

BIT – EVALUATION

(master version in French)

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This evaluation was carried out in accordance with ILO evaluation procedures and policies. The report has not been revised but is subject to quality control by the ILO Evaluation officer for Africa.

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LIST OF ACRONYMS

ANAPEJ	National Agency for Youth Employment
BIT/ILO	International Labor Office
BPRM	Bureau of Population, Refugees, and Migration
BTP	Building and Public Works (Construction)
CFP	Professional Training Center
CNP	National Project Coordinator
COFIL	Steering Committee
CPDD	United Nations Sustainable Development Partnership Framework
CTP	Main Technical Advisor
DFTP	Direction of the Professional and Technical Training
HEC	Hodh Ech Chargui
HIMO	Labor-Intensive
OECD	Organisation for Economic Co-operation and Development
ILO	International Labour Organization
WFP	World Food Program
PECOBAT	Program for the improvement of employability in the young people and the capacities of SME by means of the development of the subsector of construction with local materials and professional training in the construction-site schools.
SME	Small and Medium Enterprises
PPTD	Decent Work Promotion Program
SCAPP	Rapid Growth and Shared Prosperity Strategy
NES	National Employment Strategy
UNS	United Nations System
UNHCR	United Nations High Commissioner for Refugees
Unicef	United Nations Children's Fund
USDOS	United States Department of State

EXECUTIVE SUMMARY

Context ¹

Since 2012 Mauritania receives in its territory Malian refugees that are escaping the situation of insecurity linked to the political instability in the North of their country. The camp of M'Bera, in which more than 56.000 refugees are registered, is located in the Southeast of Mauritania, 50km away from the border with Mali and 18km away from Bassikounou, chief town of the Moughataa (province) belonging to the administrative region of Hodh el Chargui.

The city of Bassikounou and the camp of Mbera have *de facto* become the fourth most populated city in Mauritania. The latter, like many Mauritanian cities, already suffered a deficit in infrastructures and in terms of basic services which still has not been met with regards to the size of the population involved. Moreover, the scattering of the populations over numerous small towns over the territory of the Moughataa, does not allow to concentrate the offer of basic services and monetize the investments to render them more accessible.

In this context, it is necessary to deploy actions to mitigate the impact of the presence of refugees and to develop programs aimed at improving the living conditions of the host populations, who are sometimes as vulnerable as the refugees. To guarantee the peaceful coexistence amongst the communities, it will be necessary to promote the economic and social development of the host populations. The creation of economic activities and the support to the development of the already existing activities are relevant solutions to guarantee the social cohesion amongst the refugee and host populations.

The International Labour Organization (ILO) considers evaluation to be an integral part of the implementation of technical cooperation activities. In accordance with ILO evaluation policy and procedures, all programs and projects with a budget of up to € 1 million are subject to internal evaluation.

Description of the Project

The project «Promoting a model for sustainable livelihoods and social cohesion in the Moughata of Bassikounou through on-site construction training» financed by the US Department of State (Bureau of Population, Refugees and Migration) has been implemented between September 1, 2018 and October 30, 2019 (the operations began in November 2018 with the recruitment of the Project Team and Coordinator).

¹ Diagnostic de l'impact des réfugiés sur les populations hôtes. Analyse de l'impact des réfugiés et diagnostics participatifs auprès des populations hôtes (UNCHR, octobre 2019)

The goal of the project is to improve the economic self-sufficiency of the refugees and favor the coexistence with the host communities thanks to the promotion of the employability and the local economic development by way of labor-intensive construction of infrastructures.

To reach this goal in the long term, the project aims to achieve the following three outcomes:

1. The young men and women of different communities (refugees and local), improve their employability and simultaneously acquire work experience by following an on-site construction training in labor-intensive construction work, based on practical exercises and certified.
2. The infrastructures, identified as an essential part of the local economic development and of the basic services on the value chain and market analysis, are constructed by the young people using the maximum quantity of local materials to create decent work opportunities and promote the local economic activities, guaranteeing the link between humanitarian aid and development.
3. The local economic development is strengthened by a better support to the local companies thanks to a better organization and participation of the cooperatives, the local groups, the civil society and the local companies.

Objectives and Development of the Evaluation

The objectives of the Evaluation:

1. Evaluate to what extent the project has achieved the goals stated and the desired outcomes, while identifying the possible challenges and success factors;
2. Identify the positive outcomes and the negative unforeseen outcomes of the project;
3. Evaluate to what extent the outcomes of the project will be sustainable;
4. Establish the relevance of the design of the implementation strategy of the project with regards to the development frameworks of the ILO, United Nations and National Development (that is the Sustainable Development Goals of the United Nations Development Assistance Framework (UNDAF);
5. Identify the Learned Lessons and the Potential Good Practices, especially regarding the intervention models to be applied in the future;
6. Provide recommendations to the stakeholders in order to promote the sustainability and support the future development of the outcomes of the project.

In this respect, the evaluation of the defined strategy, the outcomes achieved, and the effects produced should allow to withdraw **main lessons learned**, evaluate **good practices** and identify **new needs in views of future programing**, or to improve, consolidate or reorient the action.

Stemming from the implementation of the project, the current evaluation aims to provide an external and final evaluative view based on the classic criteria commonly used by the OECD/DAC but also of the UN System and more specifically the BIT/ILO.

The Terms of Reference ask six series of evaluative questions linked to the:

1. *Validity of the project design and project relevance,*
2. *Effectiveness,*
3. *Efficiency,*
4. *Sustainability,*
5. *Gender*
6. *Tripartism and Social Dialogue*

In short, it will be advisable to assess the achievements of the project analyzing the processes that may have helped or, on the contrary, created obstacles to reaching the desired outcomes; to evaluate more generally the relevance, effectiveness, efficiency, gender, tripartism and social dialogue; to extract the strengths and weaknesses of the project and withdraw the teachings from the implementation of activities.

Assessment and Conclusions

Validity of the Project Design

In general, the project is aligned with the Mauritanian National Strategies (Rapid Growth and Shared Prosperity Strategy, National Employment Strategy, National Gender Institutionalization Strategy), the UN System Strategies (UN Strategy on the Promotion of the Independence of Refugees and the Resilience of the Host Communities, the Partnership for Sustainable Development Framework, the Sustainable Development Goals) and with the Decent Work Program of the BIT/ILO in Mauritania.

Moreover, the tripartite constituents, the beneficiaries and other relevant actors interviewed have felt involved enough in the activities of updating and implementing the project. The whole of the stakeholders met has unanimously praised the relevance of the project as it responds to the needs of young men and women aged 16-35 years, stems from the refugee and host communities, introducing a new approach in construction² training which favors employability, decent work, local economic development and social cohesion.

The project is also supported by 5 key studies (*1. Identification of economic opportunities for the population of the M'Bera Refugee Camp and the nearby host populations. Analysis of value chains, infrastructures in Bassikounou. 2. Dimensioning, Mapping, Priorization and Feasibility elements, Energy for the development in the Moughataa of Bassikounou. 3. Solution Proposal for the procurement of energy assuring its sustainability. 4. Base Environmental Study on the territory of the M'Bera*

² Bâtiment et Travaux Publics (BTP)

Camp and surrounding towns. Mapping of environmental issues and strategic orientations. 5. Diagnosis of the impact of the refugees on the host populations. Analysis of the impact of the refugees and participatory diagnoses of the host populations) to validate its design and relevance during its Identification and Implementation Phases.

Moreover, the project is completely designed using the learned lessons, knowledge and experience accumulated in two recent projects of the BIT/ILO, «Chantier Ecole of Road Maintenance» and «PECOBAT ».

Effectiveness of the Project

The activities that have been carried out are the ones that were planned and the project has achieved very good outcomes in the majority of its indicators and its 3 outcomes. Likewise, the evaluator, by means of the interviews and analysis of the 4 quarterly reports, has been able to verify that the results of the project are acknowledged by the partners and stakeholders.

The main point needing improvement is the respect of the deadlines in the construction of infrastructures. For the period covered by the Evaluation, it was planned to construct two infrastructures (a training center and the first half of an access road of 10,8km between the Camp of M'Bera and the crossroad Fassala-Bassikounou), and these are being finished. According to the team project interviewed, these 2 infrastructures are at 75% of the execution and should be finished in the next months; ILO/BIT will take all necessary measures to finalize the two infrastructures. It is important to specify that this delay is due to the delay in the period of construction of the access road (2 months into the launching of activities on the field in Bassikounou and the Camp of M'Bera), due to the obstacles in the procurement of materials and the administrative complexity in the management of contracts with the service providers.

Another point of improvement is the operationalization in Bassikounou - M'Bera Camp of the Monitoring and Evaluation System, which will favor the monitoring of the performances of the project and the accountability towards the stakeholders.

Efficiency

The project has had the adequate technical capacities to achieve its goals, it is composed of a highly motivated and highly involved team.

In terms of the planning and execution of the funds allocated, the project has carried out a good planning. However, the financial and operational executions have been impacted - delayed internally due to the migration of the administrative accounting system (BIT/ILO) and the management of the external contracts in procurement of local materials at M'Bera (from Bassikounou) and from Nouakchott (about 1,500 km of distance). Despite the obstacles encountered, the project managed to overcome these

challenges and achieved a financial execution of 95% (remainder of 50,026, 80 USD) at the moment of implementing the Evaluation.

Regarding human talent, the project has achieved a good number of its objectives with the number of staff planned and budgeted. However, following the in situ observation, a work overload is detected in the team. If the ILO/BIT continues its intervention in the M'Bera camp, it will be important that the project recruit an Administrator-Logistics Specialist based in Bassikounou, to improve the management of the contracts and the logistics with the external suppliers and service providers as well as to reduce the workload of the Technical International Manager (based at Nouakchott) and the National Coordinator (based at Bassikounou).

Regarding the time management in the implementation of the project, following the analysis of the reports and the interviews with the Project Team and the main partners, a delay is detected in the execution of the construction works. This is mainly explained by the delay in the management of the contracts with the service providers, the long distance for the procurement of materials (1.500 kms from Nouakchott), the availability of a security convoy to move the materials to the M'Bera Camp. For this, the BIT/ILO has requested two months No cost extension to the donor USDOS-BPRM.

Sustainability of the Project

Following are some elements that favor the sustainability of the project that have been identified by the team project and key partners:

- A foothold with the Mayors of the 4 Communes by means of the Committees of Management and Constructed Infrastructure Maintenance.
- For the training center a transfer with the Direction of the Professional and Technical Training (DFTP) is foreseen.
- For the first half of an access road, there is a Guide of Maintenance and Servicing Committee between the Town Hall of Fassala and Bassikounou. As part of the Steering Committee (COPIL), an agreement has been made to formalize it.
- During the COPIL, encourage a participatory selection of infrastructures to construct, based on the recommendations of the initial environmental study on the territory of the M'bera Camp and the nearby towns.
- Public Awareness Campaigns and Training in the « Chantier Ecole » (Field School): visibility of the employment creation opportunities within the BTP/construction and economic branches.
- Available qualified workforce following the project intervention.
- Continued use of local materials for the constructions (sand, gravel, rubblestone, straw to stabilize the bricks, banco-clay for the bricks).
- Continued use of renewable energies (solar panels).
- Continued integration of the gender approach to encourage the empowerment of young women amongst the refugee and host populations.

At the time of carrying out the Evaluation, the project does not yet have a developed Exit Strategy; this should be formulated when designing a new intervention, in close collaboration with the leaders of the refugee population, local and regional authorities and the United Nations System (SNU), within the framework of coordination spaces such as the regional working group and during the COPIL.

Gender

The integration and adaptation of the Gender Approach in the project is one of the strengths of the project. By introducing a minimal percentage of participation expectation in the 3 outcomes, the project has had an unforeseen impact in empowerment of these young women in their life plans, social cohesion and a recognition at social and family level. It is relevant for the project to carry out a study on the impact of the integration of this approach to assess the changes promoted.

Tripartism and Social Dialogue

The project ensured the participation of tripartite constituents at several levels:

Nouakchott (National): during the identification phases, formulation of the concept note and implementation of the project via the COPIL, composed by representatives of the Ministry of Secondary Education and Vocational Training, Ministry of Employment Youth and Sports, Ministry of Housing Town Planning and Regional Planning, Ministry of Rural Development, Ministry of Environment and Sustainable Development, National Agency for Youth Employment, Embassy of the United States in Mauritania, UNHCR, UNICEF, WFP, Action Against Hunger Spain, World Vision, SOS DESERT, Lutheran World Federation and BIT/ ILO.

Bassikounou - M'Bera camp (local): during the identification phases, formulation of the concept note and implementation of the project via the COPIL, composed by representatives of the Moughataa (province) of Bassikounou, National Education Inspectorate - Ministry of National Education and Vocational Training, Mbera Camp Leaders' Committee, 4 Moughataa Town Halls in Bassikounou (Bassikounou, Fassala, Meghve and Thar), Departmental Youth Network of Bassikounou Moughataa, UNHCR, UNICEF, Action Against Hunger Spain (Int NGO), COOPI (Int NGO), World Vision (Int NGO), Lutheran World Federation (Int NGO), SOS Désert (local NGO), Ensemble Solidarité Développement (local NGO) and project team.

In Bassikounou, there is no official representation of unions and companies.

It is important to note that these partners require more visibility and participation in the coordination spaces of the M' Bera camp from the BIT/ILO.

Lessons Learned

1. *The internal administrative complexity has a significant impact on the execution of the project.*

It is necessary to take into account the negative impact that the delays in the management of the contracts with the external service providers and suppliers of construction materials.

2. *The Gender Approach is an empowerment tool for the young women*

The integration and adaptation of the gender approach in the project, through the introduction of a minimum percentage of participation in its 3 results (quantitative indicators) has facilitated an unexpected impact on the empowerment of young women in their life plans, social cohesion and recognition at the social and family level. To ensure women's participation in culturally masculine work (depending on local context), it is not enough to plan quantitative gender indicators; It is relevant to set up a community awareness strategy and approach which aims to facilitate female participation to promote the empowerment of young women in their life plans, social cohesion and recognition at the social and family level.

Good Practices

The period covered by this evaluation corresponds to the start of the ILO intervention in the context of humanitarian nexus - development (14 months). The evaluator did not identify good practices in accordance with the criteria established by the ILO in his procedures (checklist No.5 - preparation of the report).

Recommendations

Recommendation 1:

Capitalization of the Gender Approach. It is relevant for the project to carry out a study on the impact of the integration of this approach to assess the changes and analyze the possibility of replication and scalability.

<i>Addressed to</i>	Priority	Resources	Time frame
BIT – project team	High	Low	Mid term

Recommendation 2:

Ensure the incorporation and implementation of a gender strategy and approach in interventions that facilitate the humanitarian nexus - development in Mauritania or in the region, to facilitate female participation and empowerment.

<i>Addressed to</i>	Priority	Resources	Time frame
BIT – project team	High	Moderate	Mid term

Recommendation 3:

As part of a new BIT/ILO intervention in a similar project, ensure the recruitment of an Administrator/ Logistics Specialist for Bassikounou –M’Bera Camp to improve the contract management and logistics with the suppliers and reduce the workload of the Team in Nouakchott and Bassikounou

<i>Addressed to</i>	Priority	Resources	Time frame
BIT – project team	High	High	Short term

Recommendation 4:

As part of a new BIT/ILO intervention in a similar project, develop the exit strategy from the start, in coordination with the main partners to promote its sustainability.

<i>Addressed to</i>	Priority	Resources	Time frame
BIT – project team, UNHCR, local authorities	High	Moderate	Short term

Recommendation 5:

As part of a new BIT/ILO intervention in a similar project, ensure from the start, the implementation of the monitoring and evaluation system and training of the national coordinator based in Bassikounou.

<i>Addressed to</i>	Priority	Resources	Time frame
BIT – project team,	High	None	Short term

1.CONTEXT AND PROJECT DESCRIPTION

1.1. Context³

Despite the signing of a peace treaty in Mali in June 2015, the large-scale return of refugees has still not been achieved due to the generalized state of insecurity in the country (Northern and Central parts of the country). The Mauritanian Government still maintains its borders open to new influx. Although there is an incipient voluntary return of refugees, the United Nations High Commissioner for Refugees (UNHCR) foresees a new influx in the region of Hodh Ech Chargui (HEC), of about 71 000 Malian refugees from here until 2021. Furthermore, the region of HEC is the most isolated region of the Southeast of Mauritania with regards to the national economic poles and it suffers from extreme poverty with a high rate of 28% and an illiteracy rate reaching 51%.

