the overall implementation of the technical and vocational training policy.

Japanese staff at ILO headquarters in Geneva, the ILO field office in Dakar and the ILO office in Japan have been actively involved in the development of this project. They also organized a mission to Mauritania and participated in the drafting of the concept note.

A comprehensive monitoring and evaluation framework was developed during the planning of the project. It was summarily limited to the provision of a few deliverables (a progress report in the middle of project implementation and a final project report to the Japanese Embassy in Mauritania) and the conduct of a final independent evaluation, managed by ILO EVAL and carried out by an independent evaluator.

The means of data collection and the sources of verification of the indicators have not been defined, thus making monitoring difficult, as these indicators are essentially quantitative. It was left to the project team to define them during implementation.

The evaluation remarks that most of the planned results and new outcomes identified in the fight against COVID-19 were achievable. However, the objective of integrating trainees into the labour market appeared too ambitious and difficult to achieve for a one-year project implemented in a region with low economic activity.

The project document (PRODOC) did not formally indicate a sustainability and exit strategy. The sustainability of the project's achievements will certainly be achieved through the ILO projects underway in Bassikounou.

By reviewing documents and data provided by stakeholders, the evaluator can confirm that the project has integrated gender issues into the design and implementation process. By way of illustration, women are among the main targets of the project. Indicator for outcome 1.1 indicates that the project should ensure that at least 40% of participants are women for refugees and host communities.

## **4.2. Effectiveness**

*This section examines, among other things, the extent to which the project achieved its results at the outcome and output levels, with particular attention to the project objectives (i.e. improving the employability of refugees and host community members, building infrastructure and local economic development); the main factors that contributed to or posed challenges for the project to achieve its objectives; and the extent to which the project's monitoring and evaluation framework supported effective implementation.*

#### **4.2.1. Results of the project**

The analysis of the main results leads to the conclusion that the project has been very effective in providing training to young refugees and the local community. It has also been effective in terms of building infrastructure and strengthening the capacity of local businesses and workers.

At the time of the evaluation, the project completion report had not yet been prepared by the project. Effectiveness was therefore reviewed on the basis of secondary data, project formulation documents, periodic and triangulated activity reports through interviews with ILO constituents, beneficiaries, ILO project staff in Mauritania, Switzerland (Geneva) and Algeria (Algiers).

Through the interviews and activity reports of the providers, the evaluator was able to verify that the results of the project are recognised by the national partners and in particular the social partners.

The project was the subject of a rider, at constant cost, with a revision of the work plan to take into account the updated chronogram.

On a whole, the overall objective of the project was achieved. The delays observed in the implementation of the project are due, among other things to the late recruitment of staff and the cessation of activities following the introduction of social distancing measures linked to COVID-19 by the Government of Mauritania.

The analysis of effectiveness is described by project results.

##### **4.2.1.1. Outcome 1: Young women and men (skilled and unskilled) in the Mberra refugee camp and the host community improve their employability through on-the-job training in labour-intensive, practical, hands-on construction work, leading to a quality certificate.**

###### *a. Outcome 1.1: Training of the youth*

With regard to the trainee selection reports, the overall objective was to recruit 400 trainees. The jury received 425 applications and declared 203 candidates admitted to the selection test. Thus in Bassikounou, out of the 84 candidates presented, 73 were shortlisted and 11 were postponed. The jury selected 73 candidates and placed 20 the waiting list. In Mberra, out of the 341 candidates presented, 341 were pre-selected and 191 adjourned. The jury declared 130 candidates admitted and placed 20 on the waiting list.



Interviews with beneficiaries and the project team indicated that the response of the youth in the local community to the call for applications for the training courses was rather timid. Despite the insistence of the local selection committee and the public posting in the Wali, a total of 425 candidates presented, 341 are refugees, i.e. 80.24%, and 84 are Mauritanian, i.e. 19.76%.

Of the 594 who benefited from the project, 283 are Mauritanians, i.e. 47.64%. There are 311 refugees, i.e. 52.36%.

The preparation of training activities for the youth, including the development of management tools and implementation of the training according to the school construction model, were carried out with the support of the PROMOPECHE project which already carried out similar training in Bassikounou. The National Institute for the Promotion of Technical and Vocational Training (INAP-FTP) developed the programme. At the national level, this structure elaborates the vocational training programmes making it available to the training structures.

With regards to the training of trainees, a procedures manual was developed by the ILO and UNHCR for this purpose, with a view to fair and transparent selection. Two tripartite juries were set up in Mberra and Bassikounou. The selection notice of the candidates indicated recruitment for four certification-training courses (Masonry, Bricklaying, Formwork, Reinforcement) and four qualification-training courses (Painting, Woodworking, Welding, Electricity and Renewable Energies). At the end of the training courses, certificates were issued to the trainees. The trainees are still waiting for the date of their national diploma exam.

The certification training courses, which were planned for a fortnight, were extended by another two weeks. The main reasons cited were the delay in the supply of construction materials and the insufficient presence of trainees. To remedy this, the training team assigned training days to each trainee. This approach enabled the project to be able to transport the trainees from their homes to the training sites.

For the training in Tiguent, the 64 trainees were all from the local community. They were composed of 22 women, i.e. 34.38% and 42 men, i.e. 65.63%. The training team planned to train 75 trainees, namely multi-skilled operators and diggers as well as 25 supervising technicians, candidates for the Do-nou training.

The actual rate of participants was less than 75 young people (an average of 22 trainees per day) due to transport difficulties. The project did not have enough vehicles.

The practical training, scheduled for 20 working days, was extended until 14 December 2019, i.e. by two weeks, at the request of the NGO CORE. This request followed delays in the delivery of materials and the number of trainees attending each day. Indeed, due to logistical

constraints, the trainees were attending two days of classes per week to allow them to rest because of the long distance they had to travel to reach the training sites.

The training of the trainers' session brought together 30 Mauritanian participants including 9 women (30%) and 21 men (70%).

Several structures such as GRET, FAO, MET, Rural Express, the Order of Architects and ACF responded favourably by sending their resource technician to participate in the training of the trainers phase on Do-nou technology.

The evaluator noted the organisation of a 20-day training session on Do-nou technology by MAURITINA SARL, a local structure in Mberra, in July 2020.

Out of 110 trainees, 69 were young refugees, i.e. 62.73% against 41 Mauritians, i.e. 37.27%. The cohort was composed of 36 women or 32.73% and 74 men or 67.27%.

The Mberra construction school allowed the construction of the extension of Primary School 4. Of the 120 trainees registered for the certification training, 29 were Mauritanian, i.e. 24.17% against 91 refugees, i.e. 75.83%. The young women in the cohort were 46 or 38.33% (37 refugees or 80.43% and 9 Mauritanian women or 19.57%).

These results are far from those foreseen by the project, which are 50% refugees and 50% people living in the host community with at least 40% women.

Practical implementation occurred through immersion in work situations, within the renovation or construction sites of tracks financed by the project or in company internships where appropriate.

At the end of the training, the trainees acquired road maintenance skills using Do-nou technology. Each learner received a certificate of participation from the ILO.

At the end of the project, these trainees were waiting to take the national examination for the certificate issued by the government.

*b. Outcome 1.2: Integration into the labour market pathway*

The interviews and activity reports of the providers do not provide a reliable indication of the integration rate. However, the opinions of trainees converge on the point that almost all trainees have not been integrated into the labour market. They are all still waiting for an opportunity from the ILO.

c. Result 1.3: Training of local companies

In collaboration with the USDOS II project, the project organised an information session on Teampreneurship for the benefit of 14 selected learners in Bassikounou and Mberra camp. The profiles were selected on the basis of other training or previous work with the ILO.

Concerning the training of local enterprises to develop business, the analysis of the 10 COOPERATIVES (SMEs) in Bassikounou and 8 cooperatives in Mberra, has allowed to select only 3 that have benefited from the programme. The majority of these SMEs had low technical and organisational capacity.

The project forecasts to train 10 trainers for 50 contractors.

**4.2.1.2. Result 2: Sustainable local socio-economic development is encouraged by the eco-construction of infrastructures**

a. Infrastructure construction

The project benefited from the activities of the PROMOPECHE project's "Chantier école PK 93" training centre, which built 16 km of track using the construction school approach, to carry out its construction activities using the Do-nou technique.

The implementation of the construction school site on the Do-nou technology encountered a major constraint. Indeed, the Bassikounou area has such a level of risk that the Japanese experts from the NGO CORE, in charge of the project could not go there. It was therefore decided to carry out theoretical training in Nouakchott and to move the Do-Nou demonstration site to Tiguint, to enable the Japanese experts from the NGO CORE to carry out their work<sup>9</sup>. The course brought together 64 trainees and was conducted in parallel with the construction work on a 16 km track implemented by the ILO's PROMOPECHE project.

To carry out the training, the project team and the NGO CORE chose a 400-meter section of the 16 km of road to be built using the Do-nou technique. The target road is a service road to a beach where fishing activities take place. By 29 November 2019 (the initial completion date), on a forecast 400 m, 360 m of road had been built using the Do-nou technology, of which 260 m were built with the NGO CORE (i.e. 65%) and a further 100 m were built by the trainees after the NGO left. The overall completion rate for the work is therefore 90% in Tiguint.

The evaluator noted that a 20-day training session on the Do-nou technology was organised in July 2020 by MAURITINA SARL, a local structure. During this training, the trainees built three sections of track: one of 34 m at the entrance of the ILO training centre in the Mberra refuge

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<sup>9</sup> Delivery Completion Report "Introduction of Do-nou technology in Mauritania: Transfer of technical skills to 25 technical supervisors and 75 trainees. ", 06/03/2020, page 3

camp, another of 10 m for access to the access track to the Mberra Camp from an intersection track. The last section was completed during the training, following the extension of the materials contract (bags, laterite and water); thus bringing the total length to 154 m.

*b. Introduction of eco-construction technology*

The project saw the construction of the extension of Primary School 4 in Mberra. The service was carried out in accordance with the terms of reference published by the ILO: "*Recruitment of a service provider for the support, control and monitoring of the use of "earth" material in infrastructure built by ILO development cooperation projects in Mauritania*", within the framework of the project referenced under code MRT.19.01.JPN.

The work supervised by ECOTECH took place from 01 September 2019 to 29 February 2020, i.e. seven months. The service provider organised 4 missions and carried out a technical study dedicated to the technical and financial optimisation of the roofs of the classroom pavilions (implementation plans, design calculations, measurements).

The pedagogical monitoring of the trainees on the "School 4" site in Mberra was carried out by ECOTECH in collaboration with the PECOBAT Project, which conducted a similar activity with other trainees in qualifying training.

The construction works for the extension of School 4 were not completed at the end of the contract with the ECOTECH contractor. However, there was a willingness to provide remote support.

The earthworks, planned for the project, were completed at the end of the training. The main remaining works concerned the installation of the upper concrete structures (linear strips; chains; transverse beams; roof slabs) and the finishing works.

A second contractor subsequently completed work on School 4.

The construction of this work was a good practical exercise for the trainees. The construction of the equipment (window, hourdie, teak) was carried out with the support of local craftsmen.

The Do-Nou technology uses local materials and makes little use of low-polluting equipment. Although new in Mauritania, it is part of the overall curricula of labour-based works. As such, it is considered an eco-construction technology.

*c. Infrastructure maintenance system*

From the analysis of the site monitoring reports and the information collected from the beneficiaries, the evaluator concluded that at the end of the project, no maintenance system

for the constructed infrastructure had been established by the refugees and the host community.

As part of its collaboration with the ILO, UNICEF will equip the school for the official handover to the government. Monitoring reports of the construction training site, prepared by the contractor, indicate that the infrastructure has been built with the maximum of locally available resources (mud bricks, bamboo stems, etc.).

The low capacity of government structures (Wali and Hakem) to finance infrastructure maintenance work did not allow them to support the setting up of teams of trainees to carry out this activity.

#### **4.2.1.3. Outcome 3: Local enterprises and workers improve their OSH practices and decent working conditions with technical support and supervision from local and national authorities**

##### ***a. Occupational safety and health (OSH) inspection***

This activity was carried out by the PRECISION-SARL Office and financed jointly by the USDOS II project.

These inspections took place in parallel with the Training of Trainers on OSH. Under the supervision of the OHS trainers, training participants visited the construction sites of the Mberra camp.

Three (3) field visits were conducted on 22, 22 and 25 July 2020. Two (2) of which were already scheduled in the training. The third visit was decided upon following a change of programme influenced by an impromptu visit by the Wali (governor) of the region, which required the training participants to travel to the construction sites.

The field visits had three main objectives: (i) To enable participants to observe in the field the various theoretical elements discussed in the training room and see their applicability to their activities; (ii) To provide participants with a practical tool, namely a checklist that enabled them to assess the degree of compliance and respect of OSH requirements at the level of the sites visited; and (iii) To be able to measure the impact of the training on participants in terms of their level of autonomy, ownership and confidence with the use of the checklist. The visits were scheduled so that one would be at the beginning of the training and the other at the end.

A Construction Site OHS Inspection Checklist was developed to identify the hazards and/or risks observed on the construction site. The following opportunities for improvement were also identified during the visits:

- Lack of protection for openings and holes in the ground;

- Non-wearing of PPE by some workers;
- Lack of protective caps for protruding rebar;
- Storage and cleaning ;
- Lack of railings and safe means of access for scaffolding;
- Absence of markings around the work areas;
- Lack of signposts ;
- Lack of PPE stockpile forcing workers to use worn-out PPE;
- Absence of fire extinguishers and first aid boxes on construction sites;
- Absence of OSH managers/referents;
- Non-posting of the OSH policy.

Overall, the field visits identified very positive points regarding compliance with standards and procedures for decent work and OSH.

*b. Improvement of OSH practice by local businesses and workers*

In order to take COVID-19 into account in the strategy, the ILO readapted its activities, particularly the "Teampreneurship", as it involved bringing together more than 10 people.

In addition, the USDOS II and JAPAN projects, supported respectively by the US State Department and the Government of Japan, and in collaboration with UNHCR, created new actions and objectives, including the *"Creation of barrier masks and work gowns to address the health crisis, support the local economy and build the capacity of tailors."*

The general objective of this initiative is to strengthen the capacity of tailors by creating products to address the health crisis and participate in the prevention of COVID-19, in the town of Bassikounou and the refugee camp of Mberra.

The specific objectives of this ILO activity, led by a TeamTrainer, were the production of 50 000 barrier masks and 1 000 work gowns and the training of 25 tailors in the production of barrier masks and work gowns.

The ten (10) day theoretical training took place in Bassikounou, for phase 1 and in Mberra camp, for phase 2. There were between 19 and 23 participants.

During the practical training, only one (1) of the tailors from Bassikounou stopped the training because he did not want to leave his sewing activities for 7 weeks.

The project contributed to the production of 41 629 masks at 70 MU each and 133 gowns at 1000 MU each. This equipment was offered to the refugees of the Mberra camp, the trainees

at the ILO construction training site, the trade union of the Hogh Chargui region (Nema) and the PRECISION-SARL Office team in charge of OSH training.

The project faced many constraints in the implementation of this new activity. These include in particular:

- the commitment of the tailors and the economic losses suffered by those whose workshops were closed for the duration of the training;
- the fixed price for masks and gowns, judged to be insufficient compared to that earned in the workshops;
- the lack of elastics for the manufacture of masks;
- the insufficient duration of the training such that only eleven (11) people were able to correctly make blouses without assistance.

In the opinion of the beneficiaries and the project team, this initiative enabled the different communities to better comply with the COVID-19 prevention measures (wearing of masks, hand washing, social distancing, not gathering more than ten (10) people together, etc.). As for the tailors, they unanimously agreed that the project enabled them to diversify their products, which were limited to the making of boubous.

All in all, this new activity was invaluable in supporting communities during the COVID-19. It helped to strengthen their resilience during the health crisis.

### *c. Knowledge of ESS by tripartite partners*

This activity, financed by the USDOS II project, was carried out by the PRECISION-SARL Office in Bassikounou from 20 to 25 July 2020.

Interviews with the participants and activity reports indicate that the training was carried out satisfactorily. The participants showed a willingness to apply the knowledge acquired, to duplicate it, to integrate it into their work and to disseminate it to their respective structures.

At the end of the training, the social partners expressed their firm willingness to engage in the formalisation of the OSH sector. The only constraint to be lifted was the determination of the practical modalities for establishing a national safety and health (OSH) policy which would oblige the stakeholders to respect the principles of occupational risk prevention for the well-being of workers. This is a guarantee of increased productivity.

17 people were present during the pre-test while 14 participants completed the post-test.

The evaluation of the participants indicates an improvement in the knowledge of the subject on OSH. Of 6 with an adequate level of knowledge on occupational health and safety (OHS) issues, representing 42.86%, the training has remarkably increased this number to 13, or 92.86%.

#### **4.2.1.4. Project monitoring and evaluation system**

The statements of the project team and the contractors' reports show that the project has developed a framework for monitoring worksites from its inception. Worksite monitoring sheets and monitoring mission reports were drawn up both by the project coordination in Bassikounou and Nouakchott and by the contractors.

The company ECOTECH (in charge of site implementation and training) has developed an Excel tool to report monthly data to the coordination (Bassikounou and Nouakchott). The national project coordinator in Bassikounou regularly shared a monthly monitoring report of project activities with the ILO Country Office in Nouakchott.

Information on beneficiaries was connected and processed. However, this need be supplemented with further data on the pre- and post-intervention situation. The evaluator observed that data were disaggregated by gender. However, obtaining data such as numbers and rates by gender or locality was not systematic. Data collection and processing should follow a more elaborate and systematic procedure.

The monitoring and evaluation system for the project has been put in place over time. It should have been developed earlier, better documented and better shared within the team.

Overall, the project's monitoring-evaluation system still needs to be improved.

#### **4.2.2. Key success factors for the project**

Analysis of data collected from partners, beneficiaries and the project team reveals the following key success factors:

- ❖ An appropriation of the project by:
  - *Beneficiaries*: this resulted in a strong mobilisation of refugee beneficiaries and the local community. As an illustration, of the 200 trainees to be selected, 341 candidates presented themselves in Mberra, i.e. a rate of 170.5%. More than 594 people interacted with the project. Refugee and local community leaders participated in the selection of candidates. The trainees appropriated the Do-nou technology because it was practical and easy to replicate.
  - *Technical and financial partners*: several Agencies of the United Nations system mobilised technically and financially for the implementation of the project. The



technical expertise of the UNHCR made it possible to mobilise the refugees. UNICEF financed the equipment for the extension of School 4 in Mberra. Several others, including GRET, WFP, ACF etc., shared their expertise with the participants in the training sessions.