The refugees of the M'bera camp are still strongly dependent on the food assistance and must face enormous difficulties to earn a living, due to the limited employment opportunities, their lack of professional skills, the limited sources of income and limited economic activities. The support to the creation of employment opportunities in the region, the development of technical and professional skills and the sustainable use of local resources are essential elements to improve the self-sufficiency and social stability of this population.

The promotion of a peaceful coexistence among the refugees and the local hosts in the region also requires important attention. The M'Bera camp is located at 2kms away from the closest host community.

Therefore, it is of utmost importance to reinforce decent work to face the rapid increase in the number of refugees and mitigate the socio-economic instability, injustice and inequalities perceived amongst the refugees and host communities and encourage the youth to contribute to the economic development and peace.

1.2. Project Description

Decent Work Country Program (PPTD) and ILO Program & Budget.

The project strengthens the implementation of the "Recommendation No. 205 on employment and decent work for peace and resilience", adopted at the International Labor Conference in 2017.

³ UNHCR, « Réponse à la situation des refugies en Mauritanie », Réunion de planification, Nouakchott, March 2019

The 2012-2018 DWCP in Mauritania is the national framework on decent work created at the national level with the support of the ILO. The first pillar of the DWCP, "Promoting decent employment for young women and men in urban and rural areas", highlights the promotion of labor-intensive investment programs with the use local resources in the construction sector. The project is also consistent with ILO strategies "Program and Budget 2018-2019" of indicator 1.4: "Number of member states in which constituents have strengthened their capacities in terms of macroeconomic policies favorable to employment, or have developed and implemented sectors, industrial, commercial, investments in infrastructure or environmental policies for structural transformation and for the promotion of more and better jobs and the fight against inequalities".

Description of the funding modality and contributions and the role of the ILO and other stakeholders.

The project « Promoting a model for sustainable livelihoods and social cohesion in the Moughata of Bassikounou » was implemented by the BIT/ILO and funded up to \$1 million (US) by the United States Department of State (Bureau of Population, Refugees and Migration), between September 1, 2018 and October 30 2019 (operations started in November 2018 with the recruitment of the project team) in partnership with the SNU (UNHCR, WFP and Unicef), the local authorities of Bassikounou, the leaders of the refugee camp and local and international NGOs .

This project is inspired in the BIT/ILO's projects «Chantier Ecole⁴ of Road Maintenance» and «PECOBAT » (Improve young people's employability and the capacity of the Small and Medium Enterprises (SME) by means of developing constructions and local materials and an on-site professional training on construction), in other rural regions of the country. These projects aim to improve the employability of young people by providing them hands-on training in the "Chantier École" - after a brief theoretical training in a professional training center, the students apply their acquired knowledge in the construction sites and "learn by doing".

Project's goal and outcomes

The goal of the project is to improve the economic self-sufficiency of the refugees and to promote the coexistence with the host communities thanks to the improvement in employability and local economic development through the construction of infrastructure by means of a work force.

⁴ Field School with on-site construction training.

In order to reach this goal in the long term, the project aims to achieve the **three following outcomes**:

1. The young men and women of the different communities, refugee and local, will improve their employability and simultaneously acquire work experience by following an on-site training in construction participating in labor-intensive construction sites, based on practical and certified tasks.
2. The infrastructures, identified as being essential to the local economic development and to the services based on the value chain and the market analysis, are built by the young people using a maximum of local materials to create decent work opportunities and promote the local economic activities, guaranteeing the link between humanitarian aid and development.
3. The local economic development is encouraged by a better support to the local companies thanks to a better organization and participation of the cooperatives, local groups, civil society and local companies.

The Beneficiaries of the project for the period covered by this internal final evaluation are:

a. Direct:

- 440 young men and women (ages 16 to 35 years old) improve their employability by following an on-site construction training, 50% are young Malian refugees and 50% are young people living in the host communities in Bassikounou Moughata. At least 40% of both categories are women.
- At least 100 young men and women, 50% are Malian refugees and at least 20% are women, obtain work opportunities thanks to the local support services to companies and local economic development.

b. Indirect:

- The population of the Bassikounou Moughata, refugee and host communities, benefit from an access and improved services thanks to at least 2 infrastructures built by the young refugees and locals.

Key milestones during the implementation of the project:

- Official launch of the Project: September 1st 2018 with the financing of the Bureau of Population, Refugees and Migration (BPRM) of the US Department of State, and implementation by the International Labor Office (BIT/ILO).
- Progressive establishment of the Project's Team, selection of beneficiaries, identification, preparation and start of the first construction work, especially of the Multipurpose Professional Training Center in the camp of M'bera: September-November 2018.
- Upon the lack of a professional training mechanism in the region, the project, by use of the "Chantier Ecole" approach and using the direct on-site work mode, has mobilized trainers, professionals from the trades and a cabinet to frame the technical and pedagogical work. Under the supervision of the Project's Team and the HIMO/Skills specialists of the BIT/ILO, the project has set forth the first certifying and qualifying trainings of two hundred (200) beneficiaries in different trades linked to construction such as: formwork, masonry/brick-laying, plumbing, topography, and renewable energies (September-November 2018).
- Partners at the national level / tripartite constituents (representatives of the Moughataa (province) of Bassikounou, Inspectorate of National Education - Ministry of National Education and Vocational Training, Committee of Leaders of the M'Bera camp, 4 town halls (Bassikounou, Fassala, Meghve and Thar), Departmental Youth Network of Bassikounou, UNHCR, UNICEF, Action Against Hunger Spain (NGO Int), COOPI (NGO Int), World Vision (NGO Int), Lutheran World Federation (NGO Int), SOS Désert (local NGO), Ensemble Solidarité Développement (local NGO) have collaborated closely with the project since the start of its activities. In Bassikounou, there is no official representation of unions and companies. Indeed, the representatives of the public services in charge of the professional training, the representatives of the ANAPEJ and the representatives of the partner professional organizations have facilitated the contact with the decentralized authorities, participated in the selection of the first group of interns and in the preparation of the establishment of the first national and local monitoring committees of the project. Likewise, to better guarantee the monitoring of the activities of the project, a technical monitoring committee (equivalent to the steering committee - COPIL) was established both at a national and local level and will include the representatives of the main partners of the project (September to November 2018)
- Two reflection days on the socio-economic integration have taken place the 13th and 21 of February 2019 in the Town Hall of Bassikounou and the Chamber of Commerce, Agriculture and Industry of Mauritania in the presence of all the parties involved. These combined reflections have allowed to formally launch the USDOS project at a local and national level, to validate its operational action plan and the mandate of the Technical Activity Monitoring Committee of the BIT/ILO at Bassikounou Moughataa.

- First meeting of the Technical Committee for Monitoring BIT/ILO activities in the Moughataa (province) of Bassikounou (March 27, 2019).
- The interns of the refugee and host communities are selected for the first and second groups (200 young people and 125 respectively, 75% men and 25% women). Once the first group passes to the practical part of the training, putting in practice the knowledge acquired at the construction site of the M'bera training center, the second group starts its certifying and qualifying trainings (theoretical part) in April 2019.
- Eight new infrastructures are identified by a participatory approach, by means of a feasibility study regarding the construction of infrastructures. (April 2019).
- Five cooperatives are supported since their creation and will be reinforced in terms of organizational and technical capacities. (April 2019).
- Eighty-six professionals are supported in their construction capacities according to their specific profiles (producers of adobe bricks, metal carpenters, etc.) (April 2019).
- An exercise of mapping of 120 professionals has been carried out in the following fields: welders (15), brick layers (50), painters (15) and masons (40) have been selected for complementary work in the second group in order to finish the construction work of the Professional Training Center (February – May 2019).
- Two hundred training-completion certificates will be given out to the first group of interns end of October, while the monitoring and validation of knowledge system is being prepared with the Direction of Professional Training. These certificates are, henceforth, part of the National System of Certification.
- Twenty five local cooperatives are supported since their creation and will be reinforced in terms of organizational and technical capacities (July - August 2019).
- Development of the Project's own Monitoring and Evaluation System (July- August 2019).
- Request and Acceptance of a « No Cost extension » of 2 months (July- August 2019).

2. PURPOSE AND METHODOLOGY OF THE EVALUATION

2.1. Purpose of the evaluation

2.1.1. Purpose, Criteria and Key Questions of the Evaluation

Purpose of the Evaluation:

The final evaluation has the following main purposes:

1. 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;
2. Identify unexpected positive and negative results of the project
3. Assess the extent to which the project outcomes will be sustainable;
4. 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);
5. Identify lessons learned and potential good practices, especially regarding models of interventions that can be applied further;
6. Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes

In this respect, the Evaluation of the defined strategy, the outcomes and the effects produced should derive in **main teachings, good practices** and the identification of **new needs in the perspective of future programming** or the improvement, consolidation or reorientation of the action.

As a result of the implementation of the project, this Evaluation is intended to provide an external evaluative perspective in view of the classic criteria used by the OECD/DAC (Development Assistance Committee) but also in the UNS and, more specifically, in the BIT/ILO.

The Terms of Reference ask six series of evaluative questions linked to the:

- a) *Validity of the project design and project relevance,*
- b) *Effectiveness,*
- c) *Efficiency,*
- d) *Sustainability,*
- e) *Gender*
- f) *Tripartism and Social Dialogue*

In short, it will be advisable to assess the achievements of the project analyzing the processes that may have helped, or on the contrary, created obstacles to reaching the desired outcomes; to evaluate more generally the relevance, effectiveness, efficiency, gender, tripartism and social dialogue; to extract the strengths and weaknesses of the project and withdraw the teachings from the implementation of activities.

According to the ToR, the Evaluator has examined the following criteria and evaluation questions⁵:

1. Validity of the project design and project relevance

- a) Is the project coherent to the Government, ILO and social partners of Mauritania objectives (i.e. United Nations' "Partnership Framework for Sustainable Development (Cadre de Partenariat pour le Développement Durable) 2018-2022" (CPDD) Plan, the ILO Country Programme Outcomes, the Decent Work Country Programme 2012-2018)?*
- b) Is the project relevant to the needs of the refugees and local host communities regarding decent work, employment and local economic development?*
- c) How does the project complement and fit with other on-going ILO programmes and projects in the country?*
- d) Were the outputs achievable or overly ambitious?*

2. Effectiveness

- a) To what extent has the project achieved their objectives and outputs, with special consideration on improved employability of the refugees, construction of the infrastructures and local economic development?*
- b) Which have been the main contributing and challenging factors towards project's success in attaining its targets?*
- c) What, if any, unintended results of the project have been identified or perceived?*
- d) How have the M&E framework of the project supported effective implementation?*
- e) Has the project worked strategically with the external partners/stakeholders identified?*

3. Efficiency

How efficiently 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 backstop at CO and other ILO divisions as relevant ?

4. Sustainability

- a) What steps has the project undertaken to work jointly with the refugees, the local host communities, and the local authorities to implement the sustainability and exit strategy of the project?*
- b) How will the project's results feed into the upcoming ILO Decent Work Country Programme 2018-2022?*
- c) To what extent have local/national resources been identified to implement activities in this regard?*
- d) What further concrete steps can be taken to ensure sustainability?*

⁵ A deletion of the questions on gender and tripartism was carried out (duplication) in agreement with the evaluation manager of the ILO

5. Gender

To what extent has the project integrated gender equality issues in the design, implementation, results and M&E framework?

6. Tripartism and Social dialogue

- a) Were the tripartite constituents involved in the design and implementation of the project? What role did they play?*
- b) Were the results and studies from the project shared with tripartite constituents and were specific recommendations addressed in a tripartite manner?*

2.1.2. Issues and objectives of the evaluation

The final internal evaluation of the project responds to **a triple purpose**:

- An **accountability purpose** towards the sponsoring institution (USDOS-BPRM) and the stakeholders of the project;
- The **need to assess the general progress of the project**, its direct and indirect effects, to improve its practices, its governance and functioning tools;
- A **sustainability and learning** purpose: the evaluation must serve to support the **adjustment of the intervention strategy** of the partners. The results of the evaluation must allow to formulate practical recommendations, lessons learned and good practices that can be directly implemented to redirect the actions. The evaluation must be capable of clarifying the strategic intervention choices in Mauritania and in the region and refine the criteria supporting the project.

Based on these issues, **two main objectives arise**:

1. The Evaluation is first of all of a **retrospective and summative** nature, based on the evaluation criteria set forth by the UNS but also the Organization for Economic Co-operation and Development (OECD) (**relevance, effectiveness, efficiency, sustainability, gender, tripartism and social dialogue**), always paying special attention to the implementation capacity of the BIT/ILO, to the Mauritanian partners of the UNS and to the effort of capitalizing.
2. It is also of **prospective and formative** nature, to contribute to the definition of the new strategic and operational orientations for the BIT/ILO and to the consideration of the need for corrective measures for its similar interventions.

2.1.3. Scope of the Evaluation

The Final Internal Evaluation has covered all the planned outcomes (3) in the framework of the Project in Mauritania, paying special attention to the synergies amongst the different components. The Evaluation has focused on all 3 outcomes that have occurred since the beginning of the Project until October 2019.

The Evaluation has been centered on the group of regions covered by the Project: the camp of M'bera, Bassikounou and Nouakchott, selected to be the object of the field visits by the Evaluator.

2.1.4. Clients of the Evaluation

The main clients of the Evaluation are the Mauritanian Government as beneficiary country, the BIT/ILO and its constituents as project executors, the UNHCR, UNICEF, WFP, as well as other parties involved and USDOS-BPRM in the capacity of donor. Moreover, the ILO offices and the staff involved in the Project (Algiers and Geneva). The Evaluation process has been participatory. The conclusions and recommendations of the Evaluation will be used by the ILO, its national tripartite constituents and USDOS-BPRM to contribute to the sustainability of the Project's outcomes.

2.2. Methodology

The final evaluation was conducted in accordance with the ILO evaluation policy and procedures for all projects with a budget of US\$ 1 million and applied the evaluation criteria established by quality standards for the evaluation of the development of the OECD / CAD and the UNEG Code of Conduct for Evaluation in the UN System. The evaluation criteria are relevance, effectiveness, efficiency, impact and sustainability and gender.

The evaluation also followed the ILO Evaluation Department's (EVAL) guidelines on results-based evaluation contained in the "ILO Guidelines for Evaluation (3rd edition)", and more particularly the checklist "Preparation of the evaluation report".

The Evaluation used the qualitative data collection methods. Quantitative data was also extracted from the documents of the project, the reports and semi-structured interviews, in as much as they were available and incorporated into the analysis. The data collection methods and the perspectives of the parties involved were triangulated to increase the credibility and validity of the outcomes. The semi-structured interview processes were flexible to allow the inclusion of additional questions, in order to guarantee that the key information was obtained. Each interview followed an interview guide.

To measure aspects such as gender, non-discrimination, social dialogue, environmental sustainability, NITs and tripartism, as a cross-cutting concern in all its results and processes, the evaluation integrated and measured them during the study of key documents made available by the project team (desk review), semi-directive, directive interviews with stakeholders.

2.2.1. Evaluation Calendar.

The Final Internal Evaluation was carried out between November 11 and December 19 2019. The Evaluator examined the project documents shared, developed the data collection tools and prepared the field work (Nouakchott : November 25-28, December 5 for the stakeholder restitution - feedback and Bassikounou - Camp of M'Bera : November 29 to December 4, carrying out an on site stakeholder feedback Tuesday December 3). The field work was carried out from November 25 to December 5 in Mauritania. The Evaluation Activities Calendar appears in Annex 5. The Final Report was written between December 6 and 19.

2.2.2. Data Collection Methods.

For the primary and secondary data collection the Evaluator used different evaluation techniques and methods. The primary data consisted of information collected directly from stakeholders, about their direct experience in the interventions. In the quest for this data, the evaluator used direct observation, meetings, groups and interviews with various stakeholders. The interviews allowed a deep understanding of the project and its outcomes and have also given way to the identification of the factors that have contributed to the changes produced by the project. The data collection by means of the interviews and focus groups was done in a confidential manner. The secondary data refers to different documentary sources that are linked to the project and were produced by the BIT/ILO, other people or organisms, for purposes other than this evaluation.