- *Government authorities:* the Ministry in charge of transport and the Ministry in charge of labour visited the project. The Hakem and the Wali were willing to remove the various technical and social obstacles that arose during the implementation of the project. They supported and participated in all stages of the trainee selection process that took place at the Bassikounou town hall. The central government, the district authorities and the inhabitants or villages appreciated the Do-nou technology. Engineers from the Ministry of Equipment and Transport visited the construction site and confirmed that the technology is applicable in the rural setting of Mauritania.
- *Donor:* the Japanese Embassy was heavily involved in supervising the activities. For example, the head of the economic section participated in a workshop and the ambassador visited the track construction works using Do-nou technology.
- ❖ The mobilisation of expertise within support departments and national and international technical teams (NGO CORE, ECOTECH, Bureau PRECISION, etc.), in order to promote Do-nou technology, eco-construction as well as occupational health and safety;
- ❖ The construction training site approach, already implemented by the ILO in Mauritania through labour-based activities. This approach is developed in a local context with local resources; it works on the value chain to ensure sustainability, intervenes in a systemic way for training/insertion;
- ❖ The establishment of beneficiary selection committees, where local partners, representatives of refugees and the host population, the ILO and UNHCR worked closely together to promote transparency in the selection of beneficiaries and in order to comply with the defined quotas (50% refugees / 50% host population, 40% women etc.);
- ❖ The involvement of the main public services in charge of employment and vocational training, in particular the Directorate of Technical and Vocational Training (DFTP) and the National Institute for the Promotion of Technical and Vocational Training (INAP-FTP), which have been involved in the process of setting up the school building site system;

- ❖ Synergy and pooling of financial resources between ILO projects: the project benefited from the technical infrastructure of the PROMOPECHE project and the financial resources of the USDOS II project. All of which made it possible to carry out training courses leading to qualifications and to carry out new activities, in particular the preparatory study for a strategic and sustainable territorial planning project in the Moughata of Bassikounou and the training of tailors for the production of masks and blouses;
- ❖ The existence of a framework for inter-agency collaboration within the United Nations system. There is a Global Collaboration Agreement signed between the ILO and UNHCR (March 2017);
- ❖ The motivation of the project team. Despite the vast distance of 1400 km between Nouakchott and Bassikounou, the team conducted missions to ensure the proper implementation of the project. It spared no effort to ensure synergy with other completed or ongoing projects in Bassikounou.

#### **4.2.3. Constraints in project implementation**

Several constraints were noted :

- ❖ Inadequate communication and coordination between the ILO and the NGO CORE:
  - Slow availability of funds: CORE was in financial difficulty;
  - Organisational and management inadequacy at CORE level;
  - Inadequate management of the supply of materials and equipment at the level of the ILO-designated supplier;
  - Lack of logistical means at the disposal of CORE;
  - Insufficient means of transport for the trainees ;
  - Insufficient participation rate of trainees because trainees were straddling 2 projects.
  - Insufficient number of trainees because 55 out of the 75 expected trainees participated in the training;
  - Insufficient participation of technical supervisors in practical training due to insufficient budget in terms of travel and subsistence costs.
- ❖ Delays in sourcing local materials and administrative burden in contract management (internal to ILO). All materials are supplied from Nouakchott;
- ❖ The implementation of social distancing measures following COVID-19 ;

- ❖ Lack of a structured social process of integration into the labour market: all trainees expect support from the ILO in obtaining a job after the training;
- ❖ Work and gender stereotypes: construction and road maintenance are sectors considered to be male, with activities and work organization that are not adapted to women's place and obligations;
- ❖ Reluctance of some families to integrate their daughters or wives into the Construction School programme: Working on building sites or roads would not be compatible with family life, particularly because of the distance involved.
- ❖ Little interest of the youth from the local community in training for qualifications and certification: The evaluator noted, through exchanges with beneficiaries and jury members, that the selection of trainees from within the local community required intense communication; this community was less enthusiastic in presenting candidates, unlike the refugee community. As evidence of this, out of 200 candidates to be selected from each community, the local community presented only 84 candidates in contrast to the refugee community, which presented 341 candidates, i.e. a loss of 106 candidates in contrast to the refugee community, which presented 341 candidates, i.e. a gain of 141 candidates.
- ❖ Poor technical and financial means as well as the weak entrepreneurial capacities of SMEs: out of 18 SMEs (Cooperatives) identified, only 3 were selected for the Teampreneurship programme in Bassikounou.

#### **4.3. Efficiency of used resources (and management method)**

*The ToRs ask the evaluator to examine whether resources (human resources, time, expertise, funds, etc.) have been effectively allocated and used to provide the support needed to achieve the project objectives, including the project team and ILO support (Nouakchott, Algiers, DWT Cairo and Geneva/HQ); if not, to identify the type of resources that might have been needed; whether or not project disbursements and expenditure have been in line with planned budget plans. Why yes and why no? Assess whether the project's management and governance arrangements helped to facilitate project implementation; examine whether the project created good relations and cooperation with relevant national, regional and local government authorities and other stakeholders to achieve project results.*

Efficiency was assessed by reviewing secondary data, project formulation documents, the ILO project financial report of 29 September 2020, and the periodic and progress reports. They were triangulated through interviews with ILO constituents, beneficiaries, ILO project staff in Mauritania (Nouakchott and Bassikounou), Switzerland (Geneva) and Algeria (Algiers).

#### **4.3.1. Management Method and Human Resources**

The project had sufficient and adequate technical capacity to achieve its objectives. It was composed of a highly motivated and involved team.

The project team consisted of a coordinator and a driver based in Bassikounou and a Financial Officer and a Technical Officer based in Nouakchott. The project received technical support from a Backstopper based in Geneva, the Algiers Country Office team and the ILO Country Office Focal Point in Mauritania.

In terms of human expertise, the project achieved many of its objectives with the number of planned and budgeted staff. Nevertheless, data collected from the local project team indicate that there was an overload of work at certain times. This was the case when the local coordinator had to participate at the same time in inter-agency co-ordination meetings and supervision of the work.

In addition, because of the long distance between Bassikounou and Nouakchott, support from the country office was intermittent. The recruitment of an assistant should be considered for future projects.

During its first months of activity, the project was supervised by a Steering Committee, which, unfortunately, was no longer functional. Its meetings faded with the arrival of COVID-19. This Tripartite Committee included representatives of the ILO, the government and workers' organizations.

Periodic field missions were organised by project staff based in Nouakchott. The long distance of 1400 km between Bassikounou and Nouakchott did not allow for frequent visits. Added to this are the difficulties of communication with the Moughataa where the only mobile communication point is located in the UNHCR refugee camp.

At the technical level, the project has benefited from the mobilisation of expertise within the Algiers and Geneva offices, particularly DEVINVEST, to promote labour-intensive strategies and backstopping.

The project relied on the expertise of several entities including the Ministry of Public Service, Labour and Modernisation of Administration (MFPTP), the National Institute for the Promotion of Technical and Vocational Training (INAP-FTP) for the theoretical training and NGOs such as CORE for the practical activities of the school-building sites. Finally, the project worked in collaboration with other ILO programmes and other donors (American Government, UNICEF, etc.) to increase its effectiveness and impact.

The project manager based in Algiers contributed to the successful implementation of the project through numerous supports, notably in the selection of stakeholders to take part in the Do-Nou training at the training centre "Chantier école PK 93" in Tiguent.

The location of the project within the ILO country office facilitated exchanges between project stakeholders. This approach greatly facilitated cooperation and coordination between the ILO, NGOs, Workers' Organizers, other UN agencies (UNHCR, WFP, UNICEF, etc.) and the government.

### **4.3.2. Funds and time management**

#### **4.3.2.1. Funds**

Overall, resources (human resources, time, expertise, funds, etc.) were effectively allocated and used to provide the necessary support to achieve the project's objectives. Although these resources appeared limited, the project achieved significant results in terms of trainees trained, private structures supported and infrastructure built.

Analysis of project documents and exchanges with stakeholders reveal that the project underwent a budget reallocation. For example, as part of the request for a no-cost extension, the project modified the budget line allocated to construction works i.e. budget line 02.02.03 *"Eco-construction technology is shared and disseminated with national and local authorities, local companies, training centres and young workers"*. Due to insufficient resources in this budget line, the project drew on other budget lines to complete construction. In particular, some activities under Outcome 3 were co-financed with other ILO projects in Mauritania<sup>10</sup>, thus avoiding duplication and compensating for the reduction in funding.

In addition, the operational cost, remaining in the 2019 budget, was transferred to budget line 02.02.03 "Responsible". The balance of the 2019 budget relating to staff costs (International Technical Officer (P3), National Engineer (NOA) and Driver (G2)) was transferred to 2020 in order to pay for the additional month of staff following the extension of the project.

The balance of the funds, allocated to the International Technical Officer (P5) and Administrative and Financial Assistant (G6), was transferred to budget line 02.02.03, with the understanding that these posts were to be funded by the USDOS II<sup>11</sup> project.

As such, all the activities foreseen in the project document were carried out either by direct funding or co-funding with the USDOS II project.

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<sup>10</sup> USDOS II project, funding of occupational safety and health activities

<sup>11</sup> Budget revision - no cost extension

The interviews show that the unit price (10 MRU or US\$0.26) of a bag for the Do-nou is considered high taking into account the standard of living in the Moughataa of Bassikounou where the average monthly salary is US\$100. For example, the construction of 50 metres of 4m wide track in Mberra required 1 450 bags for a total cost of 14 500 MRU (US\$382) or about 72.5 MRU (US\$1.91)<sup>12</sup> per square metre.

Analysis of the budget documents indicates that the project has been financially efficient. In line with ILO management principles, the team achieved a disbursement rate of 96.69% as at 31 July 2020.

#### **4.3.2.2. Time**

There were also delays in transferring funds to providers. This was the case for the MSEs, producing the bricks, which experienced a stoppage of activities due to lack of payment. This situation did not allow the masons to produce the bricks on time. Similarly, the supplier Ali, in charge of catering for the trainees, experienced a payment delay of more than 30 days, beyond the required deadline.

The payment circuit PROVIDER – ILO Office in Mauritania – ILO Office in Algiers, was considered very long by SMEs.

Other delays were also noted in the supply of materials to the training site. For example, the training of trainees on the construction training site, scheduled for 20 days, was extended by two weeks to 14 December 2019. The reasons for this are, inter alia, the delay in the construction work due to late delivery of materials and the low number of trainees participating on a day-to-day basis. As a result, by 29 November 2019 (the initial completion date), only 216 m of the 400 m of the planned runway had been completed, i.e. 54% completion.

The evaluator noted that all equipment supplies to the construction sites were made from Nouakchott. It should nevertheless, be pointed out that the deadlines for the Do-nou experiment were quite short and ambitious.

According to the statements of the parties concerned and the project documents, there was a delay of three (3) months in recruiting staff.

Moreover, the completion of the project in 12 months, with a large part of the work to be contracted out, was a real challenge despite the extension. A longer duration should have been planned in order to take into account the contractualisation times.

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<sup>12</sup> Intervention report with analyses and recommendations of the new DO-NOU technology, MAURITINA SARL, July 2020, page 19

The project underwent a budget reallocation and an extension of 4 additional months due to the shutdown of activities because of the COVID-19 and the need to apply social distancing measures. The Japanese embassy, having notified in its letter of 24 March 2019 that it would not authorise any further extension, the project was completed on 31 July 2020, i.e. with an execution period of 16 months instead of 12 months, as initially planned.

Overall the project was not efficient in terms of implementation time. However, by the end of the project, most of the activities had been completed.

#### **4.4. Focus on impact and sustainability**

*In this section, the evaluation addresses the following questions raised in the Terms of Reference: to what extent is there evidence of positive changes in the lives of the project's final beneficiaries? What steps has the project taken to work jointly with refugees, local host communities and local authorities to implement the project's sustainability and exit strategy? What other concrete steps have been or should have been taken to ensure sustainability; and have the project's results and studies been shared with the tripartite constituents?*

Impact and sustainability were assessed by reviewing secondary data, project formulation documents, periodic and triangulated activity reports through interviews with ILO constituents, technical and financial partners, and ILO project staff in Mauritania, Algiers and Geneva.

##### **4.4.1.1. Tripartite meetings**

Substantial evidence of potential impact or sustainability emerged during the evaluation. Indeed, on the issue of employment, the project brought together several categories of stakeholders (government, workers' organization, training institute, international organizations, NGOs, private enterprises, etc.) that had been separately involved at one time or another in previous projects. This collaboration, which resulted in co-financing some project activities (Teampreneurship in Bassikounou, Preparatory study for a strategic and sustainable territorial planning project in the Moughataa of Bassikounou, Training of trainers on OSH, etc.), will need to be consolidated and capitalised upon. All in all, the project has benefited from a favourable environment for decent work and local economic development.

The evaluator noted the holding of a Steering Committee meeting at the beginning of the project and a meeting of the trainee selection panel. Although the meetings of these entities did not continue until the completion of the project, this initiative helped to create a basis for collaboration between the different constituents.

The Japanese Ambassador visited the project during the construction of the runway section using Do-nou technology. This event strengthened the collaboration between the financial

partner (Government of Japan) and government structures (Hakem, Wali, etc.), implementing agencies as well as beneficiaries.

The creation of this framework for tripartite dialogue has been an important achievement that should contribute to consolidating the project's achievements and creating a favorable environment for the implementation of the cooperation agreements and in particular the Partnership Framework for Sustainable Development (PSDP) 2018-2022.

#### **4.4.2. Evidence of positive change**

Overall, the evaluation observed several visible effects of the project:

- Improving the employability of 174 young refugees and locals, respectively 110 in Bassikounou and 64 in Mberra, through practical training in non-traditional trades in the Moughata of Bassikounou (welding, carpentry, renewable energy, etc.);
- Capacity building of 17 professionals from the tripartite partners in the field of Occupational Safety and Health (OSH) ;
- Opening up of villages thanks to the construction of 316 m of track in Tiguent and 154 m of track in Mberra;
- Injecting the amounts of the trainees' scholarships into the local economy;
- The construction of a primary school in Mberra;
- Support for 3 cooperatives;
- The training of 25 trainers of trainers in Do-nou technology;
- The training of 21 tailors and the production of 41,629 barrier masks and 133 work gowns for the fight against COVID-19.

The project has helped to break many taboos and fill many long-standing gaps. The female trainees interviewed said that they had no complexes with their male colleagues throughout the training.

The evaluator noted that the project promoted resilience in conflict prevention, peaceful cohabitation, social cohesion and peace between the refugee community and the local community. No conflict was observed between the beneficiaries at the training sites.

The project enabled the transfer of construction skills using Do-nou technology. Although new in Mauritania, this technology fits well into the overall labour-based work curricula.

##### **4.4.2.1. Diversification and better adaptation of the training offer to the needs of the market**



The project has helped to diversify the offer and the training courses. For example, the project developed new trades (welding, painting, electricity, etc.) in Bassikounou and introduced a new track construction technology, that of Do-nou. All these training opportunities did not previously exist in this Moughata. The refugees who had no other employment opportunities, apart from petty trade, were able to acquire new knowledge.

The project contributed to strengthening the vocational training system by adapting to the needs of the labour market and diversifying its offer. For example, with the onset of COVID-19, the project implemented new activities, including the training of 21 dressmakers in barrier mask and gown confessions techniques

The OSH specialists, trained by the project, implemented the health measures against COVID-19 and ensured that safety and health issues were taken into account on construction sites by making recommendations during the visits. In this way, they contributed to the application of international labour standards.

The project has enabled the transfer of skills in the field of construction using Do-nou technology and fostered resilience in the prevention of conflicts and violent extremism among the population. The evaluator noted that the project promoted peaceful cohabitation, social cohesion and peace between the refugee community and the local community. The beneficiaries at the school sites observed no conflicts.

#### **4.4.2.2. Boosting vulnerable young people in peripheral areas**

The project contributed to making the youth (men and women, refugees and locals) dynamic. It made vulnerable, unemployed and untrained young people more active and equipped them with new socio-professional skills, and the expertise necessary for their employability and empowerment. For the time being, exchanges with stakeholders do not allow us to confirm the impact in terms of sustainable integration in the job market.

These young people, especially women, confronted with the sociological realities of the region, have been equipped to carry out trades formerly reserved for men; these include masonry, welding, etc. They have also benefited from new knowledge on financial education and savings thanks to the project.

The project has helped to break many taboos and fill many long-standing gaps. The project has facilitated behavioural change between young women and men through a feminisation of trades once considered for men. This change is appreciated by several partners who have developed a more equitable view of young women's participation in the projects.

The female trainees interviewed stated that they had no complexes with their male colleagues throughout the training.

#### **4.4.2.3. Strengthening employment and vocational training structures and cross-sectoral work**

The project contributed to the establishment of a cross-sectoral working framework between employment structures and beneficiaries. The collaboration between the structures of the Ministry of the Civil Service, Labour and Modernisation of Administration (MFPTM), the National Institute for the Promotion of Technical and Vocational Training (INAP-FTP), and the private structures for the supervision of trainees is to be welcomed. In doing so, the project established a social dialogue between the different stakeholders.

The project has collaborated with craftsmen (tailors, welders, carpenters, ironworkers, etc.), local NGOs and cooperatives to bring about the observed change. In addition, the coordination work carried out by structures such as the NGO CORE, in charge of training on Do-nou technology, ECOTER in charge of monitoring the work of the "School 4" qualifying trainees and the PRECISION-SARL Office, which enabled the beneficiaries to acquire new professional knowledge.

Several structures such as GRET, FAO, MET<sup>13</sup>, Rural Express, the Order of Architects, ACF, etc. have responded favourably by sending their resource technician to participate in the training phase on Do-nou technology.

Ten structures have benefited from the training of trainers in the Do-nou technique.

#### **4.4.2.4. Opening up of rural areas**

Although the track construction work is a main activity of the PROMOPECHE project, the track built by the trainees from the Project Japan Construction training site, using the Do-Nou technology, has contributed to opening up the project area.

For example, following the flooding caused by rain in Bassikounou during the construction work on the 16km track, the local authorities requested and obtained the temporary use of this new track to allow food trucks to use the track to reach Mberra and avoid the delay of the DGV. The track has thus improved the living conditions of their inhabitants and facilitated access to basic structures.

#### **4.4.3. Sustainability**

The project has brought positive institutional changes. For example, the Wali (Mayor) was heavily involved in the track works by facilitating access to the area of borrowed land by involving his services in the selection panel for candidates for the various certifying and qualifying courses. Similarly, the Hakem (Governor) was involved in the mobilisation of local

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<sup>13</sup> Do-nou completion report

actors (national education, training, etc.) for the construction of the primary school and many other projects of the ILO and the other UN agencies in the Moughata.

The central government, the district authorities and the inhabitants or villages of Bassikounou have appreciated the Do-nou technology. Engineers from the Ministry of Equipment and Transport visited the Tiguent works site and confirmed that the technology is applicable in the rural setting of Mauritania. As a result, there are signs of adoption at the national level. However, the inadequacy of bags outside Nouakchott poses a threat to the appropriation and sustainability of track construction works using Do-nou technology.

The project does not have a strategy for the integration of trainees and capitalisation of skills acquired. For the time being, exchanges with the stakeholders do not confirm the impact in terms of sustainable integration into the labour market. This situation can lead to a lack of confidence and a hindrance to the participation of young people in future ILO projects.

The evaluator noted, with satisfaction, the arrangements made by UNICEF to equip School 4 in Mberra, built by the project. The supply of equipment and the official handover of this infrastructure to the government will make it possible to envisage the sustainability of this major achievement and the strengthening of the school map in Bassikounou.

It is undeniable that the cohabitation between young refugees and the local community has fostered social cohesion and peace. No cases of conflict were reported during the implementation of the project.

By agreeing to train refugees, local businesses have helped to consolidate the climate of social peace in the region.

#### **4.4.3.1. Promotion and dissemination of the concept of school workcamps in Mauritania**

Documentary analysis and interviews with ILO staff confirm that the concept of the work camp is a sign of the national side's firm commitment to promote quality work and the sustaining achievements.

The project relied on the experience of previous programmes implemented by the ILO in Mauritania. It benefited from the tools and activities developed within the framework of PROMOPECHE, whose training centre "Chantier école PK 93" enabled the training of learners.

The evaluation observed that difficulties were encountered by the company MAURITINA SARL in acquiring the Do-nou bags for the training of trainees. Despite several days of searching in all the towns and villages of the region, it only obtained 600 bags in Bassikounou out of 3 750 bags. The bags available were for packaging flour, rice or other food products. Moreover, they were not in sufficient quantity to achieve the construction of tracks with the Do-nou technology.

The shortage of bags in other parts of the country, excluding Nouakchott, poses a threat to the ownership and sustainability of track construction using Do-nou technology.

Furthermore, given the cost and availability of bags in Mauritania, Do-nou technology has not been advised by MAURITINA SARL for the construction of complete tracks in remote areas. On the other hand, Do-nou technology can be appropriate for small repairs or the resolution of specific problems.

If bags are not available, another pilot option would be the use of scrap tyres for track construction. MAURITINA SARL has experienced that the resistance of the track built with tyres is similar to that of the Do-nou technology. Although the users are willing to give them away for free, their availability in sufficient quantities for major works will arise in the long term. This new option would, all the same, have the merit of contributing to the recycling of this industrial waste and to a fair environmental transition.

The project has also benefited from the achievements of the project for the Improvement of the employability of the youth and the capacities of SMEs through the development of the construction sub-sector using local materials and vocational training in construction schools (PECOBAT), executed by the ILO; this will ensure continuity of actions.

#### **4.4.3.2. Indicator to confirm**

The project does not have a strategy for the integration of trainees and the capitalisation of skills acquired. Although the potential for professional integration of the young people trained by the project is real, the evaluator observed that no provision has been made for the monitoring and integration of trainees. Furthermore, there was no data to confirm the existence of an infrastructure maintenance system and the occupation of at least 50% of management positions by women.

The Integration is a multidimensional, slow and long-term process, measures must be taken to facilitate the professional integration of trainees, especially women who now work in male and underdeveloped jobs in Bassikounou.

The analysis and triangulation of information does not confirm that the studies carried out by the project (Teampreneurs, territorial administration, etc.) have been shared with the tripartite principals. Indeed, the project did not organise any workshop to return its completion report to the stakeholders. At the end of the project, the completion report was not available.

The evaluator noted the initiatives taken by UNICEF to equip School 4, built by the project. The supply of equipment and the official handover of this infrastructure to the government

will make it possible to envisage the sustainability of this project's achievements and the strengthening of the school map in Bassikounou.

#### **4.5. Gender and non-discrimination**

*In this section, the evaluator examines the extent to which the project has integrated gender issues into the design, implementation, results and monitoring and evaluation framework, and the extent to which the project has responded to the strategic needs of women and equally included refugees and host communities, as well as other relevant groups.*

Gender was assessed by reviewing secondary data, project formulation documents, the Partnership Framework for Sustainable Development 2018-2022 (PSDPF), periodic progress reports and then by triangulating information obtained from interviews with ILO constituents, direct beneficiaries (trainees, etc.), ILO project staff in Mauritania and Geneva, and technical and financial partners.

The evaluator found that gender issues were satisfactorily addressed in the project.

During the formulation process, the project took into account gender issues in the definition of some indicators<sup>14</sup>. In line with the Beijing Platform for Action of the Fourth World Conference on Women (1995) and the "gender equality" approach focusing on women and non-discrimination of persons, gender mainstreaming resulted in the development of gender-specific indicators in the project targets. For example, the project aimed to achieve a participation rate of at least 40% of female trainees selected for certification and qualification training<sup>15</sup>.

Analysis of the list of beneficiaries shows that out of 594 people who interacted with the project, 242 are women, i.e. 40.74%. Mauritanian women represent 17.17% against 23.57%<sup>16</sup> of refugee women.

The selection of candidates was a considerable achievement in an environment where traditional considerations prevail, particularly in the Building and Public Works (BTP) sector. However, labour force participation remains dominated by men in all the country's wilayas, with participation rates ranging from 49.6% to 78.9% (ENESI 2017 report, page 39). Indeed, in general, livestock farming<sup>17</sup> is the main activity in the Moughata of Bassikounou. The activities carried out mainly by women include sewing and dyeing, among others<sup>18</sup>, and through its achievements, the project improves the business portfolio for women.

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<sup>14</sup> See indicator result 1.1 and result 2.3.

<sup>15</sup> See result indicator 1.1

<sup>16</sup> See List of Beneficiaries, ILO, 2020.

<sup>17</sup> Diagnosing the Impact of Refugees on Host Populations, UNHCR, 2019, page 33

<sup>18</sup> Promoting productive employment and decent work for young people in Mauritania: Capitalization document 2012- 2014, ILO, 2013, page 48

The notice of selection of applications for vocational training indicates in the admissibility criteria of the files indicates, "To be a young refugee man or woman registered by the UNHCR or young men and women from the Moughata of Bassikounou".

The procedures manual for the selection of candidates for vocational training clearly states that female candidates are encouraged. However, the criteria for deciding between candidates, in the event of equality, are mainly based on social vulnerability (parental and marital status) and not on gender.

Analysis of the list of vocational training trainees shows that data were collected and disaggregated by gender. Thus, it can be observed that out of 120 trainees in the certifying training, 46 are women, i.e. 38.33%; Mauritanian women represent 7.5% while refugee women represent 30.83%.

Concerning the qualifying training on Do-Nou technology in Bassikounou (track construction), out of 110 trainees, 46 are women, i.e. 41.81%; Mauritanian women represent 15.45% against 26.36% for refugee women.

However, it remains to disaggregate the data on trainees by gender for each of the sectors.

Moreover, as the project has not set up a mechanism for post-training follow-up of trainees, it is difficult to assess their professional integration and to confirm whether or not the 50% rate of women in the leadership of local groups has been reached, as well as their occupation of positions of responsibility<sup>19</sup>.

All the female trainees interviewed stated that they did not get any work opportunities after the training.

The project selected all vocational trainees equally. The application notice was widely disseminated and publicly displayed. The selection minutes indicate that a selection panel was actually set up in each of the localities of the beneficiary groups (Mberra and Bassikounou). These juries were composed of representatives of the administration, communities and technical partners.

Successful candidates were ranked in order of merit according to the criteria set out in the procedures manual. In addition, the Jury, composed of representatives of the ILO and the UNHCR, ensured a balanced distribution of admissions in the different training streams.

The Training of Trainers workshop on Occupational Health and Safety (OHS) was not attended by any women. This situation will need to be remedied for future projects.

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<sup>19</sup> See Project results and implementation, outcome indicator 2.3.

Participants in the training of trainers' workshop indicated that no special provisions were made to integrate gender in the follow-up of trainees. Most of them spent only one day on the site, whereas they had hoped to be asked to work for a longer period of time. After the training, they had no further professional opportunities to apply the knowledge gained.

Concerning the training on the Do-nou technology, the evaluator noted that tasks requiring more physical activity (compaction, etc.) were difficult to perform by the interviewed female trainees.

The various site monitoring reports show that women mainly performed tasks such as filling the Do-nou gravel bags, while the physically more demanding tasks were performed by men (compaction using hand rammer or pedestrian roller, levelling, etc.).

Infrastructure construction works, traditionally dominated by men, have had the merit of promoting gender equality and demonstrating the potential of women as equals with men.

At the training sites, the documents consulted by the evaluator did not show the existence of gender-specific toilets, uniform changing rooms and space for breastfeeding.

Overall in its formulation, the project integrated the special needs of women and vulnerable people to ensure equal treatment and an appropriate working environment.

## **5. CONCLUSION**

The following conclusions are drawn from the analysis of the results and are organised according to the five evaluation criteria: (i) Validity of project design, project relevance and strategic appropriateness; (ii) Effectiveness; (iii) Efficiency of used resources (and management arrangements); (iv) Focus on impact and sustainability; (v) Gender and non-discrimination.

### Validity of project design, project relevance and strategic fit

The project appears to be relevant and has contributed to the implementation of the national strategies of the ILO and the social partners in Mauritania. The project is relevant and has contributed to the achievement of the objectives of the Government, the ILO, the Government of Japan and social partners.

Indicators have been constructed by integrating the gender perspective.

### Effectiveness

The project has been partially effective. At the end of the project, 95% of the activities were completed. What remains are essentially the actions for professional integration and the maintenance of the infrastructures.

Due to COVID-19, the project initiated new activities, in particular the training of tailors and the reinforcement of awareness on social distancing measures.

The project has benefited from the collaboration of government institutions, including INAP-FTP, the Ministry in charge of employment, UN agencies, notably UNHCR and UNICEF, as well as other projects such as PROMOPECHE and USDOS II, which have provided technical and financial support.

The project has, with satisfaction, introduced the Do-nou technology for the eco-construction of infrastructures.

In total the project has benefited more than 594 people.

#### Efficiency of resources used (and management methods)

The project was efficient overall, concerning the use of financial resources. The financial implementation rate of 96.69% as at 31 July 2020 is extremely satisfactory.

However, the project did experience delays due to, among other things, COVID-19, delays in the payment of some providers and lengthy staff recruitment procedures.

In addition, the project was planned for 12 months and implemented over 16 months.

#### Focus on impact and sustainability

The project has undoubtedly had a positive impact on local communities and refugees. The project has fostered resilience in conflict prevention, peaceful coexistence. Young people and employment professionals were able to benefit from appropriate vocational training.

The training scholarships and financial resources for the work have improved the financial resources of many beneficiaries, including trainees and tailors.

Indications of sustainability exist, thanks to the strong involvement of local authorities, direct beneficiaries of the project and development partners.

#### Gender and non-discrimination

Gender and non-discrimination issues were taken into account by the project in both the formulation and implementation of activities.



Indicators were developed by facilitating the disaggregation of data into gender.

The participation of women in the project, particularly in construction activities, helped to break taboos on their capacity to integrate the building and public works sector.

Moreover, the presence of women was significant in the implementation of the project. As proof, 594 people interacted with the project, 242 are women, i.e. 40.74%, of whom 102 are Mauritanian, i.e. 42.15%, and 140 are women, i.e. 57.85%.

In addition, out of 174 trainees who participated in the certifying and qualifying training courses, 68, or 39.08%, are women. Among them, 39 women are Mauritanian, i.e. 57.35%, and 29, refugees, i.e. 42.65%.

## 6. RECOMMENDATIONS

### **Recommendation n°1: Organise the Project Steering Committee meetings for similar projects**

The Government of Mauritania must ensure that regular meetings of similar projects Steering Committee are held in order to ensure better implementation of activities, remove bottlenecks in the execution and ensure ownership of the project by national actors.

The absence of Steering Committee meetings in the evaluated project has been detrimental to the collaboration between the ILO and national actors.

<b>ADDRESSED TO</b>	<b>Priority</b>	<b>Resource</b>	<b>Time</b>
Government	High	Medium	Short-term

### **Recommendation n°2: Pass on technical and financial reports to the parties concerned in good time.**

In accordance with point No. 3 of the note verbale, the ILO project team should submit project progress reports to the Permanent Mission on a timely basis. This will contribute to a transparent partnership in the activities and allow the national side to have a better knowledge of the implementation of the project.

<b>ADDRESSED TO</b>	<b>Priority</b>	<b>Resource</b>	<b>Time</b>
ILO	High	Medium	Short-term

**Recommendation n°3: Establish a mechanism for the integration of trainees into the labour market.**

In line with outcome 1.2, the ILO project team should ensure that at least 80 per cent of the young people who have completed the on-site training are placed in existing professional services or receive enterprise development support; this will help to strengthen the relevance of the project and the interest of young people in future ILO projects. In addition, it will contribute significantly to poverty alleviation in the beneficiary communities.

ADDRESSED TO	Priority	Resource	Time
ILO	High	Medium	Short-term

**Recommendation n°4: *Maintain support for the youth with Project Japan in order to strengthen their integration conditions and opportunities.***

The project trained learners who expected to be effectively employed in the situation of their training. The ILO needs to keep them in the database and facilitate their job search or make them a priority in future projects where their knowledge is sought at the national level: there is a need to build the capacity of SMEs in cluster management and entrepreneurial skills (opportunity identification, marketing, accounting, HR management, etc.).

ADDRESSED TO	Priority	Resource	Time
ILO	High	Medium	Short-term

**Recommendation n°5: *Develop robust monitoring and evaluation instruments***

In the context of a new ILO intervention in a similar project, ensure that the monitoring and evaluation system is in place from the outset. The monitoring-evaluation system was one of the weak links in the project, both in terms of defining quantitative indicators and monitoring them. The project should develop a monitoring-evaluation mechanism from the formulation stage in order to provide data in real time and have reliable statistics (especially insertion rates, etc.) at the end of the project.

ADDRESSED TO	Priority	Resource	Time
ILO	High	Medium	Short-term

**Recommendation 6: Develop a *more strategic approach to dual training and the socioprofessional integration of young people.***

Several ILO projects have developed the dual training and work-study approach. It is hoped that a national policy will be developed to perpetuate the achievements of these projects and formalise this methodology in a well-established school curriculum. The ILO will then be able to work on new learning models.

ADDRESSED TO	Priority	Resource	Time
Government	High	Medium	Short-term

## 7. LESSONS LEARNT AND POTENTIAL GOOD PRACTICES

### a. Lessons learnt

The main lessons learnt from the project are as follows:

**1. Gender mainstreaming in projects strengthens the resilience of young women.**

Gender issues were integrated into the project during its formulation and implementation. This initiative has broken many taboos and stereotypes. In a sociologically prejudiced environment regarding women's employment in the construction sector, the project was able to break down the mistrust of women and diversify their occupational portfolio.

**2. The administrative burden has a significant impact on project implementation.** The project was delayed by; inter alia, awkward payment procedures for certain service providers (economic interest groups) and the recruitment of staff. It is necessary to take into account these factors, which had a negative impact on the implementation of the project.

**3. Inter-agency collaboration allows for the formulation of relevant projects.**

The project is a collaboration between the ILO and UNHCR. This collaborative framework has allowed for a better identification of the needs of the refugee and host communities. The project has benefited from the achievements, experience and financial resources of ongoing Moughataa projects. This approach should be supported.

**4. Crisis or pandemic situations can be economic opportunities**

Far from allowing itself to be weakened by the negative impact of the distancing measures following the occurrence of COVID-19, the ILO has taken advantage of this situation to strengthen the capacities of tailors and enable them to have additional resources.

### b. Potential good practices

The project has generated several good practices, of which the main ones are:

1. The “construction training site” model enabled the trainees to find themselves in an actual work situation. Taking responsibility for the work and the corrections made with the support of the ECOTECH service provider undoubtedly enabled them to better assimilate construction techniques.
2. By organising the training in Bassikounou, the project has contextualised the training so that the techniques learnt can be quickly duplicated in work situations. For example, the architecture of the windows took into account the models developed by the communities.
3. The choice of the trusted training providers was made with the support of the national structures. In doing so, the project took into account the national policy in this area, which will have the merit of taking graduates into account in government actions.

# ANNEXES

## ANNEXES

Annex 1: Terms of reference for the evaluation

Annex 2: Evaluation matrix

Annex 3: Data Collection Tools

Annex 4: List of interviewees

Annex 5: Mission Programme

Annex 6: Documents examined

Annex 7: Lessons learnt and good practices

Annex 8: Matrix of results and completion of the project as at 31 July 2020

**Annex 1: Terms of reference for the evaluation**



**Independent Final Evaluation of the project**

Promoting youth employment opportunities for refugees and the host community through labour-intensive construction work in Mauritania

<b>Project Title</b>	Promote youth employment opportunities for refugees and the host community through labour-intensive construction work in Mauritania
<b>Project Code</b>	MRT/19/01/JPN
<b>Implementer</b>	CO Algiers
<b>Backstopping units</b>	DEVINVEST
<b>Budget</b>	USD 1,000,000
<b>Duration</b>	16 months (March 2019-July 2020)
<b>Type of Evaluation</b>	Independent
<b>Timing of evaluation</b>	June –August 2020

## **1. PROJECT BACKGROUND**

Mauritania has received a very large number of Malian refugees in the Mberra camp, located in Bassikounou Moughata. This rapid increase in arrivals has created socio-economic instability, injustice and inequality between the refugees and the host communities. The reasons are limited employment opportunities, lack of vocational skills, lack of sources of income and limited economic activities. Added to this is the high unemployment and underemployment rate and the unemployment rate of the Mauritanian host communities. The creation of new jobs was therefore the viable solution to address these observed disparities and to encourage young people to contribute to national economic development and peace.

In February 2018, the Government of Japan provided a grant to the International Labour Organization (ILO) for the implementation of its project "**Promoting youth employment opportunities for refugees and the host community through labour-intensive construction in Mauritania**". The project would last for a period of time (16) months and would be completed in July 2020, with a total budget of one million (1,000,000) United States dollars.

The project is aligned with the priorities of Japan's cooperation with Africa as set out in the Nairobi Declaration of TICAD VI: Job creation and skills development for youth and women, quality infrastructure and social stability, peace-building and the fight against terrorism.

The project aims at unlocking the peace and developmental potential of decent work opportunities. This approach builds on existing research showing that employment can provide the maximum impact on developing sustainable peace and mitigating risks of terrorism and violent activities when it offers 1) Opportunities of learning and working, 2) Belongingness to society by participating in socioeconomic activities, and 3) Spaces to develop mutual understanding. Employment can contribute to peace when it supports young people in perceiving hope for their future without experiencing inequality and injustice. The project will contribute to building peace and social stability by promoting a decent work environment including appropriate working conditions, occupational safety and health and non-discrimination at work.

### **Link to National Development Frameworks**

The ILO is committed to contributing and initiating activities for livelihoods in Bassikounou Moughata following the suggestion of UNHCR and responding to the request of the Mauritanian Government and the "Partnership Framework for Sustainable Development (Cadre de Partenariat pour le Développement Durable) 2018-2022" (CPDD).

### **Link to Sustainable Development Goals (SDG)**

The project will contribute mainly to Sustainable Development Goal 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all) while contributing also to SDGs 1, 5, 9, 10, 13 and 16

### **Project objectives**

Overall Goal: Improve human security of refugees and host communities by promoting decent work and local economic development with employment-intensive construction works.

Outcome 1. To create immediate employment and improve the employability of both skilled and unskilled youth.

Outcome 2. To conduct infrastructure constructions to accelerate local economic activities while promoting resilience to climate change.

Outcome 3. To promote decent work.

### **Project management arrangements**

A Project Team based in Bassikounou Moughata that consists of a National Project Coordinator, an International Technical Officer, a National Administrative Assistant and a Driver implements the project. The team receive technical support from the ILO Nouakchott project office and the Employment-Intensive Investment Program, Fragile States and Disaster Response, and Migration units at ILO headquarters. The Director of the ILO Office in Algiers will be responsible for project implementation.