The evaluation techniques and methods include the following elements.

2.2.3. Document Review

It involved all of the documents provided by the BIT/ILO but also all complimentary document that could clarify the understanding of the intervention context and the potential analysis of difficulties the project faced to reach its established objectives (project documents: Partnership Convention with the USDOS-BPRM, Project Activity Reports, records and reports of the steering committee, the workshops, technical meetings, products of the activities, national policies, studies...). See Annex 6: List of documents examined.

2.2.4. The Interviews.

The Evaluator carried out a survey on the field, which was the center of the data collection. It is composed of 13 semi-structured interviews with the key participants (face to face or by Skype) and 34 random structured interviews with the beneficiaries of the project at the time of their training on the site (24 refugees and 10 host communities / 19 women and 15 men / 82% between 20 and 30 years old), with the support of Kobotools software.

The main spokespersons of the mission have been:

1. The Team of the Project/of the BIT/ILO in Nouakchott and Bassikounou: Main Technical Counselor, International and National Project Coordinators, Project Consultants.
2. Staff and Experts of the ILO in Algiers.
3. The institutional and operational local partners of the project in Nouakchott and Bassikounou: the Assistant Director of the Technical Professional Training.
4. The institutional and operational international partners of the project in Nouakchott and Bassikounou: UNHCR, UNICEF, WFP.
5. A random sample of 34 beneficiaries in Bassikounou (24 refugees and 10 host community / 19 women and 15 men / 82% between 20 and 30 years old), carried out directly on training sites, with the support of a Malian translator (beneficiary from training).

See Annex 4 to obtain a detailed list of participants who have been interviewed.

2.2.5. Field Visits

The field work was carried out from November 25th to December 5th 2019:

- Nouakchott: November 25-28 and December and the 5th for the stakeholder's restitution – feedback.
- Bassikounou - Camp of M'Bera: November 29th to December 4th, giving an in situ the stakeholders restitution – feedback on Tuesday December 3rd 2019.

2.2.6. Initial restitution - feedback to Stakeholders

The Evaluator organized 2 initial restitutions - feedback meetings with the stakeholders in Bassikounou (December 3rd 2019) and in Nouakchott (December 5th 2019), to present and discuss the initial conclusions.

2.2.7. Limits

The late organization of the agenda of field interviews only allowed for some of them, which limited the number of actors participating in this Evaluation (including the donor USDOS). This is mainly due to a misunderstanding in the coordination of the interview between the Project's Team in Nouakchott and the Evaluator.

Regarding the interviews foreseen in Bassikounou and the M'Bera Camp, these were influenced by the mission of the Ambassador of the European Union and another financing institution invited (Canadian Government), which happened during the same days as this Evaluation.

The outcomes of the Evaluation are based on the data collected by means of information documents and semi-structured and structured interviews with the Stakeholders and Project Staff. The accuracy of the results of the Evaluation is determined by the integrity of the information provided to the Evaluator by these sources and the Evaluator's capacity to triangulate this information

Nevertheless, the evaluator considers that the sample accurately represents the views and experiences of the stakeholders and beneficiaries of the project; because according to the project team and stakeholders consulted, except for the donor USDOS BPRM, he had access to the key partners of the project.

3.OBSERVATIONS

The following Observations are based on the document reviews, reports linked to the project and the interviews carried out during the field work phase. The conclusions answer the key questions listed in the Terms of Reference (ToR) and are presented according to the following Evaluation Categories:

1. *Validity of the project design and project relevance,*
2. *Effectiveness,*
3. *Efficiency,*
4. *Sustainability,*
5. *Gender*
6. *Tripartism and Social Dialogue*

3.1. Validity of the project design and project relevance

In this chapter, the study evaluates to what extent: the updates operated within the project were relevant to make a tool to implement the development strategies of the country ; if the project is complementary and coherent with other ongoing programs and projects of the ILO in Mauritania; and which are the links established with the other activities of the United Nations or other International Development Aid Organizations at a local level.

3.1.1. Undeniable global relevance and strategic adaptation

It is significant to specify that this project is inspired and adapted to the nexus between Humanitarian Aid and Development, since the learning in the execution of two BIT/ILO projects in Mauritania with a strong anchoring and coherence "Chantier Ecole d'Entretien Routier 2015 - 2017" and "PECOBAT 2016 - 2020" (Improving the employability of young people and the capacities of Small and Medium Enterprises (SMEs) through the development of local constructions, materials and vocational training in on-site construction), in others rural areas of the country. These projects aim to improve the employability of young people by providing practical training at the "Chantier Ecole" (on-site construction training) - after a short theoretical training in a vocational training center, the students apply the knowledge acquired on construction sites and "learn by doing".

The Project was conceived in a participatory manner, with a strong coherence in terms of national and international policies and strategies. According to the interviews carried out and secondary sources consulted, the Project is coherent with:

- The Rapid Growth and Shared Prosperity Strategy (SCAPP 2016-2030): this Strategy is axed on the 2030 World Agenda and the Sustainable Development Goals (SDG). The three drivers of the SCAPP are: 1. Strong and Inclusive Growth, 2. Human Capital, 3. Governance. The promotion of productive employment and decent work for all and especially for the young people, represents an important element in the Human Capital driver.
- National Employment Strategy (SNE 2018 – 2030): its main goal is to reduce the quantitative and qualitative deficits of employment. Strategic Axis 1: Articulate PNE and sectoral policies. Strategic Axis 2: Support the Human Capital development. Strategic Axis 3: Develop a grassroots management structure: the role of coordination and dynamization of the ANAPEJ. Strategic Axis 4: Develop the governance framework: projection, consultation, financing and monitoring-evaluation.
- National Gender Institutionalization Strategy (SNIG 2015): its Strategic Objectives are: 1. Elimination of all forms of discrimination towards women, 2. Strengthen and achieve equality regarding effective enjoyment by Mauritanian women of their civil, political, economic, social and cultural rights. Cross-cutting Axis: Integration of gender in the legislation, policies, and sectoral programs; Vertical Axis: implementation of specific measures and positive actions (i.e. combat violence, gender stereotypes, decision making, advocacy for legal reforms).
- United Nations Strategy for the Promotion of the Independence of Refugees and the Resilience of the Host Communities for the Moughataa of Bassikounou 2018 - 2022: Axis 2 – Employment, procedures and sustainable income-generating activities; Strengthen the capacities, employability, employment and entrepreneurship. Axis 3 – Environment, clean energies and green employment; Promote the use of clean energies and green employment. Axis 4 – Governance; Strengthen the dialogue and coordination structures of the institutional actors linked to the humanitarian and development actors; Contribute to the macroeconomic development of the Moughataa; Make durable the humanitarian infrastructures and services of the camp and encourage the appropriation by the technical services of the State, the local authority and the communities. Axe 5 – Prevention of risk of catastrophes and conflicts; Reduce the vulnerability of the young people with radical violent ideals.
- Country Decent Work Program (ILO 2012- 2018): is focused on three main axes: 1. the promotion of decent work for the women and young people, in rural and urban contexts; 2. the reinforcement and extension of the social protection; 3. the establishment of a social dialogue culture to promote social peace and the development of companies.
- Partnership for Sustainable Development Framework (CPDD 2018-2022): it especially emphasizes the need to develop infrastructures in Bassikounou Moughata thanks to the labor-intensive employment investments to create

immediate employment opportunities, improve the technical and professional training and reduce the tensions between the refugees and the host communities.

- Sustainable Development Goals (SDG): The project contributes to the SDG 1: End poverty in all its forms everywhere; SDG 5: Achieve gender equality and empower all women and girls; SDG 8: « Promote inclusive and sustainable economic growth, employment and decent work for all»; SDG 13: Take urgent action to combat climate change and its impacts; SDG 16: Promote just, peaceful and inclusive societies;

Thus, by achieving a strategic alignment with the documents cited above, it is situated and promotes the nexus between a humanitarian project and one of development, contributing with its approach of professional training, employability of young women and men and local economic development to a peaceful coexistence between host communities and refugees.

3.1.2. A timely response to the needs of refugees and host communities for decent work, employment and local economic development.

The city of Bassikounou and the camp of Mbera have become de facto the fourth most populated city in Mauritania. The latter, like many Mauritanian cities, already suffered an important deficit in infrastructures and basic services which has not yet been covered with respects to the size of the population involved. Moreover, the scattering of the population throughout numerous small towns around the Moughataa doesn't allow to concentrate the basic service offer and make the approved investments profitable, rendering them accessible.

It is necessary to deploy actions to mitigate the impact of the presence of refugees and develop programs aimed to improve the living conditions of the host populations, that are sometimes as vulnerable as the refugees. To assure the peaceful coexistence amongst the communities, it will be necessary to promote the economic and social development of the host populations. The creation of economic activities and the support to the development of the existing ones are relevant solutions to guarantee the social cohesion amongst the refugee population and the host population⁶.

In this context, the host communities and the refugees of Bassikounou Moughataa need a transition from a short-term humanitarian aid to the integration of a mid-term socio-economic development. The location of the economic activities, including the promotion of the use of local resources, the creation of local employment and the response to the climate change and to the local socio-economic contexts, will be the key to a sustainable development. The young refugees and the young locals will be the main actors in this transition, as the young people between the ages of 15 and 24 represent 15,2% of the total population of the M'bera camp and more than 40% of the population of the camps of Mbera and Bassikounou are at a working age (37,29% is between 18-59 years old in the M'bera Camp, 49% between the ages of 15-64 in Bassikounou).

⁶Analyse de l'impact des réfugiés et diagnostics participatifs auprès des populations hôtes. UNHCR. Octobre 2019

According to the interviews and the secondary sources consulted, there is a general consensus regarding the relevance of the global design of the project. The project faces the deepest needs of the host communities and refugees regarding decent work, employment and local economic development.

Below, a chart that represents how the project has responded to the needs since its design and implementation.

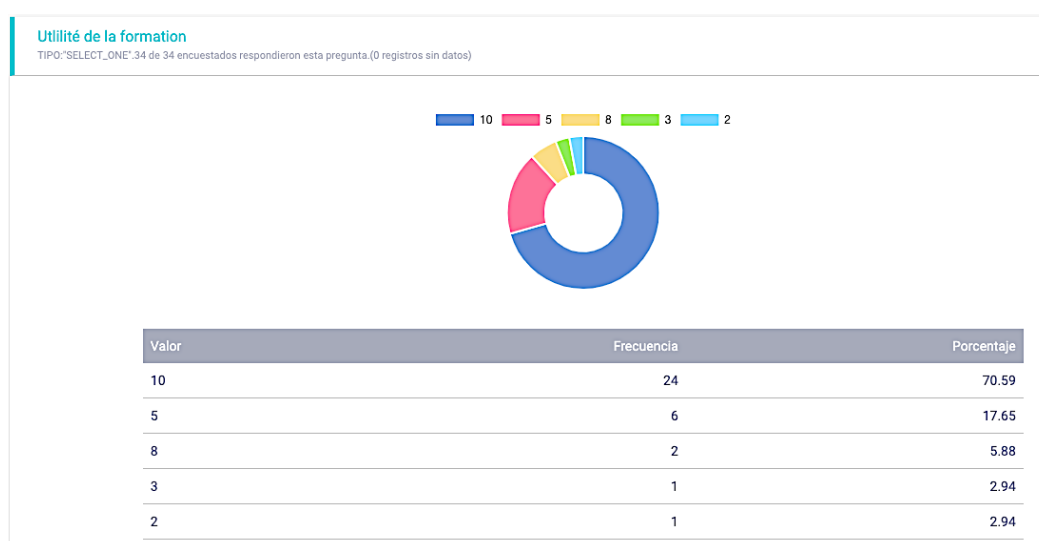
Criteria	Studies and analyses that support the needs identified	Outcomes of the Project	Target Population
Decent Work and Employment	<ul style="list-style-type: none"> - Multisectoral Integrated Strategy of Support to the host and refugee populations of the Moughataa of Bassikounou 2018- 2022”, UNHCR and WFP, Feb 2018. - Infrastructures in Bassikounou. Dimmensioning, Mapping, Priorization and Feasibility Elements (BIT/ILO) - Energy for development in the Moughataa of Bassikounou. Proposition of solutions for the energy supply, guaranteeing sustainability (Ecotech, BIT/ILO) - Base environmental study on the territory of the M’bera camp and it’s neighboring towns Mapping of the environmental issues and strategic orientations (MS, BIT/ILO, October 2019) 	R2. The infrastructures, identified as an essential part of the local economic development and of the basic services on the value chain and market analysis, are constructed by the young people using the maximum quantity of local materials to create decent work opportunities and promote the local economic activities, guaranteeing the link between humanitarian aid and development.	<p>At least 2 infrastructures are constructed by the young refugees and the local youth within an on-site construction training.</p> <p>All the infrastructures are constructed using the locally available resources. 100% of the infrastructures constructed (buildings) are equipped with solar energy and have access to water.</p> <p>100% of the infrastructures constructed are maintained and managed by the local groups, of which the members of the management are more than 50% women and at least one woman has high responsibility posts (President, etc.).</p>
	Identification of economic opportunities for the population of the M’Bera refugee camp and the nearby host populations. Analysis of the value chains (UNHCR, BIT/ILO,DUE April 2018)	R1. The young men and women of different communities (refugees and local) improve their	440 young men and women (16 to 35 years old) improve their employability by following an on-site construction training, with 50% being young refugees and 50%

		employability and simultaneously acquire work experience by following an on-site construction training in labor-intensive construction work, based on practical exercises and certified.	<p>being young people from the local host communities of Bassikounou Moughataa and more than 40% of both categories are women.</p> <p>100% of the interns having followed the on-site construction training receive certifications in accordance with the National Certification System.</p>
Local Economic Development	Identification of economic opportunities for the population of the refugee camp of M'Bera and the neighboring local populations. Analysis of the value chains (UNHCR, BIT/ILO DUE April 2018)	R.3. The local economic development is strengthened by a better support to the local companies thanks to a better organization and participation of the cooperatives, the local groups, the civil society and the local companies.	<p>At least 30 national and local companies have access and use the support services for the local companies with a strengthened capacity.</p> <p>At least 100 employment opportunities are created thanks to the support services for the companies for the young refugees and locals (16-35 years old), at least 50% of the refugee population and at least 20% women.</p>

Another criteria to assess the high satisfaction of the needs of the young men and women (refugees and from the host communities) is the opinion of the beneficiaries by means of the direct interviews (with the support of the Kobotools software). Below are the graphs that summarize their answers during the interviews.

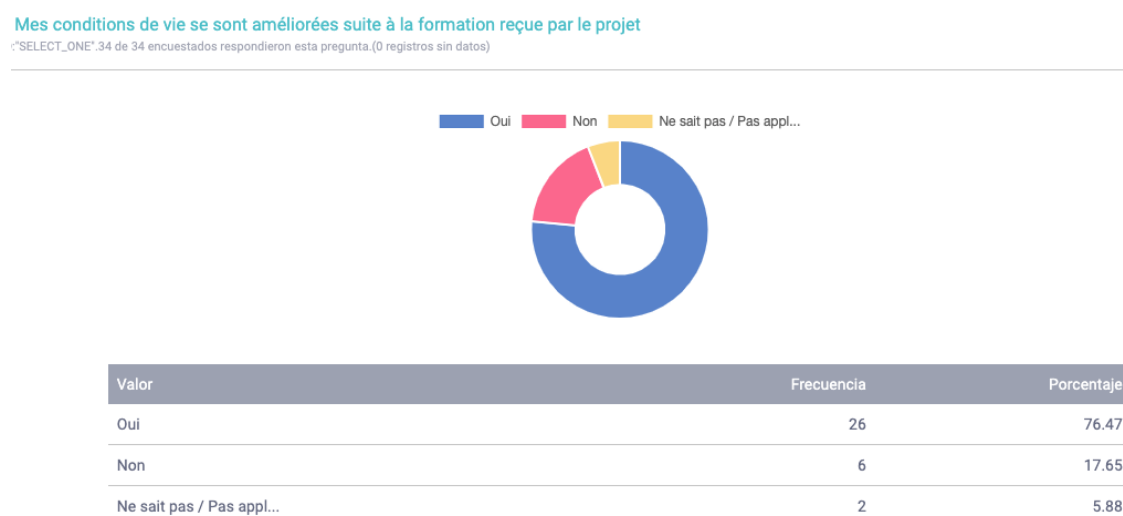
Question: What is your general degree of satisfaction with the training program (Answers from 0 to 10).