## **2. EVALUATION BACKGROUND**

ILO considers evaluation as an integral part of the implementation of technical cooperation activities. In accordance with ILO's evaluation policy and procedures, and the document in the agreement with the Japanese Cooperation, the project must be subject to an independent final evaluation managed by the ILO/EVAL at the end of the project through an ILO certified evaluation manager with oversight of the ILO's Regional Officer for Monitoring and Evaluation in Africa.

The purpose of evaluation in the ILO is for accountability, learning, and knowledge development. It is to be conducted in the context of the criteria and approaches to international development assistance as established by the OECD/DAC Evaluation Quality Standard; the UNEG Code of Conduct for Evaluation in the United Nations System and ILO evaluation policy guidelines.

In particular, this evaluation will follow the ILO policy guidelines for results-based evaluation; and the ILO EVAL Policy Guidelines Checklist 3 “Preparing the inception report”; Checklist 4 “Validating methodologies”; and Checklist 5 “Preparing the evaluation report”.

## **3. OBJECTIVES OF THE FINAL EVALUATION**

The final independent evaluation has the following objectives:

- Assess the extent to which the project has achieved its stated objectives and expected results, while identifying the supporting factors and constraints that have led to them;
- Identify unexpected positive and negative results of the project
- Assess the extent to which the project outcomes will be sustainable;



- Establish the relevance of the project design and implementation strategy in relation to the ILO, UN and national development frameworks (i.e. SDGs and UNDAF);
- Identify lessons learnt and potential good practices, especially regarding models of interventions that can be applied further;
- Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes

#### **4. SCOPE OF THE EVALUATION**

The scope of the evaluation covers the entire project period from 1 April 2019 to 31 July 2020. In particular, the evaluation will measure progress towards all outcomes produced since the start of the project and will assess the overall level of achievement of the three immediate results.

The evaluation will follow the OECD-DAC framework and principles for evaluation. For all practical purposes, this ToR and ILO Evaluation policies and guidelines define the overall scope of this evaluation. Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to stakeholders on how they can address them.

The evaluation will integrate gender equality as a crosscutting concern throughout its deliverables and process, with special attention to women workers. It should be addressed in line with EVAL guidance note n° 4 and Guidance Note n° 7 to ensure stakeholder participation. Furthermore, it should pay attention to issues related to social dialogue, international labour standards and fair environmental transition. Moreover, the impact of the COVID19 in the completion of the project will be taken into account.

#### **5. CLIENTS**

The main clients of the evaluation are the ILO constituents (represented by the Project Advisory Committee), project partners and stakeholders, the ILO office in Nouakchott and the Country Office in Algiers, Decent Work team in Cairo and Geneva Headquarters, and the Government of Japan. The findings and recommendations of the evaluation will be used by the ILO and the national tripartite constituents and the Government of Japan to contribute to the sustainability of the project results.

#### **6. REVIEW CRITERIA AND QUESTIONS**

The evaluation will cover the following evaluation criteria

- a. validity of design, relevance and strategic fit,
- b. project effectiveness,
- c. efficiency,
- d. impact orientation and sustainability (as defined in ILO policy guidelines for results-based evaluation)
- e. Gender and non-discrimination

The evaluation will be conducted following UN evaluation standards and norms and the Glossary of key terms in evaluation and results-based management developed by the OECD's Development Assistance Committee (DAC).

In line with the results-based approach applied by the ILO, the evaluation will focus on identifying and analysing results through addressing key questions related to the evaluation criteria and the achievement of the outcomes/ objectives of the project using as a central but the only one the indicators in the logical framework of the project. The major focus is on not only what has been achieved but specially how and why.

The evaluation should address the questions below. Other aspects can be added as identified by the evaluator in accordance with the given purpose and in consultation with the evaluation manager. Any fundamental changes to the evaluation criteria and questions should be agreed between the evaluation manager and the evaluator, and reflected in the inception report.

a. Validity of the project design, project relevance and strategic fit

- Is the project consistent with the objectives of the Government, the ILO and the social partners of Mauritania (i.e. the plan of the UNDAF 2018-2022, the results of the ILO country programme, the Decent Work Country Programme 2012-2018)?
- Was the project adapted to the needs of refugees and local host communities in terms of decent work, employment and local economic development at design and during implementation?
- How does the project complement and integrate with other ongoing ILO, and UN in general, programmes and projects in the country?
- Were the ILO tripartite constituents involved in the design of the project?
- To what extent has the project integrated gender issues into the design process and implementation,
- Has the project planning included a useful monitoring and evaluation framework?
- Has the project design included a sustainability and exit strategy?
- Were the planned results achievable?

b. Effectiveness

- To what extent has, the project achieved its results at outcome and output levels, with particular attention to the project objectives (i.e. improving the employability of refugees and host communities members, building infrastructure and local economic development)?
- What were the main factors that contributed to or posed problems for the project to achieve its objectives?
- What, if any, unintended results of the project have been identified or perceived?
- How did the project's monitoring and evaluation framework support effective implementation?
- Did the project work strategically with the identified external partners/actors?

c. Efficiency (and management arrangements)

- How effectively have resources (human resources, time, expertise, funds, etc.) been allocated and used to provide the necessary support to achieve the project objectives, including the project team and ILO support (Nouakchott, Algiers, DWT Cairo and Geneva/HQ)? If not, what other kind of resources may have been required?
- To what extent are the disbursements and project expenditures in line with expected budgetary plans? Why yes and why not?

- Assess if the management and governance arrangement of the project contributed to facilitate the project implementation
  - Has the project created good relationship and cooperation with relevant national, regional and local level government authorities and other relevant stakeholders to achieve the project results?
- d. Orientation to impact and sustainability
- To what extent is there evidence of positive changes in the life of the ultimate project beneficiaries?
  - What steps has the project taken to work jointly with refugees, local host communities and local authorities to implement the project's sustainability and exit strategy?
  - What other concrete steps have been or should have been taken to ensure sustainability?
  - Have the project results and studies been shared with the tripartite constituents?
- e. Gender and non-discrimination
- To what extent has the project integrated gender issues into the design, implementation, results and monitoring and evaluation framework?
  - Has the project responded to the strategic needs of women?
  - Has the project taken into account the refugees, host communities and other relevant groups, equally?

## 7. METHODOLOGY

The independent mid-term evaluation will comply with evaluation norms and standards and follow ethical safeguards, all as specified in ILO's evaluation procedures. The ILO adheres to the United Nations Evaluation Group (UNEG) evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards. The evaluation is an independent evaluation and the final methodology and evaluation questions will be determined by the consultant in consultation with the Evaluation Manager.

The evaluation will apply a mixed method approach, including triangulation to increase the validity and rigor of the evaluation findings, engaging with key stakeholders of the project, as much as feasible, at all levels during the design, data collection and reporting stages.

Due to the onset of the COVID-19 pandemic and its impact on the working world, this evaluation will be conducted in the context of criteria and approaches outlined in the ILO internal guide: Implications of COVID-19 on evaluations in the ILO: An internal Guide on adapting to the situation<sup>20</sup>. The evaluation will be carried out remotely:

If, by the time of the start of the evaluation the COVID-19 pandemic situation has changed, adjustments to this methodology may be discussed between the evaluation manager and the evaluator.

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<sup>20</sup> [https://www.ilo.org/eval/WCMS\\_744068/lang--en/index.htm](https://www.ilo.org/eval/WCMS_744068/lang--en/index.htm)

Desk review, including the following information sources:

- Project documents (logical framework, budget, implementation plan, etc.)
- Progress reports and outputs
- Research and studies conducted by the project
- Project finance documents and records
- Mission reports
- Any other relevant project documents

The desk review may suggest a number of preliminary findings that could be useful in reviewing or fine-tuning the evaluation questions. The desk review will include briefing interviews with the project team and the donor.

Online/email questionnaires and telephone/Skype (or similar) and video interviews: due to travel restrictions and no possibility of face-to-face engagements with project staff and stakeholders, the evaluation will employ email/online questionnaires and especially virtual interviews to be conducted. The project will support the contact in the field, taking the necessary measures to respect the privacy between beneficiaries and stakeholders when interviewing by the consultant.

An indicative list of persons to be interviewed will be prepared by the Project in consultation with the evaluation manager. Among them, the following will be considered:

- ILO staff in Nouakchott and Bassikounou
- Mayor and Waly of Bassikounou
- Authorities responsible for the Mberra camp
- Direct beneficiaries of the project (men and women)
- Members of host communities
- Employers' representatives
- Workers' representatives
- Project partners
- Japanese Embassy in Nouakchott.

The desk review may suggest a number of preliminary findings that could be useful in reviewing or fine-tuning the evaluation questions. The desk review will include briefing interviews with the project team and the development partners.

A virtual stakeholders' workshop will be organized to validate findings and complete data gaps with key stakeholders, ILO staff and partners. The workshop will be organized by the project under the technical responsibility of the evaluator.

At the end of the data collection process the evaluator will develop the draft report (see below deliverables for details). The draft will be subject of a methodological review by the evaluation manager and upon the necessary adjustments will be circulated among the key stakeholders. Then, the evaluation manager will consolidate the comments and will be provided to the evaluator for develop the final version addressing the comments or explain the reason for not address any, if that would be the case.

## **8. DELIVERABLES**

The following products will be developed by the evaluator:

- a) An inception report (not more than 20 pages excluding the annexes) - upon the review of available documents and an initial discussion with the project management and the donor (EVAL Guidelines –Checklist 3) will be developed. This report can be either in English or in French. The inception report will:
  - Describe the conceptual framework that will be used to undertake the evaluation;
  - Elaborate the methodology proposed in the TOR with changes as required;
  - Set out in some detail the data required to answer the evaluation questions, data sources by specific evaluation questions, (emphasizing triangulation as much as possible) data collection methods, and purposive sampling
  - Selection criteria for individuals for interviews (should include men and women, as equally as possible);
  - Detail the work plan for the evaluation, indicating the phases in the evaluation, their key deliverables and milestones;
  - Set out the list of key stakeholders to be interviewed and the tools to be used for interviews and discussions;
  - Define the agenda for the stakeholders workshop;
  - Define the outline for the final evaluation report;
  - Interview guides and other data collection tools

The Inception report should be approved by the evaluation manger before proceeding with the data collection.

- b) Preliminary findings will be shared with the key stakeholders at the end of the data collection phase (if conditions allow) in a virtual workshop in French. The ILO will organize a virtual meeting to discuss the preliminary findings of the evaluation after data collection is completed. The evaluator will set the agenda for the meeting. The presentation should provide a brief review of key results for each evaluation criteria. The workshop will be technically organized by the evaluation team with the logistic support of the project.

- c) The draft review report will be shared with all relevant stakeholders and a request for comments will be asked within two weeks.
1. Cover page with key project and evaluation data
  2. Executive Summary
  3. Acronyms
  4. Context and description of the project including reported results
  5. Purpose, scope and clients of the evaluation
  6. Methodology and limitations
  7. Findings (this section's content should be organized around evaluation criterion and questions), including a table showing output and outcome level results through indicators and targets planned and achieved and comments on each one.
  8. Conclusions
  9. Recommendations (i.e. for the different key stakeholders), indicating per each one priority, timeframe and level of resources required
  10. Lessons learnt and good practices

Annexes:

- TOR
- Inception report
- List of people interviewed
- Schedule of work (electronic data collection and virtual interviews)
- Documents examined
- Lessons learnt and good practices (under EVAL formats)
- Others

- d) Final version of the evaluation report incorporating comments received from ILO and other key stakeholders (English with a summary in English and French). Any identified lessons learnt and good practices will also need to have standard annex templates (one lesson learnt and one Good Practice per template to be annexed in the report) as per EVAL guidelines.

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

- e) Executive summary in ILO EVAL template (in English)

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

1. Cover page with key project data (project title, project number, donor, project start and completion dates, budget, technical area, managing ILO unit, geographical

coverage); and evaluation data (type of evaluation, managing ILO unit, start and completion dates of the evaluation mission, name(s) of evaluator(s), date of submission of evaluation report).

2. Table of contents
3. Acronyms
4. Summary
5. Background of the project and its intervention logic
6. Purpose, scope and clients of evaluation
7. Methodology and limitations
8. Presentation of findings (by criteria)
9. Conclusions
10. Recommendations (including to whom they should be addressed, resources required, priority and timeframe)
11. Lessons learnt and potential good practices
12. Annexes (TOR, table with the status achieved of project indicators targets and a brief comment per indicator, list of people interviewed, evaluation schedule, list of documents reviewed, lessons and good practices templates for each, other relevant information).

All deliverables must be provided to the evaluation manager in an electronic version compatible with Word for Windows and protected by ILO copyright. The first version of the report will be distributed to all partners for a two-week review. Partner comments will be submitted to the evaluator by the evaluation manager for inclusion in the final reports, if any, or to document the reasons why a comment was not included.

## **9. RESPONSIBILITIES IN THE MANAGEMENT OF THE REVIEW AND DEADLINES**

### **Evaluation Manager**

The evaluation will be managed by Marcelin Orsot (orsot@ilo.org), certified ILO/EVAL evaluation manager, based in Abidjan, and who has no prior involvement in the project. He will be supervised by Ricardo Furman, Senior Monitoring & Evaluation Officer, ILO Regional Office for Africa

The evaluation manager is responsible for completing the following specific tasks:

- Draft and finalize the evaluation TOR with inputs from key stakeholders;
- Develop the Call for expression of interest and select the independent evaluator in coordination with EVAL;
- Brief the evaluator on ILO evaluation policies and procedures;
- Initial coordination with the project team on the development of the data collection process and the preliminary results workshop;
- Circulate the first draft of the evaluation report for comments from key stakeholders;

- Ensure the final version of the evaluation report address stakeholders' comments (or an explanation why none had been addressed) and meets ILO requirements.

### **Independent Evaluator**

The tasks of evaluator are set out in the table below.

### **Independent Evaluator profile**

- University Degree and minimum 7 years of experience in project/program evaluation including use of qualitative and quantitative research methodologies
- Solid knowledge of project cycle management (planning, monitoring and evaluation).
- Evaluation expertise in local and refugees development including employment programmes and previous proven skills and experience in undertaking evaluations of similar projects, preferably in Africa;
- Strong background in Human Rights Based Approach programming and Results Based Management;
- Experience in Mauritania or other countries of the subregion and/or knowledge of the Mauritanian context
- Knowledge of ILO's roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable;
- Excellent analytical skills and communication skills;
- Demonstrated excellent report writing and oral French and English
- Applications from women are encouraged.

### **The Project**

The project management team will provide logistical support to the evaluator and will assist in organizing the data collection (documents and interviews). The projects will ensure that all relevant documentations are up to date and easily accessible (in electronic form in a space such as Google Drive) by the evaluator from the first day of the contract (desk review phase).

### **Evaluation Timetable and Schedule**

The Final Evaluation will be conducted between June and August 2020.

<b>List of Tasks</b>	<b>Responsible</b>	<b>Number of evaluator working days</b>	<b>Time line (Tentative dates to be adjusted)</b>
Development of TORs	Evaluation manager	0	11-22 May
Circulation with stakeholders and Call for Expression of	Evaluation manager	0	25 May-5 June



interest for consultants			
Selection of the consultant and contract signing	Evaluation manager	0	8-12 June
Briefing with the evaluation manger, desk review of project documents, and development and submission of the Inception report	Evaluator	5	15-19 June
Feedback and approval of the inception report	Evaluation manager	0	22-23 June
Data collection and virtual stakeholder workshop.	Evaluator	1 0	24 June – 7 July
Analysis of data collected and preparation of the draft report	Evaluator	5	8-14 July
Review of the "Zero" evaluation Draft report	Evaluation manager	0	15-17 July
Circulate draft report among key stakeholders including the donor	Evaluation manager	0	20-31 July
Consolidate feedback for sharing with the evaluator	Evaluation manager	0	3 August
Finalize the report and submit to the evaluation manager	Evaluator	1	4 August
Review for approval by the evaluation manager and EVAL	Evaluation manager and EVAL	0	5-7 August
Total days		21	

## Resources

Estimated resource requirements at this point:

- Evaluator honorarium for 21 days
- Communication cost (according to specific needs)
- Stakeholders' virtual workshop (if feasible)

## Annex 1 Relevant documents and tools on the ILO Evaluation Policy

1. ILO policy guidelines for evaluation: Principles, rationale, planning and managing for evaluations, 3rd ed. (Aug. 2017)  
[http://www.ilo.ch/eval/Evaluationpolicy/WCMS\\_571339/lang--en/index.htm](http://www.ilo.ch/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm)
2. Code of conduct form (To be signed by the evaluator)  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_206205/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm)
3. Checklist. 3 Writing the inception report  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165972/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm)
4. Checklist 5 Preparing the evaluation report  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165967/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm)
5. Checklist 6 Rating the quality of evaluation report  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165968/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm)
6. Template for lessons learnt and Emerging Good Practices  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_206158/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm)  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_206159/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm)
7. Guidance note 7 Stakeholders participation in the ILO evaluation  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165982/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165982/lang--en/index.htm)
8. Guidance note 4 Integrating gender equality in M&E of projects  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165986/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm)
9. Template for evaluation title page  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_166357/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm) /.