We can see on this graph that 70% have valued their degree of satisfaction with a 10.



Question: Have my living conditions improved following the training received by the project? (Answers: Yes/ No / I don't know)

We can see on this graph that 76% of the people interviewed claim that their living conditions have improved following the training received by the project.

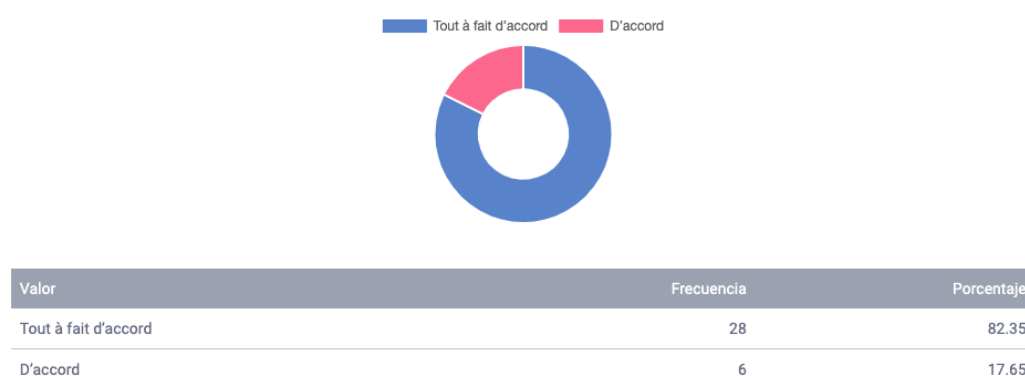


Question: Has the training received inspired me to look for a job?
(Answers: Completely disagree, Disagree, Agree, Completely Agree, I don't know)

We can see on the following graph that 82% of the people interviewed claim to completely agree with the question.

La formation reçue m'a inspiré à chercher du travail ?

:"SELECT_ONE".34 de 34 encuestados respondieron esta pregunta.(0 registros sin datos)



3.1.3. Harmonization with other BIT/ILO programs and projects in Mauritania.

According to the semi-structured interviews with the team of the project in Nouakchott and Bassikounou – M'Bera Camp and the document of the project submitted to the USDOS-BPRM (PRODOC), the project is designed with the full use of the lessons learned and the knowledge and experiences acquired in two recent projects «Chantier Ecole of Road Maintenance» from 2015 to 2017 and «PECOBAT (Improve young people's employability and the capacities of the SME by developing constructions and local materials and the on-site training on construction) from 2016 to 2020 in the other rural regions of the country. These projects aim to improve the employability of the young people dispensing a practical training at the "Chantier École". Following a short-term theoretical training in a professional training center, the students apply the acquired knowledge on the work-sites and "learn by doing".

As a part of this, the ILO carried out an analysis of the value chain of the construction sector, paying close attention to the use of local and sustainable materials in the target region, in order to identify new opportunities and new infrastructure need.

A trial project was also carried out, as agreed with the UNHCR, in the framework of the continuous training in other regions for the technicians - bricklayers and in solar energy. A certain number of Malian refugees are trained amongst the Mauritians. This trial project allowed the BIT/ILO to test the relevance of the training methodology for the population involved in Mauritania.

The BIT/ILO also assisted the UNHCR in the initial identification of other potential value chains such as the oils of the local trees, the leather, and the transformation of the

meat. This analysis of the BIT/ILO based on the market identified the needs of employment creation and training and the deficiencies for the development of the local market.

The lessons withdrawn from these projects are the following, amongst others:

- Improve the labor-intensive techniques and the certification of sustainable training;
- Optimize the potential of the investments in the infrastructures to create employment, select the creation of productive jobs and a larger redistribution of revenues;
- Promote the equivalence of the training to the real needs of the construction labor market and promote the use of local materials.
- Improve the employability of the young people and their integration into a promising labor market, mainly the « bio-climatic construction » with the use of local materials.

The two projects have proven the effectiveness of the mechanism and methodology of the “Chantier École” Approach (Field School with on-site construction training) as innovative and appropriate in Mauritania.

Furthermore, the BIT/ILO launched another project in the traditional fishing sector in 2017, in order to promote the local and territorial development, the infrastructures for the local transformation activities and the employability in the remote areas.

With regards to the creation of jobs for the young people, the BIT/ILO has also put in place a project “Promotion of productive employment and decent work for the young people of Mauritania” from 2012 to 2014. The BIT/ILO and its partners have assisted the capacity building of the institutions linked to the labor market to also develop inclusive youth employment policies and programs.

All the previous projects of the ILO in Mauritania target the excluded and vulnerable populations, including young people.

3.1.4. Realistic project design

According to the semi-structured interviews carried out with the team of the project and the partners in Nouakchott, Bassikounou and the M’Bera camp, and the documents shared for this Evaluation (project document – PRODOC, 4 quarterly reports, the monitoring and evaluation tool developed by Ecotech-BIT/ILO), it appears that the planned outcomes were achievable. This statement is based on the reported high degree of achievement of outcomes.

However, monitoring and mitigation must be carried out on the various obstacles identified in the context of a new BIT/ILO intervention in a similar project (procurement of materials in M’Bera, absenteeism of the trainees, internal administrative complexity of contracts with the providers, reinforcement of the HR in Bassikounou – M’Bera Camp). These obstacles have a direct impact on the

performance of the project, for example the construction of 2 infrastructures (training center and the first half of the access road of 10,8 km between the camp of M'Bera and the Fassala- Bassikounou crossroad) are being finished. According to the people interviewed these 2 infrastructures are at 75% implemented and should be finished in the next months; the finalization of them is assured by BIT/ILO.

Importance has also been given to the level of depth and anchoring of the project, since the outcomes are “phases”: Training/Infrastructure/Impact. In response to this, some initial observations have been made by the people interviewed:

- Continue with the phasing work and guarantee the integration of the approach.
- Create better conditions to guarantee the anchorage of the partners to the approach.
- Evolve towards a mid-term vision.
- Encourage the lead on the sustainable livelihoods to encourage the transition towards local development.

The BIT/ILO, following this first experience in Mauritania of a project of this type (nexus humanitarian aid - development), should pivot towards a medium-term strategic program vision on its intervention at the M'Bera camp, continuing with its phase approach (Training / Infrastructure / Impact), thus creating conditions for the anchoring of partners and promoting the establishment of local livelihoods and economic development to ensure the transition from a humanitarian project to one of development.

3.2. Project implementation and effectiveness

This section globally examines the progress made in the project, the expected products that have been carried out, as well as the factors that have contributed to the success or that have supposed a threat to the achievement of the outcomes.

3.2.1 Project outcomes

The activities that have been carried out are those that were planned and the project has achieved very good results in the majority of its indicators within the 3 outcomes. Likewise, the evaluator, through the interviews and analysis of the 4 quarterly reports, has been able to verify that the outcomes of the project are acknowledged by the partners and stakeholders.

In order to be clear and concise, the evaluator chose to underline here under those considered to be more important, in terms of level of success and impact on beneficiaries and has divided them according to the 3 outcomes of the project⁷.

⁷ An analysis of the logical framework can be found in Annex 9

R1. *The young men and women from the different communities, refugee and local, improve their employability and simultaneously acquire work experience by following an on-site training in construction in the labor-intensive construction works, based on practical exercises and certified.*

Indicator 1. *440 young men and women (16 to 35 years old) improve their employability by following an on-site construction training, with 50% being young refugees and 50% being young people from the local host communities of Bassikounou Moughata and more than 40% of both categories are women:*

101% success (200 (Group 1) + 125 (Group 2) + 120 (Additional Group) = 445). Out of these, 35% are women. At the moment of the Evaluation, the Evaluator did not receive the information to confirm the % of beneficiaries divided by refugees and host population, however according to the interviews, an estimate is made of 55% refugees and 45% host population. This information is prepared for the final report to submit to the donor USDOS-BPRM in January 2020.

Indicator 2. *100% of the interns having followed the on-site construction training receive certifications in accordance with the National Certification System:*

100% success, 200 end of training certificates were given out in the first group of trainees end of October. The monitoring and knowledge validation system is being prepared with the Management of the Professional Training. These certifications will, nonetheless, be a part of the National System of Certification. At the moment of the evaluation, the evaluator did not receive the information to confirm the division of stakeholders by gender, refugees and host population. This information is prepared for the final report to submit to the donor USDOS-BPRM in January 2020.

R2. *The infrastructures, identified as an essential part of the local economic development and of the basic services on the value chain and market analysis, are constructed by the young people using the maximum quantity of local materials to create decent work opportunities and promote the local economic activities, guaranteeing the link between humanitarian aid and development.*

Indicator 1. *At least 2 infrastructures are constructed by the young refugees and the local youth within an on-site construction training:*

According to the project team, these 2 infrastructures are at 75%⁸ completed and should be finalized in the coming months; The BITILO will take all necessary measures to ensure the finalization of the two infrastructures. It is important to specify that this delay is explained by the project team, by the delay in the implementation period of the road construction (2 months in the launch of field activities in Bassikounou and in

⁸ According to the latest quarterly report, the project reports 100% achievement; however, following interviews with the project team, they clarified that this was due to an internal error in this report. A correction and explanation will be made during the final report.

the M’Bera camp), to the obstacles to the supply of materials and the administrative heaviness in the management of contracts with providers.

Indicator 2. *All the infrastructures are constructed using the locally available resources:*

100%, training center and the first half of the access road of 10,8 km between the Camp of M’bera and the crossroad Fassala-Bassikounou, are constructed with local resources.

R3. *The local economic development is strengthened by a better support to the local companies thanks to a better organization and participation of the cooperatives, the local groups, the civil society and the local companies.*

Indicator 1. *At least 30 national and local companies have access and use the support services for the local companies with a strengthened capacity:*

100%, 6 national companies (Cs Ediyar transport, CS-CMCS - SARL, CS-UNCECD-M, BATES TP, GIE GRAPHIQ et ENTP) and 25 local cooperatives are assisted since their creation and are strengthened in terms of organizational and technical capacities.

Indicator 2. *At least 100 employment opportunities are created thanks to the support services for the companies for the young refugees and locals (16-35 years old), at least 50% of the refugee population and at least 20% women:*

211% (86 + 120 professionals of Building and Public Works -BTP in French). At the moment of the Evaluation, the Evaluator did not receive the information to confirm the division of stakeholders by gender, refugees and host population. This information is prepared for the final report to submit to the donor USDOS-BPRM in January 2020.

Based on the analysis of the main outcomes achieved, the evaluation came to the conclusion that the project proved to be very effective in terms of the training offer adapted to young refugees and host population (R1), as well as in terms of local economic development and support for local businesses (R3). It was less efficient in terms of construction of the 2 infrastructures, as these are being finalized during the completion of this evaluation.

3.2.2. Challenges and success factors

According to the semi-structured interviews carried out with the Project Team, the partners at Nouakchott, Bassikounou and M’Bera Camp, the following appear:

Challenges:

The main challenge was the implementation of the work in the deadlines foreseen in the planning of the construction site, but it was necessary to adapt this due to the delays in the procurement of the local materials and the administrative complexity in the management of the contracts (internal to the BIT/ILO). Due to these procurement

delays the project has guaranteed that the suppliers secure their supplies from the moment of the signature of the contract and an anticipation is made regarding the next contract. The project carries out meetings every 2 weeks with the suppliers to make them aware of the context, needs and realities of the construction site to boost the achievement of outcomes. In Bassikounou, there is currently no warehouse specifically allocated to the project, therefore the transportation logistics is very important. The project has a time management system for the interns and management staff, a stock keeper for the materials – stock management (carried out with delivery slips) and 2 guards to guarantee the security of the construction sites.

Another challenge was the technical and mobilization capacities of the workforce of the local companies (high prices of the bids for the 7 months of implementation of the training), some of them don't master HIMO methodology. The trainers have a different pedagogical approach to the HIMO, they have been sensitized and trained for this. This has been overcome by means of the implementation of the Company Academy, which allows to identify the individual and company providers, it is then that they are sensitized on the HIMO methodology.

Another challenge was the distance to participate in the trainings for some beneficiaries of the host populations; there are 18km from Bassikounou and 50 kms from Fassala.

Another challenge was the educational level of a number of beneficiaries, which is below the minimum level required by the project, which also means delays in the training and a need of the educators to adapt the methodologies.

Success Factors:

Appropriation and strong interest in the project demonstrated by the refugee beneficiaries, host population and stakeholders (young women and men, Hakem - local authorities, mayors of the 4 municipalities (Bassikounou, Fassala, Meghve, Dhar), refugee leaders (president of young men and women, president of the educational committee, leader of the refugee camp). This is reflected, for example, in the participation and support for project activities by the Hakem of Bassikounou and the Mayor of the Municipality, who supported and participated in all stages of the selection process. In addition, they supported the project in identifying the beneficiaries given the complexity of this exercise, particularly in the M'Bera camp. The mayor of Fassala was also particularly dynamic in supporting the interns and the preparation of the construction works for the M'Bera road. The camp leaders committee was a great contribution in the constitution of the support teams, including the Youth, Women and Education Committee. Another example of strong interest from young women and men beneficiaries, was during the pre-selection phase of the second cohort, 532 young people applied and therefore made aware of the job profiles covered by the training, of which 69% were young men and 31% young women (125 were selected, 25% women and 75% men).

The collaboration BIT/ILO – UNHCR:

- The UNHCR invited the BIT/ILO to expand its activities in the Humanitarian and Development nexus in the Camp of M’Bera and Bassikounou.
- The UNHCR submitted a letter of support for the donor to finance the project.
- Global agreement of collaboration signed between the BIT/ILO and the UNHCR (March 2017).
- The UNHCR made available to the project the enrollment sections (who is who for the selection of beneficiaries: refugee and host population) and the protection and education sections (identification of refugees with special needs: pregnant women, sick people, etc...)

Another factor was the collaboration and coordination with the security services (gendarmerie of Bassikounou, Neyma and escort of the M’bera camp), to facilitate security during activities, but also the transport of construction material and movement of the project team.

Another factor was the establishment of beneficiary selection commissions, where local partners, representatives of refugees and the host population, BIT/ILO and UNHCR collaborated closely to promote transparency in the selection of beneficiaries and respect the defined quotas (50% refugees / 50% host population, 40% women and various ethnic groups).

Finally, the support of ILO experts from other projects, which has been capitalized on and made available to it; for example, the “Market based approach for migrants”, this favored the strengthening of the project and of the partners. The aim is to pool knowledge with partners and not just subcontracting.

3.2.3. Unexpected results

The project’s team, beneficiaries (sample of 34) and partners in Bassikounou – M’Bera Camp have identified in their interviews the following unforeseen outcomes and impacts.

The project itself is a tool that promotes peaceful coexistence between the refugee and host population; during direct interviews with beneficiaries, they expressed having forged bonds of friendship and coexistence during training (between gender, profile of target population, ages), which would not have been possible without the project. According to the beneficiaries, the link created in training between young refugee women and men and the host population goes beyond these.

The project facilitated a change in behavior between young women and men through the empowerment of young women who train in occupations considered only for men. According to interviews with beneficiaries, project team and partners in Bassikounou - M’bera camp, empowerment is appreciated among young women (refugees and host population), because on the one hand they have considerably increased their participation and on the other, they break a cultural taboo, by forming and carrying

out trades which were rather intended for the male fringe. This change is also appreciated by the male fringe of beneficiaries, according to interviews with them, they appreciate this change and have a more equative view of the participation of young women in the project.

The environmental study carried out made it possible to take into consideration the environmental aspects and challenges, the territorial planning and an update of the cartography of the camp of M'bera for the inhabited zones⁹:

- Energy needs are increasing: Currently the city of Bassikounou is supplied with electricity by a thermal power plant. Electricity is expensive and polluting, the use of renewable energy is very low. The main source of energy for domestic use remains coal. This is notably the result of the carbonization of trees in nearby forests, it is the primary cause of the rampant deforestation that the area is currently experiencing.
- An exponential demand for water: Consumption of water logically increases with the increase of the population but also with the multiplication of the livestock which comes to drink in the city and the watering of the vegetable perimeters.
- Difficult management of wastewater and stagnant water: If the water supply of the urban populations is one of the bases of the well-being of the populations, the good management of wastewater (black and gray water) remains an important challenge and complex. There is currently no sewerage network.
- Waste management and pollution risks: Waste management remains a national problem in Mauritania today, and there is currently no organized waste management mechanism in Bassikounou or in the surrounding villages. The city's waste, ever more numerous, is thus mainly thrown on the outskirts of the city and in the old stone quarries of the city, which poses a significant environmental and health problem. On the other hand, the collection of waste in M'bera camp is structured and subsidized and works. The waste is sorted and then buried in dedicated areas, on the outskirts of the camp.
- "Urban" spaces that grow without adapting to the vagaries of the weather. The absence of urban planning and the weakness of governance leads to the appearance of cities without considering the risks linked to climatic hazards, in particular to the urbanization of flood zones and the consequences of the artificialization of soils. The densification of urban space associated with poor sanitation, recurrent floods and the proliferation of pollution by waste, are not without health problems. The recent housing of cities is characterized by the use of imported materials (sheet metal, concrete) whose energy and environmental performance are low and unsuitable for the climatic and socio-cultural context of the area. The constructions made with local materials (earth), durable and

⁹ Basic environmental study on the territory of M'bera camp and surrounding villages

economic, are losing momentum, although their use is currently promoted, in particular by the project.

The results of this study were considered when selecting the 8 infrastructures. These are, the 10.8 km side road connecting M'Bera camp to the Fassala-Bassikounou road; 2 breeding centers in Bassikounou and Fassala; school grouping the villages of Baghdad; M'bera Secondary School; craft village for the benefit of 70 leather workers, construction of 100 collective kitchens and the M'Bera training center.

3.2.4 The monitoring and evaluation framework

The project developed a framework for the monitoring of the construction sites since its design. It reports weekly to the Project Coordination in Bassikounou and Nouakchott. However, at the beginning, it was missing a project-specific monitoring and evaluation. This has been faced in the following way during this first year:

- The company Ecotech (in charge of the implementation of the construction sites and training) developed an Excel tool to report to the Coordination monthly (Bassikounou and Nouakchott).
- The National Project Coordinator in Bassikounou shares a monthly report of the monitoring of the project's activities with the Project Coordination in Nouakchott.
- A project-specific monitoring and evaluation system was developed between May and July 2019 by external consultants and the project team; he supported and guided the implementation for:
 - Anticipate the means to achieve the outcomes.
 - Achieve a better appropriation of the project by the team
 - Encourage the accountability towards the stakeholders
 - Encourage the decision-making during the COPIL

However, during this evaluation the Monitoring and Evaluation System is not yet spread in Bassikounou. In July 2019, there was a change of national coordinator of the project based in Bassikounou, it should imperatively receive training in the use of this tool and report regularly on the execution of the project to the coordination of Nouakchott; if the BIT/ILO continues its intervention in the M'Bera camp.

Another point to consider to encourage the coordination with the UNHCR in Bassikounou, is that it has developed a Monitoring and Evaluation System with the Kobocollect software to favor the monitoring and evaluation of the projects and their Monitoring and Evaluation Specialist is working to consolidate a monitoring tool for all the projects of the UNHCR. If the BIT/ILO continues its intervention in the M'Bera camp, the evaluator recommends that the project set a meeting with the UNHCR and define a methodology and simplified process of sharing information on the project.

3.2.5. Coordination spaces in Bassikounou - M'Bera camp and Nouakchott

The project and its team participated in the various external coordination bodies identified during its execution to promote the strategic implementation of the project:

- Education sector committee in Bassikounou - M'Bera camp, to facilitate the upgrading of certain beneficiaries and the identification of new ones.
- Livelihood committee in Bassikounou - M'Bera camp, to facilitate the establishment of economic interest groups for beneficiaries.
- WASH Committee in Bassikounou - M'Bera camp, to facilitate the installation of latrines and access to water for the construction of the training center.
- Regional working group with the Waly and Moughatta level with the Hakem to facilitate monitoring and decision-making on the implementation of the project.
- Training and employment group (World Bank, EU, GIZ Coopi, Oxfam, Caritas, AECID) in Nouakchott.
- Thematic group on the social and solidarity economy (ILO, AECID, Action, ECodev, GRDR, etc.) in Nouakchott.
- Convergence zone of the SNU + NGO int in Nouakchott.

Nevertheless, during the interviews and initial feedback of the evaluation with the main partners in Bassikounou and the M'Bera Camp, these ask for more participation and visibility of the work of the BIT/ILO in Bassikounou and M'Bera.

3.3. Efficiency

The Terms of Reference ask the evaluator to examine whether the resources (financial, human, time, expertise, etc.) have been strategically allocated to provide the necessary support and ensure the achievement of the project objectives.

3.3.1. Human resources, time, expertise, funds.

The project has had available and adequate technical capacities to achieve its objectives. It is composed of a highly motivated and involved team.

In terms of human talent, the project has achieved a good number of its objectives with the number of staffs planned and budgeted. However, following the in-situ observation, a work overload is detected in the team.

An **International Technical Manager**, based at Nouakchott, in charge of daily managing the program; coordinating the inputs of the technical specialists and preparing progress reports ; guaranteeing the implementation of the program's activities and controlling the budget; and guaranteeing that the outcomes, the program guidelines, the quality standards, the implementation of activities and necessary provisions are in compliance with the program document, with an outcome-based management as well as with the financial rules and regulations of the ILO.

A National Coordinator based in Bassikounou (turnover in July 2019), under the supervision of the International Technical Manager; In charge of guaranteeing the implementation of the project ; of the technical monitoring of the “Chantiers école”; programming of the construction sites, procurement of the materials, monitoring of the technical trainings, representation of the BIT/ILO in the coordination spaces in Bassikounou and M’Bera Camp.

A Driver based in Bassikounou, under the supervision of the National Coordinator, in charge of guaranteeing the staff transportation and occasional logistic support.

The project is also supported by thematic experts on employment and professional integration Policies for the promotion of employment (Education and professional training; Training engineering, Professional integration; Support for employment intermediation services; Development of small and medium-sized enterprises companies; Development of business support services; Microfinance) and Technical expertise in construction and topography (Engineer, architect, statistician) of the PECOBAT and PROMOPECHE projects of the BIT/ILO in Mauritania.

If the BIT/ILO continues its intervention in the M’Bera camp, it will be significant for the project to recruit an Administrator – Logistics Specialist based in Bassikounou, to improve the contract management and logistics with the external service providers and suppliers and also considerably reduce the workload of the International Technical Manager and National Coordinator.

In terms of the ILO’s international expertise, the project has benefited from the support of a Backstopper – technical expert that supervises the project in all its phases, Specialists in HIMO, Labor-Intensive Work, Investment (Department of Development and Investment in Geneva), Livelihood, Entrepreneurship, Refugee Resilience (Migrant ILO), Competence Development, Refugee Employability (Skills ILO) and of the expertise in similar projects of the ILO in Gambia, Niger and Tunisia.

Regarding the time management in the implementation of the project, following the analysis of the reports and the interviews with the Project Team and the key partners, a delay is detected in the execution of the construction works. This is mainly explained by the delay in the management of the contracts with the service providers, the long distance for the procurement of materials (1.500 kms from Nouakchott), the availability of a security convoy to move the material to the M’Bera Camp. For this, the BIT/ILO has requested two months No cost extension to the donor USDOS-BPRM. It is also important to specify that the activities began in November 2018 (2 months late).

Regarding the planning and execution of the funds allocated to this first year, the project was well planned. However, the financial as well as the operational implementation – internally delayed by the migration of the accounting and administrative system of the BIT/ILO and by the management of the external contracts in procurement of local materials. Despite these obstacles, the project has managed to overcome the challenges and has achieved a financial execution of 95% (remainder of 50,026, 80 USD) at the moment of the evaluation.

In Mauritania, the BIT/ILO has a profile of project office. There is no official representation, it is coordinated by a main technical counselor. The financial planning and dispatching of the budget is carried out by the International Technical Manager. The contracts and accounting of the project are prepared by the Administrative and Financial Assistants of the office and are validated and controlled in Algiers as Subregional Office of the ILO for the Maghreb countries.

3.4. Sustainability

3.4.1. Sustainability and exit strategy

During the implementation of the Evaluation, the project had not yet developed an Exit Strategy. However, the steps that will give way to this strategy are already detected. For this, the project has worked in close collaboration with the leaders of the refugee population, the local and regional authorities and the UN System, in the framework of coordination spaces like the regional task force and the Steering Committee (COPIL).

In the framework of the project, there is a strong foothold with the Mayors of the 4 Communes by means of the Committees of Management and Constructed Infrastructure Maintenance. For the training center a transfer is foreseen with the Department of Technical and Vocational Training (DFTP). For the road, there is a guide and maintenance and servicing committee between the Town Hall of Fassala and Bassikounou. This happens in the framework of the COPIL, a Memorandum of Understanding (MOU) was developed.

According to interviews with the project team and key project partners, the following measures have been identified to be integrated into the exit strategy of the project (if the BIT/ILO continues its intervention at the M'Bera camp):

- Support from the UNHCR and BIT/ILO as observers in the Maintenance and Servicing Committees (UNHCR through its special status).
- Encourage a participatory selection during the COPIL of infrastructures to construct, based on the recommendations of the initial environmental study on the territory of the M'bera Camp and the neighboring towns.
- Public Awareness Campaigns and Training in the « Chantier Ecole » (Field School): visibility of the employment creation opportunities within the BTP and economic branches.
- Available qualified workforce following the project intervention.
- Continue with the use of local materials for the constructions (sand, gravel, rubblestone, straw to stabilize the bricks, banco-clay for the bricks).
- Continue to use renewable energies (solar panels).
- Continue to integrate the gender approach to encourage the empowerment of young women amongst the refugee and host populations.

3.4.2. Integration into the 2018-2022 ILO Decent Work Country Program (DWCP).

According to the interviews with the team of the project, it is planned to elaborate a new DWCP with a participatory approach with the constituents of the tripartite in 2020. To this end, the project identified 2 main contributions to integrate:

- A section on migration and refugees to respond to the global indicators of “budget and program” of the ILO, that will contain a line on migration and employment for young people.
- Integrate the « chantier – école » (Field School) in the next DWCP.

3.5. Gender

3.5.1. Integration of the gender approach in the design, implementation, results and monitoring and evaluation framework.

According to the semi-structured interviews carried out with the team of the project in Nouakchott, Bassikounou and the M’Bera Camp and the documents shared for this Evaluation (project document – PRODOC, 4 quarterly reports, the monitoring and evaluation tool developed by Ecotech and the terms of reference of this Evaluation) the gender equality issues have been integrated as follows:

1.Design – logical framework:

- R1. Indicator 1: 440 young men and women (16 to 35 years old) improve their employability by following an on-site construction training, with 50% being young refugees and 50% being young people from the local host communities of Bassikounou Moughata and more than **40% of both categories are women**.
- R2. Indicator 4: 100% of the infrastructures constructed are maintained and managed by the local groups, **of which the les members of the management are more than 50% women and at least one woman has high responsibility posts (President, etc.)**.
- R3. Indicator 2: At least 100 employment opportunities are created thanks to the support services for the companies for the young refugees and locals (16-35 years old), at least 50% of the refugee population and **at least 20% women**.

2.Implementation:

- 440 young men and women (16 to 35 years old) improve their employability by following an on-site construction training, with 50% being young refugees and 50% being young people from the local host communities of Bassikounou Moughata and more than 40% of both categories are women: **Final performance = 35%**

- Distribution and organization of the schedules in the intern groups at the construction site to assure the female participation.
- Construction work and training site: respect of the local culture and religion.
- The Committee on Management and Maintenance of Infrastructures: guarantee a 20% female participation (the outcome achieved was not available at the moment of this evaluation, the Final Report is being elaborated).
- Empowerment of women through training and integration into work: The project has facilitated a change in behavior between young women and men through the empowerment of young women who train in occupations considered only for men. According to interviews with beneficiaries, project team and partners in Bassikounou - M'bera camp, empowerment is appreciated among young women (refugees and host population), because on the one hand they have considerably increased their participation and on the other, they break a cultural taboo, by forming and carrying out trades which were rather intended for the male fringe. This change is also appreciated by the male fringe of beneficiaries, according to interviews with them, they appreciate this change and have a more equative view of the participation of young women in the project.

3. Monitoring and Evaluation Framework:

- Quantitative division by gender, type of training and origin (refugee - host community) in the monthly monitoring of beneficiaries.

4. Capitalization of the integration of the Gender Approach:

- At the moment of selection of beneficiaries.
- During the implementation of the trainings.
 - Training on the basic concepts and notions depending on the selected pathway.
 - Health and Safety at Work (SST).
 - Theoretical Part of the Training.
 - Practical part at the construction sites and infrastructure construction.
- Monitoring and assistance in the professional integration
- Support in the creation, structuring and development of micro enterprises (cooperatives, Economic Interest Groupings etc...)

3.6. Tripartism and social dialogue

3.6.1. Participation in the design and implementation of the project

The project adapted tripartism and social dialogue to the local context and on two levels.

In Nouakchott (national level), it is composed of representatives of the Ministry of Secondary Education and Vocational Training, Ministry of Employment Youth and Sports, Ministry of Housing Town Planning and Regional Planning, Ministry of Rural Development, Ministry of the Environment and Sustainable Development, National Agency for Youth Employment, United States Embassy in Mauritania, UNHCR, UNICEF, WFP, Action Against Hunger Spain, World Vision, SOS Désert, Lutheran World Federation, BIT/ILO team.

In Bassikounou - M'Bera camp (local level), it is composed of representatives from the Moughataa (province) of Bassikounou, Inspectorate of National Education - Ministry of National Education and Vocational Training, Committee of Leaders from M'Bera camp, 4 town halls (Bassikounou, Fassala, Meghve and Thar), Departmental Youth Network of Bassikounou, UNHCR, UNICEF, Action Against Hunger Spain (NGO Int), COOPI (NGO Int), World Vision (NGO Int), Lutheran World Federation (NGO Int), SOS Désert (local NGO), Ensemble Solidarité Développement (local NGO), BIT/ILO team.

In Bassikounou, there is no official representation of unions and companies.

According to the semi-structured interviews carried out with the team of the project and partners in Nouakchott, Bassikounou and the M'Bera Camp, the tripartite constituents participated in the design and implementation of the project in different stages:

- Consultation during the identification and feasibility studies of the project (*Infrastructures in Bassikounou. Dimension calculation, Mapping, Priorization and Feasibility elements (BIT/ILO), Energy for development in the Moughataa of Bassikounou, Proposal of solutions for energy procurement assuring sustainability (Ecotech, BIT/ILO), Environmental Base Study in the territory of the M'bera Camp and surrounding towns, Mapping of environmental issues and strategic orientations (MS, BIT), Identification of economic opportunities for the population of the refugee camp of M'Bera and the neighboring host populations. Analysis of the Value Chain (UNHCR, BIT/ILO, DUE).*)
- Consultation during the formulation of the concept note submitted to the donor USDOS – BPRM.
- During the implementation, they have participated through the 2 COPILS promoting:
 - Information sharing on specific actions, strategic orientations and the results of the Monitoring Committee of the project.

- Presenting the Quarterly Action Plans of the different components of the project, orienting them if necessary.
- Monitoring the elaboration of Action Plans and record of achievements.
- Discussing and recommending on the strategic issues, objectives and priorities deemed important for the implementation of the project.
- Orienting the implementation of activities identified in compliance with the objectives of the project.
- Guaranteeing the coordination and synergy of actions foreseen by the different people and institutions involved in the project and of the construction sector.

3.6.2. Sharing of results and studies of the project through the COPIL

According to the report of the first COPIL (March 2019) shared with the Evaluator, the results of the project have been shared and the recommendations have been dealt within a tripartite manner. The agenda of the COPIL was:

- Presentation of the activities of the BIT/ILO in the Moughataa of Bassikounou.
- Technical Presentation of the « Chantier-École » concept at the level of the Moughataa of Bassikounou.
- Proposal of the Quarterly Action Plan of the project.
- Facilitation of the communication for the implementation of the activities in Bassikounou.
- Recommendations.