Annex 2: Evaluation Matrix

Evaluation Questions	Methodology	Stakeholders
<b>1. Validity of project design, project relevance and strategic fit</b>		
<p>1. Is the project consistent with the objectives of the government, the ILO and the social partners in Mauritania (i.e. the UNDAF 2018-2022 plan, the ILO country programme results, the Decent Work Country Programme 2012-2018) ?</p>	<ul style="list-style-type: none"> <li>- Primary and secondary literature review.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the ILO Mauritania project team.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with a team of ILO experts responsible for monitoring and technical support.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the donor.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with national institutional and operational partners.</li> <li>- Virtual semi-structured meetings (via Skype, zoom or whatsapp) with international institutional and operational partners.</li> <li>- Virtual restitution workshop.</li> </ul>	<ul style="list-style-type: none"> <li>- The project team and the ILO experts in charge of monitoring and technical support based in Nouakchott and Bassikounou</li> <li>- ILO experts in charge of its monitoring and technical support based in Geneva and Algiers.</li> <li>- The donor</li> <li>- National institutional and operational partners</li> <li>- International institutional and operational partners</li> </ul>

<p>2. Has the project been adapted to the needs of refugees and local host communities in terms of decent work, employment and local economic development in its design and implementation?</p>	<ul style="list-style-type: none"> <li>- Primary and secondary literature review.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the ILO Mauritania project team.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with a team of ILO experts responsible for monitoring and technical support.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the donor.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with national institutional and operational partners.</li> <li>- Semi-structured virtual meetings (via Skype, zoom or whatsapp) with international institutional and operational partners.</li> <li>- Questionnaire with project beneficiaries on the Kobotools software.</li> <li>- Virtual restitution workshop.</li> </ul>	<ul style="list-style-type: none"> <li>- The project team and the ILO experts in charge of monitoring and technical support based in Nouakchott and Bassikounou</li> <li>- ILO experts in charge of its monitoring and technical support based in Geneva and Algiers.</li> <li>- The donor</li> <li>- The beneficiaries</li> <li>- National institutional and operational partners</li> <li>- International institutional and operational partners</li> </ul>
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<p>3. How does the project complement and integrate with other programmes and projects in the region? What is the status of ILO and UN courses in the country?</p>	<ul style="list-style-type: none"> <li>- Primary and secondary literature review</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the ILO Mauritania project team.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with a team of ILO experts responsible for monitoring and technical support.</li> <li>- Virtual restitution workshop</li> </ul>	<ul style="list-style-type: none"> <li>- The project team and the ILO experts in charge of monitoring and technical support based in Nouakchott and Bassikounou</li> <li>- ILO experts in charge of its monitoring and technical support based in Geneva, Algiers.</li> </ul>
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<p>4. Did the ILO's tripartite constituents participate in the design of the project?</p>	<ul style="list-style-type: none"> <li>- Primary and secondary literature review.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the ILO Mauritania project team.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with a team of ILO experts responsible for monitoring and technical support.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the donor.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with national institutional and operational partners.</li> <li>- Virtual semi-structured meetings (via Skype, zoom or whatsapp) with international institutional and operational partners.</li> <li>- Questionnaire with project beneficiaries on the Kobotools software.</li> <li>- Virtual restitution workshop.</li> </ul>	<ul style="list-style-type: none"> <li>- The project team and the ILO experts in charge of monitoring and technical support based in Nouakchott and Bassikounou</li> <li>- ILO experts in charge of its monitoring and technical support based in Geneva, Algiers.</li> <li>- The donor</li> <li>- The beneficiaries</li> <li>- National institutional and operational partners</li> <li>- International institutional and operational partners</li> </ul>
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<p>5. To what extent has the project integrated gender issues into the design and implementation process?</p>	<ul style="list-style-type: none"> <li>- Primary and secondary literature review.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the ILO Mauritania project team.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with a team of ILO experts responsible for monitoring and technical support.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the donor.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with national institutional and operational partners.</li> <li>- Virtual semi-structured meetings (via Skype, zoom or whatsapp) with international institutional and operational partners.</li> <li>- Policy questionnaire with beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- The project team and the ILO experts in charge of monitoring and technical support based in Nouakchott and Bassikounou</li> <li>- ILO experts in charge of its monitoring and technical support based in Geneva, Algiers.</li> <li>-The donor</li> <li>- The beneficiaries</li> <li>- National institutional and operational partners</li> <li>- International institutional and operational partners</li> </ul>
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<p>6. Did the project planning include a useful monitoring and evaluation framework?</p>	<ul style="list-style-type: none"> <li>- Primary and secondary literature review</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the ILO Mauritania project team.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with a team of ILO experts responsible for monitoring and technical support.</li> <li>- Virtual restitution workshop</li> </ul>	<ul style="list-style-type: none"> <li>- The project team and the ILO experts in charge of monitoring and technical support based in Nouakchott and Bassikounou</li> <li>- ILO experts in charge of its monitoring and technical support based in Geneva, Algiers.</li> </ul>
<p>7. Has the project design included a sustainability and exit strategy?</p>	<ul style="list-style-type: none"> <li>- Primary and secondary literature review</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the ILO Mauritania project team.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with a team of ILO experts responsible for monitoring and technical support.</li> <li>- Virtual restitution workshop</li> </ul>	<ul style="list-style-type: none"> <li>- The project team and the ILO experts in charge of monitoring and technical support based in Nouakchott and Bassikounou</li> <li>- ILO experts in charge of its monitoring and technical support based in Geneva, Algiers.</li> </ul>

<p>8. Were the planned results achievable?</p>	<ul style="list-style-type: none"> <li>- Primary and secondary literature review.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the ILO Mauritania project team.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with a team of ILO experts responsible for monitoring and technical support.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the donor.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with national institutional and operational partners.</li> <li>- Virtual semi-structured meetings (via Skype, zoom or whatsapp) with international institutional and operational partners.</li> <li>- Questionnaire with project beneficiaries on the Kobotools software.</li> <li>- Virtual restitution workshop.</li> </ul>	<ul style="list-style-type: none"> <li>- The project team and the ILO experts in charge of monitoring and technical support based in Nouakchott and Bassikounou</li> <li>- ILO experts in charge of its monitoring and technical support based in Geneva, Algiers.</li> <li>- The donor</li> <li>- The beneficiaries</li> <li>- National institutional and operational partners</li> <li>- International institutional and operational partners</li> </ul>
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## 2. Efficiency

1. To what extent did the project achieve its results in terms of outcomes and impacts?

Products, paying particular attention to the project objectives (i.e. improving the employability of refugees and members of host communities, building infrastructure and local economic development)?

- Primary and secondary literature review.

- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the ILO Mauritania project team.

- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with a team of ILO experts responsible for monitoring and technical support.

- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the donor.

- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with national institutional and operational partners.

- Virtual semi-structured meetings (via Skype, zoom or whatsapp) with international institutional and operational partners.

- Questionnaire with project beneficiaries on the Kobotools software.

- Virtual restitution workshop.

- The project team and the ILO experts in charge of monitoring and technical support based in Nouakchott and Bassikounou

- ILO experts in charge of its monitoring and technical support based in Geneva, Algiers.

- The donor

- The beneficiaries

- National institutional and operational partners

- International institutional and operational partners

<p>2. What were the main factors that contributed to or posed problems for the objective of the project to be achieved?</p>	<ul style="list-style-type: none"> <li>- Primary and secondary literature review.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the ILO Mauritania project team.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with a team of ILO experts responsible for monitoring and technical support.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the donor.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with national institutional and operational partners.</li> <li>- Virtual semi-structured meetings (via Skype, zoom or whatsapp) with international institutional and operational partners.</li> <li>- Questionnaire with project beneficiaries on the Kobotools software.</li> <li>- Virtual restitution workshop.</li> </ul>	<ul style="list-style-type: none"> <li>- The project team and the ILO experts in charge of monitoring and technical support based in Nouakchott and Bassikounou</li> <li>- ILO experts in charge of its monitoring and technical support based in Geneva, Algiers.</li> <li>- The donor</li> <li>-The beneficiaries</li> <li>- National institutional and operational partners</li> <li>- International institutional and operational partners</li> </ul>
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<p>3. What, if any, unintended results of the project have been identified or perceived?</p>	<ul style="list-style-type: none"> <li>- Primary and secondary literature review.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the ILO Mauritania project team.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with a team of ILO experts responsible for monitoring and technical support.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the donor.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with national institutional and operational partners.</li> <li>- Virtual semi-structured meetings (via Skype, zoom or whatsapp) with international institutional and operational partners.</li> <li>- Questionnaire with project beneficiaries on the Kobotools software.</li> <li>- Virtual restitution workshop.</li> </ul>	<ul style="list-style-type: none"> <li>- The project team and the ILO experts in charge of monitoring and technical support based in Nouakchott and Bassikounou</li> <li>- ILO experts in charge of its monitoring and technical support based in Geneva, Algiers.</li> <li>- The donor</li> <li>- The beneficiaries</li> <li>- National institutional and operational partners</li> <li>- International institutional and operational partners</li> </ul>
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<p>4. How did the project's monitoring and evaluation framework support a successful implementation of the project?</p>	<ul style="list-style-type: none"> <li>- Primary and secondary literature review</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the ILO Mauritania project team.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with a team of ILO experts responsible for monitoring and technical support.</li> <li>- Virtual restitution workshop</li> </ul>	<ul style="list-style-type: none"> <li>- The project team and the ILO experts in charge of monitoring and technical support based in Nouakchott and Bassikounou</li> <li>- ILO experts in charge of its monitoring and technical support based in Geneva, Algiers.</li> <li>- Stakeholders participating in the virtual workshop</li> </ul>
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<p>5. Did the project work strategically with the identified external partners/actors?</p>	<ul style="list-style-type: none"> <li>- Primary and secondary literature review.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the ILO Mauritania project team.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with a team of ILO experts responsible for monitoring and technical support.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the donor.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with national institutional and operational partners.</li> <li>- Virtual semi-structured meetings (via Skype, zoom or whatsapp) with international institutional and operational partners.</li> <li>- Directional questionnaire with project beneficiaries on the KoboTools software.</li> <li>- Virtual restitution workshop.</li> </ul>	<ul style="list-style-type: none"> <li>- The project team and the ILO experts in charge of monitoring and technical support based in Nouakchott and Bassikounou</li> <li>- ILO experts in charge of its monitoring and technical support based in Geneva, Algiers.</li> <li>- The donor</li> <li>- The beneficiaries</li> <li>- National institutional and operational partners</li> <li>- International institutional and operational partners</li> </ul>
<p><b>3. Efficiency of the resources used (and management arrangements)</b></p>		



<p>1. How effectively resources (human resources, time, expertise, funds, etc.) have been allocated and used to provide the necessary support to achieve the project objectives, including the project team and ILO support (Nouakchott, Algiers, DWT Cairo and Geneva/HQ) ?</p> <p>If not, what other type of resources might have been needed?</p>	<ul style="list-style-type: none"> <li>- Primary and secondary literature review.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the ILO Mauritania project team.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with a team of ILO experts responsible for monitoring and technical support.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the donor.</li> <li>- Virtual restitution workshop.</li> </ul>	<ul style="list-style-type: none"> <li>- The project team and the ILO experts in charge of monitoring and technical support based in Nouakchott and Bassikounou</li> <li>- ILO experts in charge of its monitoring and technical support based in Geneva, Algiers.</li> <li>- The donor</li> </ul>
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<p>2. To what extent are project disbursements and expenditures in line with planned budget plans?</p> <p>Why and why not?</p>	<ul style="list-style-type: none"> <li>- Primary and secondary literature review.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the ILO Mauritania project team.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with a team of ILO experts responsible for monitoring and technical support.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the donor.</li> <li>- Virtual restitution workshop.</li> </ul>	<ul style="list-style-type: none"> <li>- The project team and the ILO experts in charge of monitoring and technical support based in Nouakchott and Bassikounou</li> <li>- ILO experts in charge of its monitoring and technical support based in Geneva, Algiers.</li> <li>- The donor</li> </ul>
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<p>3. Assess whether the project management and governance arrangements contributed to facilitating the implementation of the project.</p>	<ul style="list-style-type: none"> <li>- Primary and secondary literature review.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the ILO Mauritania project team.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with a team of ILO experts responsible for monitoring and technical support.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the donor.</li> <li>- Virtual restitution workshop.</li> </ul>	<ul style="list-style-type: none"> <li>- The project team and the ILO experts in charge of monitoring and technical support based in Nouakchott and Bassikounou</li> <li>- ILO experts in charge of its monitoring and technical support based in Geneva, Algiers.</li> <li>- The donor</li> </ul>
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<p>4. Did the project create good relations and cooperation with relevant national, regional and local government authorities and other stakeholders to achieve the project results?</p>	<ul style="list-style-type: none"> <li>- Primary and secondary literature review.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the ILO Mauritania project team.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with donor.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with national institutional and operational partners.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with international institutional and operational partners.</li> <li>- Directional questionnaire with project beneficiaries on the KoboTools software.</li> <li>- Virtual restitution workshop.</li> </ul>	<ul style="list-style-type: none"> <li>- The project team and the ILO experts in charge of monitoring and technical support based in Nouakchott and Bassikounou</li> <li>- The donor</li> <li>- The beneficiaries</li> <li>- National institutional and operational partners</li> <li>- International institutional and operational partners</li> </ul>
<p><b>4. Focus on impact and sustainability</b></p>		

<p>1. To what extent is there evidence of positive changes in the lives of people with disabilities? of the final beneficiaries of the project after the project results (e.g. in relation to jobs, income, etc.)?</p>	<ul style="list-style-type: none"> <li>- Primary and secondary literature review.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the ILO Mauritania project team.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with donor.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with national institutional and operational partners.</li> <li>- Virtual semi-structured virtual interviews (via Skype, zoom or whatsapp) with international institutional and operational partners.</li> <li>- Directional questionnaire with project beneficiaries on the KoboTools software.</li> <li>- Virtual restitution workshop.</li> </ul>	<p>ILO monitoring and technical support based in Nouakchott and Bassikounou.</p> <ul style="list-style-type: none"> <li>- The donor</li> <li>- The beneficiaries</li> <li>- National institutional and operational partners</li> <li>- International institutional and operational partners</li> </ul>
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<p>2. What steps has the project taken to work jointly with refugees, local host communities and local authorities to implement the project's sustainability and exit strategy?</p>	<ul style="list-style-type: none"> <li>- Primary and secondary literature review.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the ILO Mauritania project team.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with donor.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with national institutional and operational partners.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with international institutional and operational partners.</li> <li>- Directional questionnaire with project beneficiaries on the KoboTools software.</li> <li>- Virtual restitution workshop.</li> </ul>	<ul style="list-style-type: none"> <li>- The project team and the ILO experts in charge of monitoring and technical support based in Nouakchott and Bassikounou</li> <li>- ILO experts in charge of its monitoring and technical support based in Geneva, Algiers.</li> <li>- The donor</li> <li>- The beneficiaries</li> <li>- National institutional and operational partners</li> <li>- International institutional and operational partners</li> </ul>
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<p>3. What other concrete steps have been or should have been taken to ensure sustainability?</p>	<ul style="list-style-type: none"> <li>- Primary and secondary literature review.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the ILO Mauritania project team.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with donor.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with national institutional and operational partners.</li> <li>- Virtual semi-structured virtual interviews (via Skype, zoom or whatsapp) with international institutional and operational partners.</li> <li>- Directional questionnaire with project beneficiaries on the KoboTools software.</li> <li>- Virtual restitution workshop.</li> </ul>	<ul style="list-style-type: none"> <li>- The project team and the ILO experts in charge of monitoring and technical support based in Nouakchott and Bassikounou</li> <li>- ILO experts in charge of its monitoring and technical support based in Geneva, Algiers.</li> <li>- The donor</li> <li>- The beneficiaries</li> <li>- National institutional and operational partners</li> <li>- International institutional and operational partners</li> </ul>
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<p>4. Have the results and studies of the project been shared with the tripartite constituencies?</p>	<ul style="list-style-type: none"> <li>- Primary and secondary literature review.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the ILO Mauritania project team.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with donor.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with national institutional and operational partners.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with international institutional and operational partners.</li> <li>- Directional questionnaire with project beneficiaries on the KoboTools software.</li> <li>- Virtual restitution workshop.</li> </ul>	<ul style="list-style-type: none"> <li>- The project team and the ILO experts in charge of monitoring and technical support based in Nouakchott and Bassikounou</li> <li>- The donor</li> <li>- The beneficiaries</li> <li>- National institutional and operational partners</li> <li>- International institutional and operational partners</li> </ul>
<p><b>5 Gender and non-discrimination</b></p>		



<p>1. To what extent did the project integrate gender issues into the design, implementation, results and the monitoring and evaluation framework?</p>	<ul style="list-style-type: none"> <li>- Primary and secondary literature review.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the ILO Mauritania project team.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with a team of ILO experts responsible for monitoring and technical support.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the donor.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with national institutional and operational partners.</li> <li>- Virtual semi-structured meetings (via Skype, zoom or whatsapp) with international institutional and operational partners.</li> <li>- Directional questionnaire with project beneficiaries on the KoboTools software.</li> <li>- Virtual restitution workshop</li> </ul>	<ul style="list-style-type: none"> <li>- The project team and the ILO experts in charge of monitoring and technical support based in Nouakchott and Bassikounou</li> <li>- ILO experts in charge of its monitoring and technical support based in Geneva, Algiers.</li> <li>- The donor</li> <li>- The beneficiaries</li> <li>- National institutional and operational partners</li> <li>- International institutional and operational partners</li> </ul>
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<p>2. Did the project meet the strategic needs of women?</p>	<ul style="list-style-type: none"> <li>- Primary and secondary literature review.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the ILO Mauritania project team.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with a team of ILO experts responsible for monitoring and technical support.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the donor.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with national institutional and operational partners.</li> <li>- Virtual semi-structured meetings (via Skype, zoom or whatsapp) with international institutional and operational partners.</li> <li>- Directional questionnaire with project beneficiaries on the KoboTools software.</li> <li>- Virtual restitution workshop</li> </ul>	<ul style="list-style-type: none"> <li>- The project team and the ILO experts in charge of monitoring and technical support based in Nouakchott and Bassikounou</li> <li>- ILO experts in charge of its monitoring and technical support based in Geneva, Algiers.</li> <li>- The donor</li> <li>- The beneficiaries</li> <li>- National institutional and operational partners</li> <li>- International institutional and operational partners</li> </ul>
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<p>3. Does the project take equal account of refugees and host communities, as well as other relevant groups?</p>	<ul style="list-style-type: none"> <li>- Primary and secondary literature review.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the ILO Mauritania project team.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with a team of ILO experts responsible for monitoring and technical support.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the donor.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with national institutional and operational partners.</li> <li>- Virtual semi-structured virtual meetings (via Skype, zoom or whatsapp) with international institutional and operational partners.</li> <li>- Directional questionnaire with project beneficiaries on the KoboTools software.</li> <li>- Virtual restitution workshop</li> </ul>	<ul style="list-style-type: none"> <li>- The project team and the ILO experts in charge of monitoring and technical support based in Nouakchott and Bassikounou</li> <li>- ILO experts in charge of its monitoring and technical support based in Geneva, Algiers.</li> <li>- The donor</li> <li>- The beneficiaries</li> <li>- National institutional and operational partners</li> <li>- International institutional and operational partners</li> </ul>
<p><b>6. Good Practises</b></p>		

<p>What good practices can be retained?</p>	<ul style="list-style-type: none"> <li>- Primary and secondary literature review.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the ILO Mauritania project team.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with a team of ILO experts responsible for monitoring and technical support.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the donor.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with national institutional and operational partners.</li> <li>- Virtual semi-structured virtual meetings (via Skype, zoom or whatsapp) with international institutional and operational partners.</li> <li>- Directional questionnaire with project beneficiaries on the KoboTools software.</li> <li>- Virtual restitution workshop</li> </ul>	<ul style="list-style-type: none"> <li>- The project team and the ILO experts in charge of monitoring and technical support based in Nouakchott and Bassikounou</li> <li>- ILO experts in charge of its monitoring and technical support based in Geneva, Algiers.</li> <li>- The donor</li> <li>- The beneficiaries</li> <li>- National institutional and operational partners</li> <li>- International institutional and operational partners</li> </ul>
<p><b>7. Lessons learnt</b></p>		

<p>Which lessons can be retained?</p>	<ul style="list-style-type: none"> <li>- Primary and secondary literature review.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the ILO Mauritania project team.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with a team of ILO experts responsible for monitoring and technical support.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the donor.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with national institutional and operational partners.</li> <li>- Virtual semi-structured meetings (via Skype, zoom or whatsapp) with international institutional and operational partners.</li> <li>- Directional questionnaire with project beneficiaries on the KoboTools software.</li> <li>- Virtual restitution workshop</li> </ul>	<ul style="list-style-type: none"> <li>- The project team and the ILO experts in charge of monitoring and technical support based in Nouakchott and Bassikounou</li> <li>- ILO experts in charge of its monitoring and technical support based in Geneva, Algiers.</li> <li>- The donor</li> <li>- The beneficiaries</li> <li>- National institutional and operational partners</li> <li>- International institutional and operational partners</li> </ul>
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<p>What pitfalls or difficulties can be identified and avoided in the design and implementation of similar initiatives?</p>	<ul style="list-style-type: none"> <li>- Primary and secondary literature review.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the ILO Mauritania project team.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with a team of ILO experts responsible for monitoring and technical support.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the donor.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with national institutional and operational partners.</li> <li>- Virtual semi-structured meetings (via Skype, zoom or whatsapp) with international institutional and operational partners.</li> <li>- Directional questionnaire with project beneficiaries on the KoboTools software.</li> <li>- Virtual restitution workshop</li> </ul>	<ul style="list-style-type: none"> <li>- The project team and the ILO experts in charge of monitoring and technical support based in Nouakchott and Bassikounou</li> <li>- ILO experts in charge of its monitoring and technical support based in Geneva, Algiers.</li> <li>- The donor</li> <li>- The beneficiaries</li> <li>- National institutional and operational partners</li> <li>- International institutional and operational partners</li> </ul>
<p><b>8 Recommendations</b></p>		