4.CONCLUSIONS

The following conclusions are withdrawn from the results analysis and are organized based on the six Evaluation Categories: Validity of the project design and relevance, Effectiveness, Efficiency, Sustainability, Gender and Tripartism and Social Dialogue

Overall, the project achieved all of its objectives and demonstrated undeniable relevance. The project received the support of local key partners and the United Nations system to ensure technical and financial execution in line with the planning. Obstacles and delays in the construction of the 2 infrastructures were overcome and the BIT/ILO will take all the necessary measures to finalize these 2 infrastructures.

4.1. Validity of the project design and relevance

Globally, the project is in alignment with the Mauritanian National Strategies (Accelerated Growth and Shared Prosperity Strategy, National Employment Strategy, National Gender Institutionalization Strategy), the UNS Strategies (UN Strategy for the Promotion of Independence of the Refugees and the Resilience of Host Communities, Partnership for Sustainable Development Framework, Sustainable Development Goals) and with the Decent Work Country Program of the BIT/ILO.

Furthermore, the constituents of the tripartite, the beneficiaries and other relevant actors interviewed have felt adequately linked to the activities updated and project implementation. The stakeholders interviewed have unanimously celebrated the relevance of the project, as it responds to the needs of the young men and women between 16-35 years, from the refugee and hosts community, by introducing an innovating training approach in construction which encourages employability, decent work, local economic development and social cohesion.

The project draws on 5 key studies (*1. Identification of economic opportunities for the population of the M'Bera Refugee Camp and the neighboring host populations. Analysis of value chains, infrastructures in Bassikounou. 2. Dimensioning, Mapping, Priorization and Feasibility elements, Emergency for the development in the Moughataa of Bassikounou. 3. Solution Proposal for the procurement of energy assuring its sustainability. 4. Base Environmental Study on the territory of the M'Bera Camp and surrounding towns. Mapping of environmental issues and strategic orientations. 5. Diagnosis of the impact of the refugees on the host populations. Analysis of the impact of the refugees and participatory diagnoses of the host populations*) to validate its design and relevance during its Identification and Implementation Phases.

Moreover, the project is completely designed using the learned lessons, knowledge and experience accumulated in two recent projects of the BIT/ILO, «Chantier Ecole of Road Maintenance» and «PECOBAT ».

4.2. Effectiveness

The activities that have been carried out are the ones that were planned and the project has achieved very good performance in the majority of its indicators and its 3 Outcomes. Likewise, the Evaluator, through the interviews and analysis of the 4 quarterly reports, has been able to verify that the results of the project are acknowledged by the partners and stakeholders.

The main point for improvement is in meeting the deadlines for infrastructure construction. For the period covered by the evaluation, it was planned to build two (training center and the first half of the 10.8 km access road between the M'bera camp and the Fassala-Bassikounou axis), the BIT/ILO will take all the necessary measures to finalize these 2 infrastructures. According to interviewees, these 2 infrastructures are 75% complete and should be finalized in the coming months. It is important to indicate that this delay is explained by the delay in the implementation period of the road construction (2 months in the launch of field activities in Bassikounou and in the M'Bera camp), to the obstacles of supply of materials and contracts management with service providers.

4.3. Efficiency

The project has had the adequate technical capacities to achieve its. It is composed of a highly motivated and highly involved team.

In terms of the planning and execution of the funds allocated, the project has carried out a good planning. However, the financial and operational executions have been impacted - delayed internally due to the migration of the administrative accounting system (BIT/ILO) and the management of the external contracts in procurement of local materials. Despite the obstacles encountered, the project managed to overcome these challenges and achieved a financial execution of 95% (remainder of 50,026.80 USD) at the moment of the Evaluation.

Regarding human talent, the project has achieved a good number of its objectives with the number of staffs planned and budgeted. However, following the in-situ observation, a work overload is detected in the team. If the ILO continues with its intervention at M'Bera camp, it will be important that the project recruits an Administrator-Logistics Specialist based in Bassikounou, to improve the management of the contracts and the logistics with the external suppliers and service providers as well as to reduce the workload of the Technical International Manager and the National Coordinator.

Regarding the time management in the implementation of the project, following the analysis of the reports and the interviews with the Project Team and the key partners, a delay is detected in the execution of the 2 constructions. This is mainly explained by the delay in the management of the contracts with the service providers, the long distance for the procurement of materials (1.500 kms from Nouakchott), the availability of a security convoy to move the material to the M'Bera Camp. For this, the BIT/ILO has requested two months of No cost extension to the donor USDOS-BPRM.

4.4. Sustainability

Following are some elements that favor the sustainability of the project that have been identified:

- A foothold with the Mayors of the 4 Communes by means of the Committees of Management and Constructed Infrastructure Maintenance.
- For the training center a transfer with the DFTP is foreseen.
- For the road, there is a Guide and Maintenance and Servicing Committee between the Town Hall of Fassala and Bassikounou. This occurs in the framework of the COPIL. A convention is developed.
- During the COPIL, encourage a participatory selection of infrastructures to construct, based on the recommendations of the initial environmental study on the territory of the M'Bera Camp and the nearby towns.
- Public Awareness Campaigns and Training in the « Chantier Ecole » (Field School): visibility of the employment creation opportunities within the BTP/construction and economic branches.
- Available qualified workforce following the project intervention.

- Continued use of local materials for the constructions (sand, gravel, rubblestone, straw to stabilize the bricks, banco-clay for the bricks).
- Continued use of renewable energies (solar panels).
- Continued integration of the gender approach to encourage the empowerment of young women amongst the refugee and host populations

4.5. Gender

The integration and adaptation of the Gender Approach in the project is one of the strengths of the project. By introducing a minimal percentage of participation expectation in the 3 outcomes, the project has had an unforeseen impact in empowerment of these young women in their life plans, social cohesion and a recognition at social and family level. It is relevant for the project to carry out a study on the impact of the integration of this approach to assess the changes promoted.

4.6. Tripartism and Social Dialogue

The project adapted tripartism and social dialogue to the local context and on two levels.

In Nouakchott (national level), during the identification phases, formulation of the concept note and implementation of the project via the COPIL. It is composed of representatives of the Ministry of Secondary Education and Vocational Training, Ministry of Employment Youth and Sports, Ministry of Housing Town Planning and Regional Planning, Ministry of Rural Development, Ministry of the Environment and Sustainable Development, National Agency for Youth Employment, United States Embassy in Mauritania, UNHCR, UNICEF, WFP, Action Against Hunger Spain, World Vision, SOS Désert, Lutheran World Federation, BIT/ILO team.

In Bassikounou - M'Bera camp (local level), during the identification phases, formulation of the concept note and implementation of the project via the COPIL. It is composed of representatives from the Moughataa (province) of Bassikounou, Inspectorate of National Education - Ministry of National Education and Vocational Training, Committee of Leaders from M'Bera camp, 4 town halls (Bassikounou, Fassala, Meghve and Thar), Departmental Youth Network of Bassikounou, UNHCR, UNICEF, Action Against Hunger Spain (NGO Int), COOPI (NGO Int), World Vision (NGO Int), Lutheran World Federation (NGO Int), SOS Désert (local NGO), Ensemble Solidarité Développement (local NGO), BIT/ILO team.

In Bassikounou, there is no official representation of unions and companies.

However, they require more visibility and participation in the coordination areas of the M'Bera camp from the BIT/ILO.

5. LESSONS LEARNED AND GOOD PRACTICES

This part of the Evaluation aims to underline the most relevant lessons learned thanks to the project and the good practices arisen, in such a way that they can be considered for future interventions in Mauritania and/or in other regions/countries.

5.1. Lessons learned

1. *The internal administrative complexity has a significant impact on the execution of the project.*

It is necessary to consider the negative impact that the delays in the management of the contracts with the external service providers and suppliers of construction materials.

2. *The Gender Approach is an empowerment tool for the young women*

The integration and adaptation of the gender approach in the project, through the introduction of a minimum percentage of participation in its 3 results (quantitative indicators) has facilitated an unexpected impact on the empowerment of young women in their life plans, social cohesion and recognition at the social and family level. To ensure women's participation in culturally masculine work (depending on local context), it is not enough to plan quantitative gender indicators; It is relevant to set up a community awareness strategy and approach which aims to facilitate female participation to promote the empowerment of young women in their life plans, social cohesion and recognition at the social and family level.

5.2. Good practices

The period covered by this evaluation corresponds to the start of the ILO intervention in the context of humanitarian nexus - development (14 months). The evaluator did not identify good practices in accordance with the criteria established by the ILO in his procedures (checklist No.5 - preparation of the report).

6. RECOMMENDATIONS

The following recommendations are based on the observations carried out during this Evaluation and follow the lessons learned, as well as the conclusions.

Evaluation Criteria	Recommendations	Relevant Stakeholders (Recommendation made to whom)	Priority of importance	Time frame for the implementation	Resource implications to implement the recommendations
Gender	<u>Recommendation 1:</u> Capitalization of the Gender Approach. It is relevant for the project to carry out a study on the impact of the integration of this approach to assess the changes and analyze the possibility of replication and range.	BIT/ILO	High	Mid-term	Low
Gender	<u>Recommendation 2:</u> Ensure the incorporation and implementation of a gender strategy and approach in interventions that facilitate the humanitarian nexus - development in Mauritania or in the region, to facilitate female participation and empowerment.	BIT/ILO	High	Mid-term	Moderate
Efficiency	<u>Recommendation 3:</u> As part of a new BIT/ILO intervention in a similar project, ensure the recruitment of an Administrator/ Logistics Specialist for Bassikounou –M'Bera Camp to improve the contract management and logistics with the suppliers and reduce the workload of the Team in Nouakchott and Bassikounou	BIT/ILO	High	Short term	High

Sustainability	<u>Recommendation 4:</u> As part of a new BIT/ILO intervention in a similar project, develop the exit strategy from the start, in coordination with the key partners to promote its sustainability.	BIT/ILO, UNCHR, Local Authorities of Bassikounou	High	Short term	Moderate
Effectiveness	<u>Recommendation 5</u> As part of a new BIT/ILO intervention in a similar project, ensure from the start, the implementation of the monitoring and evaluation system and training of the national coordinator based in Bassikounou.	BIT/ILO	High	Short term	None

ANNEXES

1. Terms of Reference
2. Evaluation Matrix
3. Evaluation Program
4. Lists of People Interviewed
5. Data Collection Tools
6. Bibliography
7. Lessons Learned
8. Analysis of the logical framework of the project
9. Acknowledgments

Annex 1: Terms of Reference

Project Promoting a model for sustainable livelihoods and social cohesion in the Moughata of Bassikounou

DC Symbol:	MRT/18/02/USA
Project title:	Promoting a model for sustainable livelihoods and social cohesion in the Moughata of Bassikounou through on-site construction training
Country:	Mauritania
P&B Outcome:	Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects. Indicator 1.4: Number of member States in which constituents have strengthened capacities on pro-employment macroeconomic policies, or have developed and implemented sectoral, industrial, trade, infrastructure investment or environmental policies for structural transformation and for promoting more and better jobs and tackling inequalities.
DWCP Outcomes:	Outcome 1: Policies, Programs and Strategies are adopted and implemented to promote decent employment. Outcome 3: The benefits of manpower labor migration in Mauritania are better exploited to promote development and reduce poverty
Technical field:	decent employment
Administrative unit:	Administrative management: CO-Algiers Technical backstopping: DWT/CO-Cairo
Responsible Chief:	Mohamed Ali Ould Sidi Mohamed, Director, ILO Office CO-Algiers, ouldsidi@ilo.org
Collaborating ILO Units:	
Time frame:	01 September 2018 – 30 October 2019
Budget:	US\$1,000,000

Background and Context

The project “Promoting a model for sustainable livelihoods and social cohesion in the Moughata of Bassikounou through on-site construction training” funded by the US Department of State (Bureau for Population, Refugees and Migration)) has been implemented between September 1st 2018 and August 31st 2019 (but operations started in November 2018 with the recruitment of the project team and coordinator. This project built on a similar model as ILO’s projects “Chantier Ecole d’Entretien Routier (Road Maintenance Construction School)” from 2015 to 2017 and “PECOBAT (Improving employability of young people and capabilities of SMEs through development of constructions and local materials and professional on-site construction training)” from 2016 to 2020 in other rural regions of the country. These projects aim at improving the employability of young people by providing practical training at “Chantier Ecole (on-site construction training)” – after short-term theoretical training at a vocational training center, students apply acquired knowledge at the actual construction sites and “learn by doing”.

The project long-term goal is to better economic self-sufficiency of refugees and coexistence with host communities are promoted through the development of employability and local economic development with labor-based infrastructure construction works. In order to achieve this long-term goal, the project sought to achieve the following three immediate objectives:

1. Young women and men from different communities, including both refugees and the local youth, improve employability and simultaneously gain work experience by completing on-site construction training in labor-intensive construction works which focuses on practical exercise and qualifies with certification.
2. Infrastructures, identified as keys for local economic development and services based on value-chain and market analysis are constructed by the youth with the maximum use of local materials to create decent employment opportunities and promote local economic activities ensuring the nexus between humanitarian assistance and development.
3. Local economic development is promoted by improved local enterprise support through better organization and participation of cooperatives, local groups, civil society and local enterprises.

The project is under the responsibility of the Chief Technical Advisor (CTA) for Employment and Insertion “Chantier Ecole” (on-site construction training), in Nouakchott, Mauritania. The project is managed by an International Technical Officer based in Nouakchott, and supported by a national project coordinator in Bassikounou, and an administrative and finance assistant based in Nouakchott. In addition, the project receives support from a the senior National Programme Officer for PECOBAT in Nouakchott. The DWT/CO-Cairo Branch in ILO Egypt is in charge of the technical backstopping of the project.

The project fits with Outcome 1 of the ILO Programme and Budget 2018-19, focusing on Promoting more and better jobs for inclusive growth and improved youth employment prospects. In particular, it addresses the fourth indicator on policies to strengthen capacities on pro-employment macroeconomic policies, or have developed and implemented sectoral, industrial, trade, infrastructure investment or environmental policies for structural transformation and for promoting more and better jobs and tackling inequalities. The project has been the main vehicle for achieving Outcomes 1 and 3 of the Mauritania Decent Work Country Programme (2012-2018) – 1. *Policies, Programs and Strategies are adopted and implemented to promote decent employment;* and 3. *The benefits of manpower labor migration in Mauritania are better exploited to promote development and reduce poverty.* The project has also been the main vehicle for enhancing the implementation of the “Employment and Decent Work for Peace and Resilience Recommendation (No. 205)”, adopted in the International Labor Conference in 2017, and followed by ongoing ILO projects in Mauritania and globally. The project is also contributing and initiating activities for livelihoods in The Moughata of Bassikounou following the suggestion of UNHCR and responding to the request of the Government and the “Partnership Framework for Sustainable Development (Cadre de Partenariat pour le Développement Durable) 2018-2022” (CPDD).

Moreover, the project is fully aligned with the following Sustainable Development Goals:

SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all” together with;

SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive;

SDG 1: End poverty in all its forms everywhere;

SDG 5: Achieve gender equality and empower all women and girls; and

SDG 13: Take urgent action to combat climate change and its impacts.

The final evaluation will be conducted by an evaluation consultant with support of the ILO Projects Office in Mauritania,

The evaluation will mainly focus on analysis to provide recommendations to sustain results achieved under the project.

Evaluation background

ILO considers evaluation as an integral part of the implementation of technical cooperation activities. As per ILO evaluation policy and procedures, all programs and projects with a budget up to 1 million are subjected to an internal evaluation that can be managed by the project staff. The process will be oversight by the ILO Regional M&E officer in Africa.

The evaluation in ILO is for the purpose of accountability, learning, planning, and building knowledge. It should be conducted in the context of criteria and approaches

for international development assistance as established by: the OECD/DAC Evaluation Quality Standard; and the UNEG Code of Conduct for Evaluation in the UN System.

Purpose, scope and clients of the evaluation

Purpose

The final evaluation serves two main purposes:

- 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 learned 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

Scope of the evaluation

The scope of the evaluation covers the full project period from September 1st 2018 to August 31st 2019. The evaluation will notably assess progress against all outputs produced since the beginning of the project and assess the overall level of achievement of the three immediate outcomes.

Client of the evaluation

The primary clients of the evaluation include the constituents of the ILO (represented by the Project Advisory Committee), project partners and stakeholders, the project management unit, the ILO Offices in Algiers, Cairo and Geneva, and the US Department of State (Bureau for Population, Refugees and Migration). The findings and recommendations of the evaluation will be used by the ILO and national tripartite constituents and possibly the US Department of State (Bureau for Population, Refugees and Migration) to contribute towards the sustainability of the project outcomes.

Evaluation Questions

The evaluation will inform the project on the following 7 evaluation criteria and themes: relevance, effectiveness, validity of design, efficiency, sustainability, gender and social dialogue and tripartism.

In addition, the final evaluation will inform on lessons learned, good practices and recommendations.

Validity of the project design and project relevance

1. Is the project coherent to the Government, ILO and social partners of Mauritania objectives (i.e. United Nations' "Partnership Framework for Sustainable Development (Cadre de Partenariat pour le Développement Durable) 2018-2022" (CPDD) Plan, the ILO Country Programme Outcomes, the Decent Work Country Programme 2012-2018)?
2. Is the project relevant to the needs of the refugees and local host communities regarding decent work, employment and local economic development.
3. How does the project complement and fit with other on-going ILO programmes and projects in the country?
4. Were the outputs achievable or overly ambitious?

Effectiveness

1. To what extent has the project achieved their objectives and outputs, with special consideration on improved employability of the refugees, construction of the infrastructures and local economic development?
2. Which have been the main contributing and challenging factors towards project's success in attaining its targets?
3. What, if any, unintended results of the project have been identified or perceived?
4. How have the M&E framework of the project supported effective implementation?
5. Has the project worked strategically with the external partners/stakeholders identified?

Efficiency

How efficiently 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 backstop at CO and other ILO divisions as relevant?

Sustainability

1. What steps has the project undertaken to work jointly with the refugees, the local host communities, and the local authorities to implement the sustainability and exit strategy of the project?
2. How will the project's results feed into the upcoming ILO Decent Work Country Programme 2018-2022?
3. To what extent have local/national resources been identified to implement activities in this regard?
4. What further concrete steps can be taken to ensure sustainability?

Gender

To what extent has the project integrated gender equality issues in the design, implementation, results and M&E framework?

Tripartism and Social dialogue

1. Were the tripartite constituents involved in the design and implementation of the project? What role did they play?
2. Were the results and studies from the project shared with tripartite constituents and were specific recommendations addressed in a tripartite manner?

Methodology

The evaluation will be guided by the ILO-EVAL Policy Guidelines and the ILO/EVAL checklists available at the TORs annex.

1. Document review of PRODOC, project reports and outputs, ILO and government policy documents, etc.
2. An inception report that present evaluation indicators and operational questions to the stakeholders, methodology and schedule, stakeholders' workshop agenda and outline of the report.
3. Key Informant Interviews: including ILO staff in Nouakchott and Bassikounou,, interviews with the Mayor, and the Waly of Bassikounou, the responsible authorities of the Mbera Camp, and the direct beneficiaries of the project, Interviews with employers representatives, Interviews with workers representatives, Interviews with relevant representatives of project partners, interviews with BPRM-USDOS staff and US Embassy representative in Nouakchott.
4. Stakeholder workshop: The evaluator will facilitate a 0.5/1-day discussion with key stakeholders on the findings from the interviews and desk review.
5. Development of the evaluation report: the evaluator, under the outline developed in the Inception report, will develop a report based mainly on the outcome of the interviews, desk review and workshop (draft version with executive summary in English and French and final version after integration of stakeholders' comments).

Outputs

The evaluator will provide the following main outputs:

- An Inception report of the evaluation
 - A stakeholders' workshop
 - A draft and final report on the evaluation findings, inputs from the field visits, and feedback by stakeholders during the workshop at the end of the field work
 - An executive summary: ILO/EVAL template

The expected structure of the draft and final report is as follows. The report should be written in English (plus an executive summary in French) with 30 pages maximum excluding annexes

- Executive Summary (in English and French)
- Description of the Project
- Purpose, scope and clients of evaluation
- Methodology (and methodological limitations)
- Findings (organized by evaluation criteria)
- Conclusions
- Recommendations (including to whom and timeline)
- Lessons learned and good practices

Annexes

- Evaluation questions matrix
- List of Interviewees
- Schedule
- Documents reviewed
- TORs
- Lessons Learned in ILO/EVAL templates
- Good practices in ILO/EVAL templates

All draft and final outputs should be provided to the evaluation manager in electronic version compatible with Word for Windows and are copyrighted by ILO. The first draft of the report will be circulated to all partners for a two weeks review. Comments from stakeholders will be presented to the evaluator by the evaluation manager for its integration into the final reports as appropriate or to document why a comment has not been included,

Management Arrangements

The final evaluation will be implemented by an evaluator consultant, managed by Federico Barroeta, Chief Technical Advisor (CTA) in Nouakchott. The evaluation process will be oversighted by the ROAF Senior M&E officer Mr. Ricardo Furman.

Competencies requirements

The candidates for the evaluator position will be selected through disseminating the requirement in major sites with potential consultants for this assignment. He/she must meet the following professional requirements:

- Have at least 7 years of experience in the field of international cooperation.
- Have a solid knowledge of project cycle management: planning, monitoring and evaluation.
- Work experience in Mauritania
- Experience managing projects / programs / technical cooperation strategies;
- Experience in facilitating workshop with stakeholders in evaluation contexts
- Experience in the project themes will be an asset
- Knowledge of the Mauritanian context;
- Fluency in French and English.

Timeline

Phase	Tasks	Responsible Person	Days TL	Tentative timing
I	Preparation of TOR and consultation with stakeholders and ILO	Evaluation manager	0	
II	Identification of evaluator	Evaluation manager	0	
	Finalizing contracts	CO	0	
III	Telephone briefing with evaluation manager Desk review of project related documents Evaluation instrument designed based on desk review	Evaluator	5	November 2019

IV	Consultations with Project staff/management in Mauritania and ILO CO, DWT , etc Consultations with participating government officials Consultations with other stakeholders Presentation of preliminary findings to the project team, government partners and other stakeholders	Evaluator team with logistical support by the Project	10	November 2019
V	Draft evaluation report based on desk review and consultations from field visits	Evaluator	5	November 2019
VI	Circulate draft evaluation report to key stakeholders Consolidate comments of stakeholders and send to consultant leader	Evaluation manager	0	December 2019
VII	Incorporate comments and inputs including explanations if comments were not included	Evaluator	1	December 2019
VIII	Approval of report by ROAF SMEO and dissemination	Evaluation manager	0	December 2019
TOTAL			21	

RESOURCES

Estimated resource requirements at this point:

- Evaluator: 21 days honorarium and travel to the project target areas including flights and DSA days
- Local transportation in the country
- Stakeholders' workshop

ANNEX RELEVANT POLICIES AND GUIDELINES

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

http://www.ilo.ch/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm

Code of conduct form (To be signed by the evaluators)

http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm

Checklist No. 3: Writing the inception report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm

Checklist 5: preparing the evaluation report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm

Checklist 6: rating the quality of evaluation report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm

Template for lessons learnt and Emerging Good Practices

http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm

http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm

Guidance note 7: Stakeholders participation in the ILO evaluation

https://www.ilo.org/global/docs/WCMS_165982/lang--en/index.htm

Guidance note 4: Integrating gender equality in the monitoring and evaluation of projects

http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm

Template for evaluation title page

http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm

Template for evaluation summary

<http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>

UNEG Ethical Guidelines for Evaluation

<http://www.unevaluation.org/document/download/548>

Annex 2: Evaluation Matrix

Questions d'évaluation	Méthodologie	Stakeholders
1. Validité de la conception et pertinence du projet		
1. Le projet est-il cohérent avec les objectifs du gouvernement, de l'OIT et des partenaires sociaux de la Mauritanie (par exemple, le Plan de partenariat pour le développement durable des Nations Unies 2018-2022 (CPDD), les résultats du programme de pays de l'OIT , programme par pays de promotion du travail décent 2012-2018)?	<ul style="list-style-type: none"> ▪ Analyse documentaire primaire et secondaire ▪ Entretiens semi directifs avec équipe du projet BIT Mauritanie ▪ Entretiens semi directifs (via skype) avec équipe d'experts de l'OIT, chargés de son suivi et appui technique ▪ Entretiens semi directifs avec bailleur de fonds ▪ Entretiens semi directifs partenaires institutionnels et opérationnels nationaux ▪ Entretiens semi directifs partenaires institutionnels et opérationnels Internationaux ▪ Ateliers de restitution 	<ul style="list-style-type: none"> ▪ l'équipe du projet et les experts du BIT chargés de son suivi et appui technique basée à Nouakchott et Bassikounou ▪ les experts du BIT chargés de son suivi et appui technique basé/es à Genève, Alger et Dakar ▪ le bailleur de fonds ▪ les partenaires institutionnels et opérationnels nationaux ▪ les partenaires institutionnels et opérationnels internationaux

Questions d'évaluation	Méthodologie	Stakeholders
2. Le projet répond-il aux besoins des réfugiés et des communautés d'accueil locales en matière de travail décent, d'emploi et de développement économique local?	<ul style="list-style-type: none"> Analyse documentaire primaire et secondaire Entretiens semi directifs avec équipe du projet BIT Mauritanie Entretiens semi directifs (via skype) avec équipe d'experts de l'OIT, chargés de son suivi et appui technique Entretiens semi directifs avec bailleur de fonds Entretiens semi directifs partenaires institutionnels et opérationnels nationaux Entretiens semi directifs partenaires institutionnels et opérationnels Internationaux Entretien directif /Focus group bénéficiaires Ateliers de restitution 	<ul style="list-style-type: none"> l'équipe du projet et les experts du BIT chargés de son suivi et appui technique basée á Nouakchott et Bassikounou les experts du BIT chargés de son suivi et appui technique basé/es á Genève, Alger et Dakar le bailleur de fonds les bénéficiaires les partenaires institutionnels et opérationnels nationaux les partenaires institutionnels et opérationnels internationaux
3. Comment le projet complète-t-il et s'harmonise-t-il avec les autres programmes et projets de l'OIT en cours dans le pays?	<ul style="list-style-type: none"> Analyse documentaire primaire et secondaire Entretiens semi directifs 	<ul style="list-style-type: none"> l'équipe du projet et les experts du BIT chargés de son

Questions d'évaluation	Méthodologie	Stakeholders
	avec équipe du projet BIT Mauritanie	suivi et appui technique basée à Nouakchott et Bassikounou
	▪ Entretiens semi directifs (via skype) avec équipe d'experts de l'OIT, chargés de son suivi et appui technique	▪ les experts du BIT chargés de son suivi et appui technique basé/es à Genève, Alger et Dakar
	▪ Ateliers de restitution	
4. Les mandants tripartites de l'OIT ont-ils participé à la conception du projet?	<ul style="list-style-type: none"> ▪ Analyse documentaire primaire et secondaire ▪ Entretiens semi directifs avec équipe du projet BIT Mauritanie ▪ Entretiens semi directifs (via skype) avec équipe d'experts de l'OIT, chargés de son suivi et appui technique ▪ Entretiens semi directifs avec bailleur de fonds ▪ Entretiens semi directifs partenaires institutionnels et opérationnels nationaux ▪ Entretiens semi directifs partenaires institutionnels et opérationnels Internationaux ▪ Entretien directif /Focus 	<ul style="list-style-type: none"> ▪ l'équipe du projet et les experts du BIT chargés de son suivi et appui technique basée à Nouakchott et Bassikounou ▪ les experts du BIT chargés de son suivi et appui technique basé/es à Genève, Alger et Dakar ▪ le bailleur de fonds ▪ les bénéficiaires ▪ les partenaires institutionnels et

Questions d'évaluation	Méthodologie	Stakeholders
	group bénéficiaires	opérationnels nationaux
	▪ Ateliers de restitution	▪ les partenaires institutionnels et opérationnels internationaux
5. Dans quelle mesure le projet a-t-il intégré les questions d'égalité des sexes dans la conception, la mise en œuvre, les résultats et le cadre de suivi et d'évaluation?	<ul style="list-style-type: none"> ▪ Analyse documentaire primaire et secondaire ▪ Entretiens semi directifs avec équipe du projet BIT Mauritanie ▪ Entretiens semi directifs (via skype) avec équipe d'experts de l'OIT, chargés de son suivi et appui technique ▪ Entretiens semi directifs avec bailleur de fonds ▪ Entretiens semi directifs partenaires institutionnels et opérationnels nationaux ▪ Entretiens semi directifs partenaires institutionnels et opérationnels Internationaux ▪ Entretien directif /Focus group bénéficiaires ▪ Ateliers de restitution 	<ul style="list-style-type: none"> ▪ l'équipe du projet et les experts du BIT chargés de son suivi et appui technique basée à Nouakchott et Bassikounou ▪ les experts du BIT chargés de son suivi et appui technique basé/es à Genève, Alger et Dakar ▪ le bailleur de fonds ▪ les bénéficiaires ▪ les partenaires institutionnels et opérationnels nationaux ▪ les partenaires

Questions d'évaluation	Méthodologie	Stakeholders
6. Les résultats étaient-ils réalisables ou trop ambitieux?	<ul style="list-style-type: none"> ▪ Analyse documentaire primaire et secondaire ▪ Entretiens semi directifs avec équipe du projet BIT Mauritanie ▪ Entretiens semi directifs (via skype) avec équipe d'experts de l'OIT, chargés de son suivi et appui technique ▪ Entretiens semi directifs avec bailleur de fonds ▪ Entretiens semi directifs partenaires institutionnels et opérationnels nationaux ▪ Entretiens semi directifs partenaires institutionnels et opérationnels Internationaux ▪ Entretien directif /Focus group bénéficiaires ▪ Ateliers de restitution 	<p>institutionnels et opérationnels internationaux</p> <ul style="list-style-type: none"> ▪ l'équipe du projet et les experts du BIT chargés de son suivi et appui technique basée à Nouakchott et Bassikounou ▪ les experts du BIT chargés de son suivi et appui technique basé/es à Genève, Alger et Dakar ▪ le bailleur de fonds ▪ les bénéficiaires ▪ les partenaires institutionnels et opérationnels nationaux ▪ les partenaires institutionnels et opérationnels internationaux

Questions d'évaluation	Méthodologie	Stakeholders
2. Avancement du projet et son efficacité		
<p>1. Dans quelle mesure le projet a-t-il atteint ses objectifs et ses produits, avec une attention particulière pour l'amélioration de l'employabilité des réfugiés, la construction des infrastructures et le développement économique local?</p>	<ul style="list-style-type: none"> ▪ Analyse documentaire primaire et secondaire ▪ Entretiens semi directifs avec équipe du projet BIT Mauritanie ▪ Entretiens semi directifs (via skype) avec équipe d'experts de l'OIT, chargés de son suivi et appui technique ▪ Entretiens semi directifs avec bailleur de fonds ▪ Entretiens semi directifs partenaires institutionnels et opérationnels nationaux ▪ Entretiens semi directifs partenaires institutionnels et opérationnels Internationaux ▪ Entretien directif /Focus group bénéficiaires ▪ Ateliers de restitution 	<ul style="list-style-type: none"> ▪ l'équipe du projet et les experts du BIT chargés de son suivi et appui technique basée à Nouakchott et Bassikounou ▪ les experts du BIT chargés de son suivi et appui technique basé/es à Genève, Alger et Dakar ▪ le bailleur de fonds ▪ les bénéficiaires ▪ les partenaires institutionnels et opérationnels nationaux ▪ les partenaires institutionnels et opérationnels internationaux
<p>2. Quels ont été les principaux facteurs challenging et contribuant au projet d'atteindre ses</p>	<ul style="list-style-type: none"> ▪ Analyse documentaire primaire et secondaire 	<ul style="list-style-type: none"> ▪ l'équipe du projet et les experts