<p>1. What are the remaining challenges/deficits?</p>	<ul style="list-style-type: none"> <li>- Primary and secondary literature review.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the ILO Mauritania project team.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with a team of ILO experts responsible for monitoring and technical support.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the donor.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with national institutional and operational partners.</li> <li>- Virtual semi-structured meetings (via Skype, zoom or whatsapp) with international institutional and operational partners.</li> <li>- Directional questionnaire with project beneficiaries on the KoboTools software.</li> <li>- Virtual restitution workshop</li> </ul>	<ul style="list-style-type: none"> <li>- The project team and the ILO experts in charge of monitoring and technical support based in Nouakchott and Bassikounou</li> <li>- ILO experts in charge of its monitoring and technical support based in Geneva, Algiers.</li> <li>- The donor</li> <li>- The beneficiaries</li> <li>- National institutional and operational partners</li> <li>- International institutional and operational partners</li> </ul>
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<p>2. Does the country need additional external support to improve working conditions?</p>	<ul style="list-style-type: none"> <li>- Primary and secondary literature review.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the ILO Mauritania project team.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with a team of ILO experts responsible for monitoring and technical support.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the donor.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with national institutional and operational partners.</li> <li>- Virtual semi-structured meetings (via Skype, zoom or whatsapp) with international institutional and operational partners.</li> <li>- Directional questionnaire with project beneficiaries on the KoboTools software.</li> <li>- Virtual restitution workshop</li> </ul>	<ul style="list-style-type: none"> <li>- The project team and the ILO experts in charge of monitoring and technical support based in Nouakchott and Bassikounou</li> <li>- ILO experts in charge of its monitoring and technical support based in Geneva, Algiers.</li> <li>- The donor</li> <li>- The beneficiaries</li> <li>- National institutional and operational partners</li> <li>- International institutional and operational partners</li> </ul>
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<p>3. In this case, what could the ILO's contribution be?</p>	<ul style="list-style-type: none"> <li>- Primary and secondary literature review.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the ILO Mauritania project team.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with a team of ILO experts responsible for monitoring and technical support.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the donor.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with national institutional and operational partners.</li> <li>- Virtual semi-structured meetings (via Skype, zoom or whatsapp) with international institutional and operational partners.</li> <li>- Directional questionnaire with project beneficiaries on the KoboTools software.</li> <li>- Virtual restitution workshop</li> </ul>	<ul style="list-style-type: none"> <li>- The project team and the ILO experts in charge of monitoring and technical support based in Nouakchott and Bassikounou</li> <li>- ILO experts in charge of its monitoring and technical support based in Geneva, Algiers.</li> <li>- The donor</li> <li>- The beneficiaries</li> <li>- National institutional and operational partners</li> <li>- International institutional and operational partners</li> </ul>
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<p>4. Are there any other issues you would like to address / discuss?</p>	<ul style="list-style-type: none"> <li>- Primary and secondary literature review.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the ILO Mauritania project team.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with a team of ILO experts responsible for monitoring and technical support.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with the donor.</li> <li>- Virtual semi-structured interviews (via Skype, zoom or whatsapp) with national institutional and operational partners.</li> <li>- Semi-structured virtual meetings (via Skype, zoom or whatsapp) with international institutional and operational partners.</li> <li>- Directional questionnaire with project beneficiaries on the KoboTools software.</li> <li>- Virtual restitution workshop</li> </ul>	<ul style="list-style-type: none"> <li>- The project team and the ILO experts in charge of monitoring and technical support based in Nouakchott and Bassikounou</li> <li>- ILO experts in charge of its monitoring and technical support based in Geneva, Algiers.</li> <li>- The donor</li> <li>- The beneficiaries</li> <li>- National institutional and operational partners</li> <li>- International institutional and operational partners</li> </ul>
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### **Annex 3: Data collection tools**

The outline of the main tools is presented succinctly and in broad outline.

#### **1. Tool - Virtual semi-structured interviews with the ILO project team (Nouakchott and Bassikounou) and virtual restitution workshop.**

Virtual semi-directive interviews and a feedback workshop (via Skype, zoom or WhatsApp) with project team staff will cover the project's progress, activities, results, difficulties encountered, adjustments made, lessons learnt and good practices learned from the project.

<b>With:</b>	<b>Objectives:</b>
1.Senior Technical Advisor, 2.International Coordinator 3.National Coordinator, 4.Project consultants, 5.Head of Admin/Fin.	1. Complete the literature review. 2. Complete the data collection and analysis of project implementation. 3. Contribute to the context analysis. 4. Collect the overall opinion on the project and value their observations. 5. Finalise the identification and prepare the interviews with the selected partners and beneficiaries.
<b>Main Questions :</b>	

**Context - project design**

1. Relevance and coherence
2. Origin of the project, design and inclusion in the local context

**Results - project implementation**

1. Effectiveness
2. HR and financial efficiency
3. Sustainability
4. Gender
5. Tripartism and social dialogue
6. Limitations and difficulties encountered
7. Strengths and weaknesses
8. Lessons learnt
9. Good practice

**Proposal - continuation of the project**

1. Recommendations

**\*If one of the people to be interviewed is not available, he/she will be given a directive questionnaire using the KoboTools software to facilitate the collection of information.**

**A virtual stakeholder feedback** workshop (via Skype, Zoom or WhatsApp) will be organized to validate results and fill data gaps with key stakeholders, ILO staff and partners. The workshop will be organized by the project under the technical responsibility of the evaluator.

**2. Tool - Virtual semi-structured interviews (via Skype, zoom or WhatsApp) with ILO staff and experts in Geneva and Algiers.**

The virtual semi-structured interviews with ILO staff and experts in Geneva and Algiers will focus on the progress of the project, activities and results, difficulties encountered, adjustments made, lessons learnt and good practices drawn from the project.

**With:****Objectives:**

<ol style="list-style-type: none"> <li>1. Resource Mobilization Officer, Department of Partnerships and Field Support,</li> <li>2. EIIP Specialist, Project Backstopper,</li> <li>3. Sr Programme and Operation Officer,</li> <li>4. Officer in Charge ILO Country Office for Algeria, Libya, Mauritania, Morocco and Tunisia,</li> <li>5. Head of partnerships,</li> <li>6. Programme Officer</li> <li>7. Sr. Program assistant ILO Office in Algiers for the Maghreb countries</li> <li>8. Partnership and Resource Mobilisation Officer</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete the literature review.</li> <li>2. Complete the data collection and analysis of project implementation.</li> <li>3. Contribute to the context analysis.</li> <li>4. Collect the overall opinion on the project and value their observations.</li> <li>5. Finalise the identification and prepare the interviews with the selected partners and beneficiaries.</li> </ol>
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**Main Questions :**

**Context - project design**

1. Relevance and coherence

**Results - project implementation**

1. Effectiveness
2. HR and financial efficiency
3. Sustainability
4. Gender
5. Tripartism and social dialogue
6. Limitations and difficulties encountered
7. Strengths and weaknesses
8. Lessons learnt
9. Good practice

**Proposal - continuation of the project**

1. Recommendations

**\*If one of the interviewees is not available, a questionnaire will be shared with them using the KoboTools software to facilitate the collection of information.**

**3. Tool - Virtual semi-structured interviews (via Skype, zoom or WhatsApp) with the local institutional and operational partners of the project in Nouakchott and Bassikounou.**

It will be detailed and adapted according to the specificity of the partner and the function of the interviewee within the project (institutional or technical role).

With:	Objectives :
<ol style="list-style-type: none"> <li>1. Hakem of the Moughataa of Bassikounou,</li> <li>2. Mayor of the Commune of Bassikounou,</li> <li>3. Director of Technical and Vocational Training,</li> <li>4. Director General of Employment,</li> <li>5. NGO-ESD Bassikounou</li> </ol>	<ol style="list-style-type: none"> <li>1. Gather the partners' opinion on the project, its logic, its implementation, etc.</li> <li>2. Gather information on the results of the activities carried out by the project.</li> </ol>
<b>Main Questions:</b>	
<p><b>Context - (upstream)</b></p> <ol style="list-style-type: none"> <li>1. Relevance and consistency with their priorities, national priorities</li> <li>2. Link with young people/companies</li> <li>3. Articulation with ongoing initiatives</li> </ol> <p><b>Results - project implementation (pending)</b></p> <ol style="list-style-type: none"> <li>1. Involvement and collaboration within the project (with the team, within their institution, with other stakeholders)</li> <li>2. Participation in activities</li> <li>3. Opinion on activities</li> </ol> <p><b>Proposal - Project follow-up (downstream)</b></p> <ol style="list-style-type: none"> <li>1. Strengths and weaknesses of the project</li> <li>2. Recommendations</li> </ol> <p><b>*If one of the people to be interviewed is not available, he/she will be given a directive questionnaire using the KoboTools software to facilitate the collection of information.</b></p>	
<p><b>A virtual stakeholder feedback workshop</b> (via Skype, Zoom or WhatsApp) will be organized to validate results and fill data gaps with key stakeholders, ILO staff and partners. The workshop will be organized by the project under the technical responsibility of the evaluator.</p>	

**4. Tool - Virtual semi-structured interviews with the international institutional and operational partners of the project in Nouakchott and Bassikounou.**

It will be detailed and adapted according to the specificity of the partner and the function of the interviewee within the project (institutional or technical role).

<b>With:</b>	<b>Objectives :</b>
<ol style="list-style-type: none"><li>1. UNHCR Representative Mauritania</li><li>2. Representative, Deputy UNHCR Mauritania,</li><li>3. Programme Officer UNHCR Mauritania,</li><li>4. Head of UNHCR Sub-Office Bassikounou</li><li>5. SAME Focal Point, UNHCR Bassikounou</li><li>6. Deputy Representative UNICEF</li><li>7. Child Protection and Emergency Specialist   Chief Field Office   UNICEF Bassikounou</li><li>8. Chief Education- UNICEF,</li><li>9. Programme Policy Officer/Head of Sub Office - PAM</li><li>10. 3A/Resilience Coordinator -WFP</li></ol>	<ol style="list-style-type: none"><li>1. Gather the partners' opinion on the project, its logic, its implementation, etc.</li><li>2. Gather information on the results of the activities carried out by the project</li></ol>

## Main Questions:

### Context - (upstream)

1. Relevance and consistency with their priorities, national priorities
2. Link with young people/companies
3. Articulation with ongoing initiatives

### Results - project implementation (pending)

1. Involvement and collaboration within the project (with the team, within their institution, with other stakeholders)
2. Participation in activities
3. Opinion on activities

### Proposal - Project follow-up (downstream)

1. Strengths and weaknesses of the project
2. Recommendations

**\*If one of the people to be interviewed is not available, he/she will be given a directive questionnaire using the KoboTools software to facilitate the collection of information.**

**A virtual stakeholder feedback workshop** (via Skype, Zoom or WhatsApp) will be organized to validate results and fill data gaps with key stakeholders, ILO staff and partners. The workshop will be organized by the project under the technical responsibility of the evaluator.

## **5. Tool - Policy questionnaire (KoboTools) with a sample of beneficiaries in Bassikounou (with gender equity and beneficiary profile)**

Taking into account the international context of the COVID-19 pandemic and the ILO guidelines on the subject, this questionnaire will be carried out using the KoboTools software and with the support of the ILO national coordinator based in Bassikounou. To ensure the independence of the evaluation, the evaluator will ask the project coordinator to provide the list of beneficiaries and will randomly select the persons to be interviewed, respecting gender equity and profile (host and refugee population).

It will be carried out with the methodology of a directive questionnaire using KoboTools software to facilitate their assessment :



<b>Questions</b>	<b>Variables</b>
1. Profile	Host community / Refugee
2. Gender	Woman / Man
3. Nationality	Qualitative information (text)
4. Age	Quantitative information (figure)
5. Type of Occupation - training	Qualitative information (text)
6. Was the project training useful?	Rating from 0 to 10

7. Reasons for enrolling in training courses	Qualitative information (text)						
8. Overall satisfaction with the training programme	Rating from 0 to 10						
9. Quality of technical training	Rating from 0 to 10						
10. Quality of trainers: technical knowledge / pedagogical skills	Rating from 0 to 10						
11. Quality of infrastructure and equipment	Rating from 0 to 10						
12. Perceptions on the relevance for preparing trainees for the labour market	Rating from 0 to 10						
13. The training I received inspired me to look for work?	Strongly disagree	Disagree	Agree	Strongly Agree	Don't know		
14. My living conditions have improved as a result of the training received by the project.	Ratings from 0 to 10						
15. What has improved as a result of the training received by the project?	Qualitative information (text)						
16. My salary has increased as a result of the training received by the project.	Strongly disagree			Disagree	Agree	Strongly Agree	Don't know

17. My working conditions have improved as a result of the training received by the project	Strongly disagree	Disagree	Agree	Strongly Agree	Don't know
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With:	Objectives :
<p>A sample (maximum 20 with gender equity and beneficiary profile) of young women and men from certifying and qualifying training.</p> <p>To ensure the independence of the evaluation, the evaluator will ask the project coordinator to provide him/her with the list of beneficiaries and will randomly select the persons to be interviewed, respecting gender equity and profile (host population and refugees).</p>	<p>To better understand their problems in order to better apprehend the relevance of the activities proposed by the project.</p>
Main Questions:	
<ol style="list-style-type: none"> <li>1. Their profile (who are they?)</li> <li>2. Their needs/concerns/expectations</li> <li>3. Their opinion on the project (what they have taken away from the project at this stage)</li> </ol>	
<p><b>A virtual stakeholder feedback workshop</b> (via Skype, Zoom or WhatsApp) will be organized to validate results and fill data gaps with key stakeholders, ILO staff and partners. The workshop will be organized by the project under the technical responsibility of the evaluator.</p>	

## 6. Tool - Semi-structured interview with the donor - Government of Japan in Nouakchott.

It will be detailed and adapted according to the specificity of the partner and the function of the interviewee within the project (institutional or technical role).

With:	Objectives :
1. Embassy of Japan in Mauritania - Mrs. Marie Taketani.	1. Gather the partners' opinion on the project, its logic, its implementation, etc. 2. Gather information on the results of the activities carried out by the project
<b>Main Questions:</b>	
<p><b>Context - (upstream)</b></p> <ol style="list-style-type: none"> <li>1. Relevance and consistency with their priorities</li> <li>2. Articulation with ongoing initiatives</li> </ol> <p><b>Results - project implementation (pending)</b></p> <ol style="list-style-type: none"> <li>1. Involvement and collaboration within the project (with the team, within their institution, with other stakeholders)</li> <li>2. Participation in activities</li> <li>3. Opinion on activities</li> </ol> <p><b>Proposal - Project follow-up (downstream)</b></p> <ol style="list-style-type: none"> <li>1. Strengths and weaknesses of the project</li> <li>2. Recommendations</li> </ol> <p><b>*If one of the interviewees is not available, a questionnaire will be shared with them using the KoboTools software to facilitate the collection of information.</b></p>	
<p><b>A virtual stakeholder feedback workshop</b> (via Skype, Zoom or WhatsApp) will be organized to validate results and fill data gaps with key stakeholders, ILO staff and partners. The workshop will be organized by the project under the technical responsibility of the evaluator.</p>	

## 7. Virtual Interview Guide

### 7.1 VIRTUAL INTERVIEW GUIDE

Taking into account the international context of the COVID-19 pandemic and the ILO guidelines on the subject, the virtual interviews with key stakeholders will be based on qualitative questions that will be open-ended, i.e. respondents will provide their answers in their own words, in order to obtain detailed information on their perceptions, views, attitudes, experiences or beliefs about the project.

The interviews and virtual feedback workshop will also be useful to follow up on questions the evaluator may have after analysing data from other evaluation methods, such as document review.

The evaluator may ask the same question to different individuals or categories of informants to compare their responses and analyse how these individual differences may affect the project.

The elements included in the interview guide are comprehensive but generic. As the interview guides are intended to help evaluators to set up semi-structured interviews/focus groups, they will be adapted according to the context and degree of project implementation. The profile and attitudes of the respondent; and the results of previous interviews with other stakeholders.

## **7.2. SEMI-STRUCTURED INTERVIEWING**

Thank you for taking part in this interview. My name is Enrique Medina. I am the external consultant leading the final evaluation of the project "*Promoting youth employment opportunities for refugees and the host community through labour-intensive construction work in Mauritania Moughataa*" on behalf of the ILO.

The purpose of this interview is to help us better understand the project, its results and effects. To do this, I would like you to answer a few questions, based on your experience and perspective as a stakeholder in the project.

Your answers will be treated with the strictest confidentiality in accordance with the relevant ILO and OECD standards.

*The evaluator will ask the referee to introduce him/herself and describe his/her role / involvement in the project.*

Do you have any questions before we begin?

## **7.3. EVALUATION QUESTIONS**

### **7.3.1. Validity of the design and relevance of the project:**

#### **General:**

1. General evaluation of the project: strengths and weaknesses
2. To what extent the results framework and its indicators, targets and strategy and overall practices for monitoring and assessment were appropriate?

#### **ToR questions:**

1. Is the project consistent with the objectives of the government, the ILO and the social partners of Mauritania (i.e. the UNDAF 2018-2022 plan, the results of the country program of the ILO, Decent Work Country Program 2012-2018)?
2. Was the project adapted to the needs of refugees and local host communities in terms of decent work, employment and local economic development during its design and implementation?

3. How does the project complement and integrate with other ongoing programs and projects of the ILO, and the United Nations in general, in the country?
4. Were the ILO's tripartite constituents involved in the design of the project?
5. To what extent has the project mainstreamed gender issues in the design and implementation process?
6. Did the project planning include a useful monitoring and evaluation framework
7. Did the project design include a sustainability and exit strategy?
8. Were the planned results achievable?

### **7.3.2. Effectiveness:**

#### **ToR Questions**

1. To what extent has the project achieved its outcomes in terms of outcomes and outputs, paying particular attention to the project objectives (i.e. improving employability of refugees and members of host communities, construction of infrastructure and local economic development)?
2. What were the main factors that contributed or caused problems for the project to achieve its objectives?
3. What, if any, are the unintended results of the project that have been identified or perceived?
4. How did the project's monitoring and evaluation framework support effective implementation?
5. Did the project work strategically with the identified external partners / actors?

### **7.3.3. Efficiency of the resources used (and management methods):**

#### **ToR questions:**

1. How effectively the resources (human resources, time, expertise, funds, etc.) were allocated and used to provide the support necessary for the implementation the objectives of the project, including the project team and ILO support (Nouakchott, Algiers, DWT Cairo and Geneva / headquarters)? If not, what other type of resources might have been needed?
2. To what extent are project disbursements and expenditures in line with planned budget plans? Why yes and why no?
3. Assess whether the project management and governance arrangements contributed to facilitate project implementation
4. Did the project create good relations and cooperation with relevant national, regional and local government authorities and other parties stakeholders to achieve project results?

### **7.3.4. Orientation towards impact and sustainability:**

#### **ToR questions:**

1. To what extent is there evidence of positive changes in the lives of the final beneficiaries of the project after the results of the project (e.g. in relation to jobs, income, etc. .)
2. What steps has the project taken to work jointly with refugees, local host communities and local authorities to implement the project's sustainability and exit strategy?
3. What other concrete steps have been or should have been taken to ensure sustainability?
4. Have the results and studies of the project been shared with the tripartite constituents?

### **7.3.5. Integration of the gender approach:**

#### **ToR questions:**

1. To what extent has the project integrated gender issues in the design, implementation, results and monitoring and evaluation framework?
2. Did the project meet the strategic needs of women?
3. Does the project take into account refugees and host communities equally, as well as other affected groups?

### **7.3.6. Good practices:**

What good practices can be retained?

### **7.3.7. Lessons learnt:**

1. What lessons can be learned?
2. What pitfalls or difficulties can be identified and avoided in the design and implementation of similar initiatives?

### **7.3.8. Recommendations**

1. What are the remaining challenges / gaps?
2. Does the country need additional external support to improve working conditions?
3. In this case, what could be the contribution of the ILO?
4. And government and national / project partners
5. Are there any other issues you would like to address / discuss?

## **8. Virtual questionnaire on Kobotools with a sample of at least 20 beneficiaries**

Objective: To provide in-depth qualitative data by accessing the perspectives of beneficiaries based on their experience and knowledge.

Duration: 120 - 150 min.

Participants: 20

- 10 training participants (5 women, 5 men)

- 10 graduates (5 women, 5 men).

- Balanced profile (host community and refugee)

Questions	Variables				
1. Profile	Host community / Refugee				
2. Gender	Woman / Man				
3. Nationality	Qualitative information (text)				
4. Age	Quantitative information (figure)				
5. Type of job - training	Qualitative information (text)				
6. The training received by the project was useful?	Assessment from 0 to 10				
7. Reasons for enrolling in training	Qualitative information (text)				
8. Overall satisfaction with the training program	Assessment from 0 to 10				
9. Quality of technical training	Assessment from 0 to 10				
10. Quality of trainers: technical knowledge / teaching skills	Assessment of 0 to 10				
11. Quality of infrastructure and equipment	Rating 0 to 10				
12. Perceptions of the relevance of preparing trainees for the job market	Rating 0 to 10				
13. Did the training received inspire me to look for work?	Strongly disagree	Disagree	Agree	Strongly agree	Don't know
14. My living conditions have improved following the training received by the project	Rating from 0 to 10				
15. How did they improve following the training received by the project?	Qualitative information (text)				
16. My salary has increased following the training received by the project	Yes / No				
17. My working conditions have improved following the training received by the project	Yes / No				



**Annex 4: List of interviewees**

No.	FULL NAME	ORGANIZATION	FUNCTION	DATE / TIME	INTERVIEW METHOD
<b>ILO STAFF</b>					
1	Federico Barroeta	Country Office ILO-Mauritania	Focal Point	Wednesday, September 16, 2020, 15h GMT	Interview by WhatsApp
2	Claude Yao KOUAME EIP	Geneva Office	Specialist, Project Backstopper.	Tuesday September 8, 2020, 1 p.m GMT	Interview by WhatsApp
3	Mr. Cheikh Thiam	Country Office of the ILO-Mauritania	Occupational Health and Safety Specialist (OHS)	Wednesday September 16, 2020, 10 a.m. GMT	Interview by WhatsApp
4	Rosa Benyounes	Country Office Algiers	Program Officer	Wednesday September 22, 2020, 10am GMT	Email
5	Mr. Niass Samba	Country Office of the ILO-Mauritania	Coordinator Project Japan	Tuesday September 15, 2020, 11am GMT	Interview by WhatsApp
6	Mr. Guité Diop	Country Office of ILO-Mauritania	Coordinator USDOS II Project	Thursday September 17, 2020, 4 p.m. GMT	Interview by Skype
7	Mr. Julien Varlin	Country Office of ILO-Mauritania	International technical expert	Tuesday July 28, 2020	Inter view by WhatsApp
<b>PARTNERS</b>					

<b>8</b>	Ms. Fadela Novak-Irons	UNHCR	Deputy Representative	Friday September 18, 2020, 12 p.m. GMT	Interview by WhatsApp
<b>9</b>	Ms. Kaori OTA	Embassy of Japan	Economic Cooperation Officer	Monday July 27, 2020, 9 a.m. GMT	Interview by WhatsApp
<b>10</b>	Mr. Augustin Ntwali	UNHCR	Head of the Sub-offe of Bassikounou	Monday July 27, 2020, 2:30 p.m. GMT	Interview by WhatsApp
<b>11</b>	Mr. Ndjinyo Fouda Ndikintum	UNHCR	Focal point SAME	Monday July 27, 2020, 2:30 p.m. GMT	Interview by WhatsApp
<b>12</b>	Mr. Ridha Rezgui	UNHCR	International Crimes Investigation Adviser and Judicial Affairs Expert	Monday July 27, 2020, 2:30 p.m. GMT	Interview by WhatsApp
<b>13</b>	Mr. Désiré Mohindo	UNICEF	Rep. UNICEF Bassikounou	Monday July 27, 2020, 2:30 p.m. GMT	Interview by WhatsApp
<b>OTHER ORGANIZATIONS</b>					
<b>14</b>	Mr. Niang Mamadou	General Confederation of Workers of Mauritania (CGTM)	Head of the Education and Training Department	Tuesday September 8, 2020, 9 a.m. GMT	Interview by WhatsApp
<b>15</b>	Mr. Adama Amadou Sy	ONG ESD	Technical Education and Protection Officer, Base Chief of Bassikounou	Wednesday September 16, 2020, 12 p.m. GMT	Interview by WhatsApp
<b>WORKSHOP PARTICIPANTS / TRAINEES</b>					

16	Mr. Ahmed Amadou	UTM	Participant: Training of trainers workshop on OSH in Bassikounou	Saturday October 3, 2020 , 9 p.m. GMT	Interview by WhatsApp
17	Mr. Ismael Sy	ESD	Participant: Training of trainers workshop on OSH in Bassikounou	Sunday October 4, 2020, 4 a.m. GMT	Interview by WhatsApp
18	Mr. Mouhamed valle	USTM	Participant: Training workshop for trainers on OSH at Bassikounou	Saturday October 3, 2020, 9:15 p.m. GMT	Interview by WhatsApp
19	Dr. Coulibaly Yacouba	Bureau PRECISION -SARL	Participant: At Training of trainers on OSH in Bassikounou	Saturday October 3, 2020, 7GMT	Interview by WhatsApp
20	Mr. Ichatri Mohamed	MFPTM Labor Inspectorate	Participant: Training of trainers workshop on OSH in Bassikounou	Friday October 2, 2020, 7 p.m. GMT	Interview by WhatsApp
21	Ms. Maimouna Abdoulaye Thiam	Bassikounou local community	Intern Group 1: Qualifying training on Donou in Tigent	Sunday October 4, 2020, 2 p.m. GMT	Interview by WhatsApp
22	Ms. Aminata Hamady Dia	Bassikounou local community	Intern Group 1: Qualifying training on Donou in Tigent	Sunday October 4, 2020, 1 p.m. GMT	Interview by WhatsApp
23	Ms. Nevissa Rabah Mouhoum	Local community Bassikounou	Intern Group 1: Qualifying training on Donou in Tigent	Saturday October 3, 2020, 6 p.m. GMT	Interview by WhatsApp
24	Mr Mohamed Lemine Diaw	Local community Bassikounou	Intern Group 1: Qualifying training on Donou in Tigent	Friday October 2, 2020, 22h Friday 2 October GMT	Interview by WhatsApp

<b>25</b>	Mr. Khalidou Abdoul Razagh Dieng	Local community Bassikounou	Intern Group 2: Qualifying training on Do-nou in Tiguent	Friday October 2, 2020, 23h GMT	Interview by WhatsApp
<b>26</b>	Mr. Saidou Djibril Sambou	Local community Bassikounou	Intern Group 2: Training qualifying on the Do-nou in Tiguent	Friday October 2, 2020, 11 p.m.GMT	Interview by WhatsApp
<b>27</b>	Ms. N'deye Bouya Dialla	Civil Engineering Technician	Participant: Training of Trainers Workshop on the Do-noh in Tiguent	Saturday October 3, 2020, 11 a.m. GMT	Interview by WhatsApp
<b>28</b>	Ms. Fatimata Samba Anne	Civil Engineering Technician	Participant: Training of Trainers Workshop on Do-noh in Tiguent	Saturday October 3, 2020, 3 p.m. GMT	Interview by WhatsApp
<b>29</b>	Mr. Adallahi Brahim Nalla	Agronomist Technician	Participant: Training Workshop for Trainers on the Do-noh in Tiguent	Saturday October 3, 2020, 11h GMT	Interview by WhatsApp
<b>30</b>	Mr. Mamadou N'diaye	AFRECOM	Participant: Formate training workshops on the Do-noh in Tiguent	Friday October 2, 2020, 11 p.m. GMT	Interview by WhatsApp
<b>31</b>	Mr. Abdoul Aziz Ag Mohamed	Association of young refugees from Mberra	President	Friday October 2, 2020, 5 p.m. GMT	Interview by WhatsApp

32	Mr. Oumar Ag Alla	Community of refugees from Mberra	Participant: follow-up of tailors in Bassiknou and M'berra on the making of masks and barrier gowns	Friday October 2, 2020, 1 p.m. GMT	Interview by WhatsApp
33	Baboye Sow	Mauritania	Do-nou trainer	Tuesday October 27, 2020, 1p.m. GMT	Interview by WhatsApp

## Annex 5: Mission programme

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### FINAL EVALUATION OF THE PROJECT JAPAN

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DATE	TIME	SUBJECT OF THE MEETING
Monday September 7, 2020	2 pm	Discussion with Mr. Varlin: Interview program
Tuesday September 8, 2020	9 a.m.	Discussion with Mr. Niang Mamadou: Head of the Education and Training Department
Tuesday September 8, 2020	1 p.m	Discussion with Mr. Claude Yao KOUAME: EIIP Specialist, Project Backstopper
Tuesday September 15, 2020	11 a.m.	Discussion with Mr. Niass Samba: Japan Project Coordinator
Wednesday September 16, 2020	10 a.m. GMT	Discussion with Mr. Cheikh <i>Thiam</i> : Occupational Health and Safety Specialist (OHS)
Wednesday September 16, 2020	12 p.m. GMT	Exchange with Mr. Adama Amadou Sy: NGO ESD
Wednesday September 16, 2020	3 p.m. GMT	Exchange with Mr. Federico Barroeta: Country Office of ILO-Mauritania, Focal Point
Thursday September 17, 2020	4 p.m. GMT	Exchange with Mr. Guité Diop: USDOS II Project Coordinator
Friday September 18, 2020	12 p.m. GMT	Discussion with Mr. Fadela Novak-Irons: UNHCR, Deputy Representative
Friday October 2 to Sunday October 4, 2020	12 p.m. - 12 a.m.	Exchange with trainees in the qualifying training, the training of dressmakers and participants in the workshops  Exchange with the refugees of Mberra

## Annex 6 : Documents examined

1. ToRs Independent Final Evaluation of project MRT/19/01/JPN
2. MRT 1901JPN Grant 26.02.2019
3. List of partners MRTJPN
4. ILO Project MRT-19-01-JPN 8+3 Progress Report 01-04-2019 until 31-10-2019
5. Partnership Framework for Sustainable Development 2018-2022 (CPDD)  
<https://www.unicef.org/about/execboard/files/Mauritanie-CPDD2018-2022-signe.pdf>
6. ILO Mauritania Proposal 20190206 FINAL
7. 2019 VERBAL NOTICE MRT1901JPN (29 February 2019)
8. Letter of extension of the project dated 24 March 2020
9. Implementation Plan of activities (January to July 2020)
10. Revised Budget 2020
11. Report on the activities of the week from Monday 15 June to Sunday 21 June 2020, for the follow-up of the tailors in Bassiknou and Mberra on the manufacturing of masks and barrier gowns.
12. Final Report on the OSH Training in Bassikounou\_V2
13. Final Report on Field Visits\_V2
14. FINAL REPORT\_Teampreneurship with the prevention of covid\_Mask and blouse making in BSK and Mberra
15. Attendance list OSH training of trainers workshop, day 1
16. Attendance list OSH training of trainers workshop, day, jour 2
17. Attendance list OSH training of trainers workshop, day 3
18. Attendance list OSH training of trainers workshop, day 4
19. Attendance list OSH training of trainers workshop, day 5
20. Attendance list OSH training of trainers workshop, day 6
21. Minute No. 05/2019 of 2 June 2019, selection of learners from Mberra (UNHCR refugees)
22. Minute N° 04/2019 of 30 June 2019, selection of learners from the Moughata of Bassikounou (Host Community)
23. Notice of selection of candidates for vocational training in the construction site school 4 of Mberra
24. Procedure manual for the selection of beneficiaries
25. PARDEV minute sheet from 28 March 2019 (1 April 2019 to 15 April 2020)
26. 19-10-20\_BIT\_CHANTIERS-TERRE-MBERRA\_Rapport-Mission-1\_M-HARDY
27. 19-12-16\_BIT\_CHANTIERS-TERRE-MBERRA\_Rapport-Mission-2\_M-HARDY
28. 20-01-17\_BIT\_CHANTIERS-TERRE-MBERRA\_Rapport-Mission-3\_M-HARDY
29. 20-02-28\_BIT\_CHANTIERS-TERRE-MBERRA\_Rapport-Mission-4\_M-HARDY

30. SITE FOLLOW UP SHEET 260920 (from 23 to 24/09/2019)
31. Site follow up sheet 1506 (from 08 to 12/05/2020)
32. Site follow up sheet 2206 (from 15 to 19/05/2020)
33. Site follow up sheet 06 au 10-07-2020 (from 06 to 10/07/2020)
34. Site follow up sheet 22 au 27 06 2020 (from 22 to 27/06/2020)
35. Site follow up sheet 30 06 au 03 07 2020 (from 29 to 03/07/2020)
36. Report of Site follow up sheet 1811 (12/11/2019)
37. Site follow up sheet 280320 (28/03/2020)
38. Site follow up sheet 09122019 (from 29 to 08/05/2020)
39. Site follow up sheet 10-04-2020 (10/04/2020)
40. Site follow up sheet 25-03-2020 (24/03/2020)
41. Site follow up sheet 09052020 (from 29 to 08/05/2020)
42. Site follow up sheet 29052020 (29 /05/2020)
43. Teampreneurship Report BSK 2.0. 03.2020 (Report of the Teampreneurship mission to Bassikounou- 13.03.2020 - 18.03.20202)
44. State CNSS Japan\_March 2020
45. CNSS payment status of trainees USDOS II and JAPON\_VF
46. Japan\_201908\_201907\_Payment Scholarships
47. Japan \_201909\_Payment Scholarships
48. Japan \_201910\_Payment Scholarships
49. Japan \_201911\_Payment Scholarships
50. Japan \_201912\_Payment Scholarships
51. Japan \_202001\_Payment Scholarships45 trainees
52. Japan \_202001\_Payment Scholarships75 trainees
53. Japan \_202002\_Payment Scholarships45 trainees
54. Japan \_202002\_Payment Scholarships75 trainees
55. Japan \_202003\_Payment Scholarships45 trainees
56. Japan \_202003\_Payment Scholarships75 trainees
57. List of Beneficiaries
58. Evaluation casting
59. Evaluation iron framework
60. Evaluation of trainees MT EXT 4
61. Evaluation formwork
62. MRT.19.03.USA\_MRT.19.01.JPN\_Final Report, RapportFinal, Completion of the preparatory study for a strategic and sustainable territorial planning project in the Moughata of Bassikounou, RECS International Inc. March 2020
63. Annex 10 a Attendance list theoretical training for trainers on Do-nou. technology day1
64. Annex 10 b Attendance list theoretical training for trainers on Do-nou. technology day2



65. Annex 10 c Attendance list theoretical training for trainers on Do-nou. technology day3
66. Annex 10 d Attendance list theoretical training for trainers on Do-nou. technology day4
67. Annex 13 a Attendance list theoretical training for 75 trainers on Do-nou. technology
68. Annex 13 b Attendance list theoretical training for trainers on Do-nou. technology 7 -9 11 2019
69. Annex 13 c Attendance list theoretical training for trainers on Do-nou. technology from 11 to 17-11-2019
70. Annex 13 d Attendance list theoretical training for trainers on Do-nou. technology from 18 to 24-11-2019
71. Delivery Completion Report "Introduction of Do-nou technology in Mauritania: Transfer of technical skills to 25 technical supervisors and 75 trainees".06/03/2020
72. International Labour Organization – Evaluation Unit Guidance Note 3 : EVALUATION LESSONS LEARNT AND EMERGING GOOD PRACTICES, April, 2014
73. International Labour Organization – Evaluation Unit Guidance Note 7 : STAKEHOLDER PARTICIPATION, April, 2014
74. International Labour Organization – Evaluation Unit Checklist 3 : WRITING THE INCEPTION REPORT, March, 2014
75. International Labour Organization – Evaluation Unit Checklist 5 : PREPARING THE EVALUATION REPORT, March, 2014
76. International Labour Organization – Evaluation Unit Checklist 8 : PREPARING THE EVALUATION SUMMARY FOR PROJECTS, February, 2014
77. International Labour Organization – Evaluation Unit Guidance Note 15 : MANAGEMENT FOLLOW-UP TO RECOMMENDATIONS, April, 2016
78. FILLING IN THE EVAL TITLE PAGE, May 2015
79. EVAL Guidance Resources – September 2019
80. ILO Guidelines for Policy Evaluation: Principles, rationale, planning and management of evaluations, 3rd ed. (August 2017)  
[http://www.ilo.ch/eval/Evaluationpolicy/WCMS\\_571339/lang--en/index.htm](http://www.ilo.ch/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm)
81. Code of Conduct Form (to be signed by the assessor)  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_206205/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm)
82. Checklist. 3 Writing the initial report  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165972/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm)

83. Checklist 5 Preparing the evaluation report  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165967/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm)
84. Checklist 6: Assessing the quality of the evaluation report  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165968/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm)
85. Model for lessons learned and emerging good practices  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_206158/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm)  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_206159/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm)
86. Guidance Note 7 Stakeholder participation in ILO evaluation  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165982/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165982/lang--en/index.htm)
87. Guidance note 4 Mainstreaming gender equality in project monitoring and evaluation  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165986/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm)
88. Template for the evaluation title page
89. [http://www.ilo.org/eval/Evaluationguidance/WCMS\\_166357/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm) /
90. ILO Project Financial Status Report by Project Outcome, Output and Activity and Expenditure Category
91. Budget situation MRT 1910 JPN
92. Intervention report with analyses and recommendations of the new DO-NOU technology, MAURITINA SARL, July 2020

## Annex 7: Lessons learnt and good practices

### 7.1 Lessons learnt

#### ILO Lesson Learnt 1

**Project Title: Promoting youth employment opportunities for refugees and the host community through labour-intensive construction in Mauritania**

**Project TC/SYMBOL: MRT/19/01/JPN**

**Name of Evaluator: Samuel KOUAKOU**

**Date: October 2020**

The following lesson learned has been identified during the course of the evaluation.  
Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	<p><b>Flexibility in design and implementation proved to be very beneficial for the effective achievement of the expected results, given the participatory approach followed in all phases of the project cycle.</b></p> <p>The active participation of all national stakeholders in this adaptation process allowed the constant alignment of activities with their needs and priorities, which had a clear impact on the ownership of the results.</p>
Context and any related preconditions	<p>This lesson applies especially to situations where there is social dialogue or where stakeholders are willing to work in synergy.</p>

Targeted users / Beneficiaries	ILO project staff involved in project design but also ILO implementing staff.
Challenges /negative lessons - Causal factors	
Success / Positive Issues - Causal factors	This adaptation process has allowed the constant alignment of activities with the needs and priorities of the beneficiaries. Better still, other new activities have been implemented. This is the case of the production of masks and gowns to combat COVID-19.
ILO Administrative Issues (staff, resources, design, implementation)	N/A

## ILO Lesson Learnt 2

**Project Title: Promouvoir les possibilités d'emploi des jeunes pour les réfugiés et la communauté d'accueil par le biais de la construction à forte intensité de main-d'œuvre en Mauritanie**

**Project TC/SYMBOL: MRT/19/01/JPN**

**Name of Evaluator: Samuel KOUAKOU**

**Date: October 2020**

The following lesson learned has been identified during the course of the evaluation.  
Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
<b>Brief description of lesson learned (link to specific action or task)</b>	<b>The administrative burden has a significant impact on project implementation.</b>  The project has been delayed by, among other things, cumbersome payments to certain service providers (MSEs) and the recruitment of staff. It is necessary to take into account these factors, which have a negative impact on the implementation of the project.
<b>Context and any related preconditions</b>	This lesson learned applies especially to situations where ILO entities are willing to work in synergy and communicate regularly.

<b>Targeted users / Beneficiaries</b>	ILO project staff involved in project design but also ILO implementing staff.
<b>Challenges /negative lessons - Causal factors</b>	
<b>Success / Positive Issues - Causal factors</b>	Taking this situation into account has enabled the ILO project team to improve its service provider payment circuit and to make arrangements for future projects.
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	ILO project staff involved in the validation and payment of expenditure but also ILO implementing staff.

## ILO Lesson Learnt 3

**Project Title: Promoting youth employment opportunities for refugees and the host community through labour-intensive construction in Mauritania**

**Project TC/SYMBOL: MRT/19/01/JPN**

**Name of Evaluator: Samuel KOUAKOU**

**Date: October 2020**

The following lesson learned has been identified during the course of the evaluation.  
Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
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<p>Brief description of lesson learned (link to specific action or task)</p>	<p><b>Inter-Agency collaboration enables relevant projects to be formulated.</b></p> <p>The project is the result of collaboration between the ILO and UNHCR. This framework of collaboration has enabled the needs of the refugee and host communities to be better identified.</p> <p>The project has benefited from the experience and knowledge of previous ILO projects as well as from the financial resources of ongoing projects in the Moughataa of Bassikounou. This approach should be supported.</p>
<p>Context and any related preconditions</p>	<p>This lesson learned applies especially to situations where SNU Agencies are willing to work in synergy and communicate regularly.</p>
<p>Targeted users / Beneficiaries</p>	<p>ILO project staff involved in project design but also ILO implementing staff.</p> <p>Staff of the UN System Agencies.</p>
<p>Challenges /negative lessons - Causal factors</p>	
<p>Success / Positive Issues - Causal factors</p>	<p>Taking this situation into account has enabled the ILO to improve the relevance of its projects and to benefit from the technical and financial support of other technical partners.</p>



ILO Administrative Issues (staff, resources, design, implementation)	N/A
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## ILO Lesson Learnt 4

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**Name of Evaluator: Samuel KOUAKOU**

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LL Element	Text
<b>Brief description of lesson learned (link to specific action or task)</b>	<b>Crisis or pandemic situations can be economic opportunities.</b>  Far from being weakened by the negative impact of the social distancing measures following the COVID-19, the ILO has taken advantage of this situation to build the capacity of the tailors and provide them with additional financial resources.
<b>Context and any related preconditions</b>	This lesson applies especially to situations where the UN Agencies are willing to work in synergy and where the project design is flexible enough to initiate new activities.
<b>Targeted users / Beneficiaries</b>	ILO project staff involved in project design but also ILO implementing staff.  Government  Staff of other SNU Agencies

<b>Challenges /negative lessons - Causal factors</b>	
<b>Success / Positive Issues - Causal factors</b>	Taking this situation into account has enabled the ILO to diversify its activities, improve the financial resources of communities in the project area and effectively combat COVID-19.
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	N/A

## 7.2 Potencial Good Practise

### ILO Emerging Good Practice 1

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GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	<p>The "work site school" model enabled the trainees to find themselves in a real work situation.</p> <p>Taking responsibility for the work and the corrections made with the support of the service providers undoubtedly enabled the trainees to better assimilate construction techniques.</p>
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p>The Japanese project's workcamp benefited from the experience of previous programmes implemented by the ILO in Mauritania and by other SNU projects in Bassikounou.</p> <p>The project was based on Government training tools implemented by INAP-FTP.</p> <p>Its sustainability lies in the organization of the national examination for the delivery of certificates to trainees who will be admitted..</p>

Establish a clear cause-effect relationship	The PECOBAT and PROMOPECHE projects, implemented by the ILO, have integrated the lessons learnt from the chantier école project to also improve their design and implementation.
Indicate measurable impact and targeted beneficiaries	<p>The "chantier école" (construction training site) model has been adopted by the government of Mauritania. Tools and a policy for its implementation have been adopted by the Ministry in charge of employment. The impact of this good practice is the involvement of the tripartite partners as well as other relevant partners in the implementation of the project, the support to the action plan developed and the approval of priorities in the design of employment policy.</p> <p>Trainees are put into practical learning situations with the support of experienced providers. They are operational as soon as the training is completed.</p>
Potential for replication and by whom	This good practice needs to be replicated by ILO staff, national partners and donors involved in developing programmes involving employment policy and aimed at achieving MDG 8, namely promoting sustained economic growth and decent work for all, especially young people and women.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	<p><b><u>Partnership framework for the sustainable development 2018-2022 of Mauritania</u></b></p> <p><b><u>Strategic Priority 1 - Inclusive Growth</u></b></p> <p>⋮</p>

	<p><b><u>EFFECT 2:</u></b> People have access to strengthened livelihoods, decent jobs, increased economic opportunities and improved food security.</p> <p><b><u>Strategic Priority 2 Human Capital and Basic Social Services</u></b></p> <p><b><u>EFFECTIVE 1:</u></b> Children and young people have access to quality education in the formal and non-formal systems.</p> <p><b><u>EFFECT 3:</u></b> Institutions, civil society and communities ensure better protection of individuals against various forms of discrimination including the legacy of slavery, exploitation and physical, psychological and sexual abuse.</p> <p><b><u>Strategic Priority 3 Governance</u></b></p> <p><b><u>EFFECT 2:</u></b> Institutions better manage mixed migration flows, provide better protection for refugees, asylum seekers, trafficked persons and vulnerable migrants, and contribute to the peaceful coexistence between refugees and the host community.</p>
Other documents or relevant comments	

## ILO Emerging Good Practice 2

**Project Title: Promoting youth employment opportunities for refugees and the host community through labour-intensive construction in Mauritania**

**Project TC/SYMBOL: MRT/19/01/JPN**

**Name of Evaluator: Samuel KOUAKOU**

**Date: October 2020**

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
<b>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</b>	<p><b>By organising the training in Bassikounou, the project has contextualised the training so that the techniques learnt can be quickly duplicated in work situations.</b></p> <p>For example, the architecture of the windows took into account the models developed by the communities. The tracks built used materials and tools available in the work environment. Service providers were also solicited.</p>
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	<p>The project benefited from the presence of several craftsmen (ironworkers, masons, dressmakers, etc.) who enabled the practical activities of the trainees to be carried out.</p> <p>This environment allowed the trainees to learn while staying with their families. Transport logistics were lacking so that the training courses were alternated between the different groups of trainees.</p> <p>The Do-nou technology training courses benefited from the construction work on the 16 km of tracks at Tiguent, which encouraged practice.</p>

<p><b>Establish a clear cause-effect relationship</b></p>	<p>Through the inclusion of a wide range of relevant stakeholders in the project, capacity building, approval of the priority parameters as well as the active participation of the tripartite partners, all the objectives of the draft employment policy were ensured.</p>
<p><b>Indicate measurable impact and targeted beneficiaries</b></p>	<p>The extension of Primary School 4 was built using the architecture of the buildings in Mauritania. The equipment (doors, windows, etc.) was made by local craftsmen.</p> <p>A few rare trainees benefited from short-term work on sites of other ILO and UNHCR projects.</p> <p>The beneficiaries of this emerging good practice are the tripartite partners and other relevant stakeholders involved in the development of employment policies.</p>
<p><b>Potential for replication and by whom</b></p>	<p>This good practice needs to be replicated by ILO staff, national partners and donors involved in developing programmes involving employment policy and aimed at achieving MDG 8, namely promoting sustained economic growth and decent work for all, especially young people and women.</p>
<p><b>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)</b></p>	<p><b><u>Partnership framework for the sustainable development 2018-2022 of Mauritania</u></b></p> <p><b><u>Strategic Priority 1 - Inclusive Growth:</u></b></p> <p><b><u>EFFECT 2:</u></b> People have access to strengthened livelihoods, decent jobs, increased economic opportunities and improved food security.</p>



	<p><b><u>Strategic Priority 2 Human Capital and Basic Social Services</u></b></p> <p><b><u>EFFECTIVE 1:</u></b> Children and young people have access to quality education in the formal and non-formal systems.</p> <p><b><u>EFFECT 3:</u></b> Institutions, civil society and communities ensure better protection of individuals against various forms of discrimination including the legacy of slavery, exploitation and physical, psychological and sexual abuse.</p> <p><b><u>Strategic Priority 3 Governance</u></b></p> <p><b><u>EFFECT 2:</u></b> Institutions better manage mixed migration flows, provide better protection for refugees, asylum seekers, trafficked persons and vulnerable migrants, and contribute to the peaceful coexistence between refugees and the host community.</p>
<p><b>Other documents or relevant comments</b></p>	

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GP Element	Text
<b>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</b>	<p><b>The choice of the proud training providers was made with the support of the national structures.</b></p> <p>In doing so, the project takes into account the national policy in this area, which will have the merit of taking graduates into account in government actions.</p>
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	<p>The success of the training courses depends on the judicious choice of training courses that offer employment opportunities in the project area.</p> <p>At present, the information obtained indicates that a large number of trainees, especially women, are looking for employment after the training.</p> <p>The insufficiency of bags for work using Do-nou technology is a limit to the feasibility of this innovation at the national level.</p>
<b>Establish a clear cause-effect relationship</b>	<p>Through the inclusion of a wide range of relevant stakeholders in the project, capacity building, approval of the priority parameters as well as the active participation of the tripartite partners, all the objectives of the draft employment policy were ensured.</p>

<p><b>Indicate measurable impact and targeted beneficiaries</b></p>	<p>The impact of this good practice is the involvement of the tripartite partners as well as other relevant project partners.</p> <p>The involvement of the Ministry in charge of employment gives an official character to the activities carried out by the project. The organisation of future examinations for the national certificate will consolidate the quality of the training organised by the project.</p> <p>The enthusiasm and collaboration of the beneficiaries and the structures of the SNU and the technical and financial partners is a sign of ownership and sustainability of the project's results.</p>
<p><b>Potential for replication and by whom</b></p>	<p>This good practice needs to be replicated by ILO staff, national partners and donors involved in developing programmes involving employment policy and aimed at achieving MDG 8, namely promoting sustained economic growth and decent work for all, especially young people and women.</p>
<p><b>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)</b></p>	<p><b><u>Partnership framework for the sustainable development 2018-2022 of Mauritania</u></b></p> <p><b><u>Strategic Priority 1 - Inclusive Growth :</u></b></p> <p><b><u>EFFECT 2:</u></b> People have access to strengthened livelihoods, decent jobs, increased economic opportunities and improved food security.</p> <p><b><u>Strategic Priority 2 Human Capital and Basic Social Services</u></b></p> <p><b><u>EFFECTIVE 1:</u></b> Children and young people have access to quality education in the formal and non-formal systems.</p> <p><b><u>EFFECT 3:</u></b> Institutions, civil society and communities ensure better protection of individuals against various forms of discrimination including the legacy of slavery, exploitation and physical, psychological and sexual abuse.</p> <p><b><u>Strategic Priority 3 Governance</u></b></p> <p><b><u>EFFECT 2:</u></b> Institutions better manage mixed migration flows, provide better protection for refugees, asylum seekers, trafficked persons and vulnerable migrants, and contribute to the peaceful coexistence between refugees and the host community.</p>

<b>Other documents or relevant comments</b>	
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**Annex 8: Matrix of results and project implementation as at 31  
July 2020:**

<b>Result 1</b>	<b>Young women and men (skilled and unskilled) from the Mberra refugee camp and the host community improve employability by completing on-site training in labour-intensive construction works which focuses on practical exercise and delivers a quality certificate.</b>		
<b>Result 1.1</b>	400 Young women and men from the Mberra refugee camp and the host community complete an on-site training in labour-intensive construction works	400 young women and men (aged 16-35) improve employability by completing on-site construction training, with 50% refugees and 50% people living in host communities in Bassikounou Moughata, of which at least 40% women, and reflecting the population composition of each ethnic groups in Mberra Camp and Bassikounou Moughata.	<ul style="list-style-type: none"> <li>- 174 young women and men (aged 16 to 35) have improved their employability through training.</li> <li>- Of the 174 trainees, 69 are refugees, i.e. 39.66%, and 105 are Mauritians, i.e. 60.34%. The women are 68 or 39.08%.</li> <li>- The project has developed certification and qualification training.</li> </ul>
<b>Result 1.2</b>	More than 80% of young women and men from the Mberra refugee camp and the host community who completed the on-site training are integrated into the pathway to the labour market.	100% of trainees who completed on-site construction training receive certifications following the national certification system. 80% of the youth completed the on-site training is connected to either existing professional insertion services or enterprise development support.	<ul style="list-style-type: none"> <li>- No (0%) trainees received certification under the national certification system. The ILO issued them with a certificate of completion of training.</li> <li>- None (0%) of the young people who completed the training benefited from work integration services or business development support.</li> </ul>
<b>Result 1.3</b>	Local enterprises are trained to develop business and increase the capacity to recruit more youth.	10 trainers are trained, providing support services to 50 entrepreneurs.	<ul style="list-style-type: none"> <li>- 14 trainers have been trained in Entrepreneurship</li> <li>- 3 cooperatives (SMEs), out of 18 pre-selected, received support.</li> </ul>
<b>Result 2</b>	<b>Sustainable local socioeconomic development is promoted with infrastructure eco-construction.</b>		

<b>Result 2.1</b>	At least one infrastructure is constructed with a mechanism of sustainable maintenance and usage by refugees and the host community.	1 infrastructure is constructed for the socioeconomic development of refugees and the host community with at least 35% labour-intensity. Maximum use of locally available resources is promoted.	<ul style="list-style-type: none"> <li>- A primary school has been built in Mberra (extension of primary school 4).</li> <li>- 360 m of track were built at Tiguent</li> <li>- 154 m of track have been built in Mberra.</li> <li>- Locally available loans were used</li> <li>- The materials came from Nouakchott.</li> <li>- The work was carried out using the HIMO method, estimated at 70% by hand.</li> </ul>
<b>Result 2.2</b>	At least one new technology is introduced which promotes the use of local resources and climate resilience.	1 ecoconstruction technology introduced.	<ul style="list-style-type: none"> <li>- The Do-nou technology was introduced for the construction of the tracks.</li> </ul>
<b>Result 2.3</b>	System to maintain the constructed infrastructure is established by refugees and the host community.	Constructed infrastructures are maintained and managed by local groups, whose management consists of 50% women and at least one woman occupying a position of authority (such as president).	<ul style="list-style-type: none"> <li>- No runway maintenance policy has been put in place.</li> <li>- No (0%) local groups have been created to maintain the infrastructure.</li> <li>- None (0%) women held the position of authority (i.e. president).</li> </ul>
<b>Result 3</b>	<b>Local enterprises and workers improve their practices related to OSH and decent work condition with technical support and supervision of local and national authorities.</b>		
<b>Result 3.1</b>	All the workers participating in the project understand and apply with good labour practices including OSH.	Occupational safety and health (OSH) training is provided to all workers in the project before the start of construction. At least one inspection of OSH is conducted by local authorities at each construction site under the project to provide recommendations.	<ul style="list-style-type: none"> <li>- A training session was organised for labour specialists.</li> <li>- 17 people attended the training session</li> <li>- Three (3) inspection visits were organized on construction sites. Recommendations were provided to construction companies.</li> </ul>
<b>Result 3.2</b>	National and local authorities improve its capacity to provide OSH training and conduct OSH inspection.	National and local tripartite partners know about OSH at the construction sites and are able to provide training as trainers.	<ul style="list-style-type: none"> <li>- Three (3) inspection visits were organized on construction sites. Recommendations were provided to construction companies.</li> </ul>

<p><b>Result 3.3</b></p>	<p>Local companies and workers improve their practices related to OSH and decent work conditions</p>	<p>30 local companies learn about decent work conditions including accident and health insurance, appropriate work days and hours, work environment with sanitary facilities for both genders and self-observe current conditions for improvement. 1,000 people (50% refugees, 50% host communities) understand basic workers' rights for both refugees and host communities through training and knowledge sharing.</p>	<ul style="list-style-type: none"> <li>- With the advent of Covid-19, the ILO and UNHCR have stepped up awareness campaigns on OSH, with an emphasis on social distancing measures.</li> <li>- Awareness-raising on the Covid concerned the national population, particularly those in the Moughata of Bassikounou.</li> </ul>
<p><b>Result 4.1.</b></p>	<p>Teampreneurship in the prevention of COVID-19</p> <p>Capacity building of dressmakers in Bassikounou and Mbera Camp and production of barrier masks and work gowns for trainees and local partners of ILO projects in the Wilaya of Hodh El Chargui.</p>	<p>The specific objectives of this ILO activity led by a TeamTrainer were the production of 50,000 barrier masks, the production of 1,000 work gowns and the training of 25 tailors in the production of barrier masks and work gowns.</p>	<ul style="list-style-type: none"> <li>- The project contributed to the production of 41,629 masks at 70 MU each and 133 gowns.</li> <li>- 21 tailors have been trained to make barrier masks and work gowns.</li> </ul>