Questions d'évaluation	Méthodologie	Stakeholders
objectifs?	<ul style="list-style-type: none"> ▪ Entretiens semi directifs avec équipe du projet BIT Mauritanie ▪ Entretiens semi directifs (via skype) avec équipe d'experts de l'OIT, chargés de son suivi et appui technique ▪ Entretiens semi directifs avec bailleur de fonds ▪ Entretiens semi directifs partenaires institutionnels et opérationnels nationaux ▪ Entretiens semi directifs partenaires institutionnels et opérationnels Internationaux ▪ Entretien directif /Focus group bénéficiaires ▪ Ateliers de restitution 	<ul style="list-style-type: none"> du BIT chargés de son suivi et appui technique basée á Nouakchott et Bassikounou ▪ les experts du BIT chargés de son suivi et appui technique basé/es á Genève, Alger et Dakar ▪ le bailleur de fonds ▪ les bénéficiaires ▪ les partenaires institutionnels et opérationnels nationaux ▪ les partenaires institutionnels et opérationnels internationaux
3. cas échéant, résultats inattendus du projet ont été identifiés ou perçus?	Quels, le <ul style="list-style-type: none"> ▪ Analyse documentaire primaire et secondaire ▪ Entretiens semi directifs avec équipe du projet BIT Mauritanie 	<ul style="list-style-type: none"> ▪ l'équipe du projet et les experts du BIT chargés de son suivi et appui technique basée á

Questions d'évaluation	Méthodologie	Stakeholders
	<ul style="list-style-type: none"> ▪ Entretiens semi directifs (via skype) avec équipe d'experts de l'OIT, chargés de son suivi et appui technique ▪ Entretiens semi directifs avec bailleur de fonds ▪ Entretiens semi directifs partenaires institutionnels et opérationnels nationaux ▪ Entretiens semi directifs partenaires institutionnels et opérationnels Internationaux ▪ Entretien directif /Focus group bénéficiaires ▪ Ateliers de restitution 	<p>Nouakchott et Bassikounou</p> <ul style="list-style-type: none"> ▪ les experts du BIT chargés de son suivi et appui technique basé/es à Genève, Alger et Dakar ▪ le bailleur de fonds ▪ les bénéficiaires ▪ les partenaires institutionnels et opérationnels nationaux ▪ les partenaires institutionnels et opérationnels internationaux
<p>4. Comment le cadre de suivi et évaluation du projet a-t-il soutenu la mise en œuvre effective?</p>	<ul style="list-style-type: none"> ▪ Analyse documentaire primaire et secondaire ▪ Entretiens semi directifs avec équipe du projet BIT Mauritanie ▪ Entretiens semi directifs (via skype) avec équipe d'experts de l'OIT, chargés de son suivi et 	<ul style="list-style-type: none"> ▪ l'équipe du projet et les experts du BIT chargés de son suivi et appui technique basée à Nouakchott et Bassikounou ▪ les experts du

Questions d'évaluation	Méthodologie	Stakeholders
	appui technique <ul style="list-style-type: none"> ▪ Entretiens semi directifs avec bailleur de fonds ▪ Entretiens semi directifs partenaires institutionnels et opérationnels nationaux ▪ Entretiens semi directifs partenaires institutionnels et opérationnels Internationaux ▪ Ateliers de restitution 	BIT chargés de son suivi et appui technique basé/es à Genève, Alger et Dakar <ul style="list-style-type: none"> ▪ le bailleur de fonds ▪ les partenaires institutionnels et opérationnels nationaux ▪ les partenaires institutionnels et opérationnels internationaux
5. Le projet a-t-il travaillé de manière stratégique avec les partenaires / parties prenantes externes identifiés?	<ul style="list-style-type: none"> ▪ Analyse documentaire primaire et secondaire ▪ Entretiens semi directifs avec équipe du projet BIT Mauritanie ▪ Entretiens semi directifs (via skype) avec équipe d'experts de l'OIT, chargés de son suivi et appui technique ▪ Entretiens semi directifs partenaires institutionnels et opérationnels nationaux ▪ Entretiens semi directifs 	<ul style="list-style-type: none"> ▪ l'équipe du projet et les experts du BIT chargés de son suivi et appui technique basée à Nouakchott et Bassikounou ▪ les experts du BIT chargés de son suivi et appui technique basé/es à Genève, Alger et Dakar ▪ le bailleur de

Questions d'évaluation	Méthodologie	Stakeholders
	partenaires institutionnels et opérationnels Internationaux	fonds
	▪ Entretiens semi directifs avec bailleur de fonds	▪ les bénéficiaires
	▪ Entretien directif /Focus group bénéficiaires	▪ les partenaires institutionnels et opérationnels nationaux
	▪ Ateliers de restitution	▪ les partenaires institutionnels et opérationnels internationaux

3. Efficience de l'utilisation des ressources		
<p>Dans quelle mesure les ressources:</p> <ul style="list-style-type: none"> • humaines, • temps, • expertise, • fonds, <p>Ont-elles été affectées et utilisées pour fournir le soutien nécessaire à la réalisation des objectifs du projet, y compris l'équipe de projet et l'appui de l'OIT au CO et dans les autres divisions de l'OIT, le cas échéant?</p>	<p>ressources</p> <ul style="list-style-type: none"> ▪ Analyse documentaire primaire et secondaire ▪ Entretiens semi directifs avec équipe du projet BIT Mauritanie ▪ Entretiens semi directifs (via skype) avec équipe d'experts de l'OIT, chargés de son suivi et appui technique ▪ Entretiens semi directifs avec bailleur de fonds ▪ Ateliers de restitution 	<ul style="list-style-type: none"> ▪ l'équipe du projet et les experts du BIT chargés de son suivi et appui technique basée à Nouakchott et Bassikounou ▪ les experts du BIT chargés de son suivi et appui technique basé/es à Genève, Alger et Dakar ▪ le bailleur de fonds

Questions d'évaluation	Méthodologie	Stakeholders
4. Durabilité de l'intervention		
<p>1. Quelles démarches le projet a-t-il entrepris pour travailler conjointement avec les réfugiés, les communautés hôtes locales et les autorités locales afin de mettre en œuvre la stratégie de durabilité et de sortie du projet?</p>	<ul style="list-style-type: none"> ▪ Analyse documentaire primaire et secondaire ▪ Entretiens semi directifs avec équipe du projet BIT Mauritanie ▪ Entretiens semi directifs (via skype) avec équipe d'experts de l'OIT, chargés de son suivi et appui technique ▪ Entretiens semi directifs avec bailleur de fonds ▪ Entretiens semi directifs partenaires institutionnels et opérationnels nationaux ▪ Entretiens semi directifs partenaires institutionnels et opérationnels Internationaux ▪ Entretiens semi directifs avec bailleur de fonds ▪ Entretien directif /Focus group bénéficiaires ▪ Ateliers de restitution 	<ul style="list-style-type: none"> ▪ l'équipe du projet et les experts du BIT chargés de son suivi et appui technique basée à Nouakchott et Bassikounou ▪ les experts du BIT chargés de son suivi et appui technique basé/es à Genève, Alger et Dakar ▪ le bailleur de fonds ▪ les bénéficiaires ▪ les partenaires institutionnels et opérationnels nationaux ▪ les partenaires institutionnels et opérationnels internationaux
<p>2. Comment les résultats du projet seront-ils intégrés au prochain programme par pays de l'OIT</p>	<ul style="list-style-type: none"> ▪ Analyse documentaire primaire et secondaire 	<ul style="list-style-type: none"> ▪ l'équipe du projet et les experts

Questions d'évaluation	Méthodologie	Stakeholders
pour le travail décent 2018-2022?	<ul style="list-style-type: none"> ▪ Entretiens semi directifs avec équipe du projet BIT Mauritanie ▪ Entretiens semi directifs (via skype) avec équipe d'experts de l'OIT, chargés de son suivi et appui technique ▪ Entretiens semi directifs partenaires institutionnels et opérationnels nationaux ▪ Ateliers de restitution 	<ul style="list-style-type: none"> du BIT chargés de son suivi et appui technique basée à Nouakchott et Bassikounou ▪ les experts du BIT chargés de son suivi et appui technique basé/es à Genève, Alger et Dakar ▪ les partenaires institutionnels et opérationnels nationaux
3. Dans quelle mesure les ressources locales / nationales ont-elles été identifiées pour mettre en œuvre des activités à cet égard?	<ul style="list-style-type: none"> ▪ Analyse documentaire primaire et secondaire ▪ Entretiens semi directifs avec équipe du projet BIT Mauritanie ▪ Entretiens semi directifs (via skype) avec équipe d'experts de l'OIT, chargés de son suivi et appui technique ▪ Entretiens semi directifs avec bailleur de fonds ▪ Entretiens semi directifs partenaires institutionnels et 	<ul style="list-style-type: none"> ▪ l'équipe du projet et les experts du BIT chargés de son suivi et appui technique basée à Nouakchott et Bassikounou ▪ les experts du BIT chargés de son suivi et appui technique basé/es à Genève, Alger et Dakar ▪ le bailleur de

Questions d'évaluation	Méthodologie	Stakeholders
	opérationnels nationaux ▪ Entretiens semi directifs partenaires institutionnels et opérationnels Internationaux ▪ Entretien directif /Focus group bénéficiaires ▪ Ateliers de restitution	fonds ▪ les bénéficiaires ▪ les partenaires institutionnels et opérationnels nationaux ▪ les partenaires institutionnels et opérationnels internationaux
4. autres mesures concrètes peuvent être prises pour assurer la durabilité?	Quelles ▪ Analyse documentaire primaire et secondaire ▪ Entretiens semi directifs avec équipe du projet BIT Mauritanie ▪ Entretiens semi directifs (via skype) avec équipe d'experts de l'OIT, chargés de son suivi et appui technique ▪ Entretiens semi directifs avec bailleur de fonds ▪ Entretiens semi directifs partenaires institutionnels et opérationnels nationaux ▪ Entretiens semi directifs partenaires institutionnels et	▪ l'équipe du projet et les experts du BIT chargés de son suivi et appui technique basée à Nouakchott et Bassikounou ▪ les experts du BIT chargés de son suivi et appui technique basé/es à Genève, Alger et Dakar ▪ le bailleur de fonds ▪ les bénéficiaires

Questions d'évaluation	Méthodologie	Stakeholders
	opérationnels Internationaux	▪ les partenaires institutionnels et opérationnels nationaux
	▪ Entretien directif /Focus group bénéficiaires	▪ les partenaires institutionnels et opérationnels internationaux
	▪ Ateliers de restitution	

5. L'intégration de l'approche genre

Dans quelle mesure le projet a-t-il intégré les questions d'égalité des sexes dans la conception, la mise en œuvre, les résultats et le cadre de suivi et d'évaluation?

- | | |
|---|---|
| <ul style="list-style-type: none"> ▪ Analyse documentaire primaire et secondaire ▪ Entretiens semi directifs avec équipe du projet BIT Mauritanie ▪ Entretiens semi directifs (via skype) avec équipe d'experts de l'OIT, chargés de son suivi et appui technique ▪ Entretiens semi directifs avec bailleur de fonds ▪ Entretiens semi directifs partenaires institutionnels et opérationnels nationaux ▪ Entretiens semi directifs partenaires institutionnels et opérationnels Internationaux | <ul style="list-style-type: none"> ▪ l'équipe du projet et les experts du BIT chargés de son suivi et appui technique basée à Nouakchott et Bassikounou ▪ les experts du BIT chargés de son suivi et appui technique basé/es à Genève, Alger et Dakar ▪ le bailleur de fonds ▪ les bénéficiaires ▪ les partenaires |
|---|---|

Questions d'évaluation	Méthodologie	Stakeholders
	<ul style="list-style-type: none"> Entretien directif /Focus group bénéficiaires Ateliers de restitution 	<ul style="list-style-type: none"> institutionnels et opérationnels nationaux les partenaires institutionnels et opérationnels internationaux

6. Tripartisme et dialogue social

1. Les mandants tripartites ont-ils participé à la conception et à la mise en œuvre du projet? Quel rôle ont-ils joué?	<ul style="list-style-type: none"> Analyse documentaire primaire et secondaire Entretiens semi directifs avec équipe du projet BIT Mauritanie Entretiens semi directifs (via skype) avec équipe d'experts de l'OIT, chargés de son suivi et appui technique Entretiens semi directifs avec bailleur de fonds Entretiens semi directifs partenaires institutionnels et opérationnels nationaux Entretiens semi directifs partenaires institutionnels et opérationnels Internationaux Entretien directif /Focus 	<ul style="list-style-type: none"> l'équipe du projet et les experts du BIT chargés de son suivi et appui technique basée à Nouakchott et Bassikounou les experts du BIT chargés de son suivi et appui technique basé/es à Genève, Alger et Dakar le bailleur de fonds les bénéficiaires les partenaires institutionnels et
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Questions d'évaluation	Méthodologie	Stakeholders
	group bénéficiaires ▪ Ateliers de restitution	opérationnels nationaux ▪ les partenaires institutionnels et opérationnels internationaux
2. Les résultats et les études du projet ont-ils été partagés avec les mandants tripartites et des recommandations spécifiques ont-elles été traitées de manière tripartite ?	▪ Analyse documentaire primaire et secondaire ▪ Entretiens semi directifs avec équipe du projet BIT Mauritanie ▪ Entretiens semi directifs (via skype) avec équipe d'experts de l'OIT, chargés de son suivi et appui technique ▪ Entretiens semi directifs avec bailleur de fonds ▪ Entretiens semi directifs partenaires institutionnels et opérationnels nationaux ▪ Entretiens semi directifs partenaires institutionnels et opérationnels Internationaux ▪ Entretien directif /Focus group bénéficiaires ▪ Ateliers de restitution	▪ l'équipe du projet et les experts du BIT chargés de son suivi et appui technique basée á Nouakchott et Bassikounou ▪ les experts du BIT chargés de son suivi et appui technique basé/es á Genève, Alger et Dakar ▪ le bailleur de fonds ▪ les bénéficiaires ▪ les partenaires institutionnels et opérationnels nationaux ▪ les partenaires

Questions d'évaluation	Méthodologie	Stakeholders
		institutionnels et opérationnels internationaux

7. Bonnes pratiques

Quelles bonnes pratiques peuvent être retenues ?

- Analyse documentaire primaire et secondaire
- Entretiens semi directifs avec équipe du projet BIT Mauritanie
- Entretiens semi directifs (via skype) avec équipe d'experts de l'OIT, chargés de son suivi et appui technique
- Entretiens semi directifs avec bailleur de fonds
- Entretiens semi directifs partenaires institutionnels et opérationnels nationaux
- Entretiens semi directifs partenaires institutionnels et opérationnels Internationaux
- Entretien directif /Focus
- l'équipe du projet et les experts du BIT chargés de son suivi et appui technique basée à Nouakchott et Bassikounou
- les experts du BIT chargés de son suivi et appui technique basé/es à Genève, Alger et Dakar
- le bailleur de fonds
- les bénéficiaires
- les partenaires institutionnels et

Questions d'évaluation	Méthodologie	Stakeholders
	group bénéficiaires	opérationnels nationaux
	▪ Ateliers de restitution	▪ les partenaires institutionnels et opérationnels internationaux

8. Leçons apprises

Quelles leçons apprises peuvent être retenues ?	<ul style="list-style-type: none"> ▪ Analyse documentaire primaire et secondaire ▪ Entretiens semi directifs avec équipe du projet BIT Mauritanie ▪ Entretiens semi directifs (via skype) avec équipe d'experts de l'OIT, chargés de son suivi et appui technique ▪ Entretiens semi directifs avec bailleur de fonds ▪ Entretiens semi directifs partenaires institutionnels et opérationnels nationaux ▪ Entretiens semi directifs partenaires institutionnels et opérationnels Internationaux ▪ Entretien directif /Focus group bénéficiaires ▪ Ateliers de restitution 	<ul style="list-style-type: none"> ▪ l'équipe du projet et les experts du BIT chargés de son suivi et appui technique basée à Nouakchott et Bassikounou ▪ les experts du BIT chargés de son suivi et appui technique basé/es à Genève, Alger et Dakar ▪ le bailleur de fonds ▪ les bénéficiaires ▪ les partenaires institutionnels et opérationnels nationaux ▪ les partenaires
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Questions d'évaluation	Méthodologie	Stakeholders
Quels écueils ou difficultés peut-on relever et éviter dans la conception et la mise en œuvre d'initiatives similaires ?		institutionnels et opérationnels internationaux
	<ul style="list-style-type: none"> Analyse documentaire primaire et secondaire Entretiens semi directifs avec équipe du projet BIT Mauritanie Entretiens semi directifs (via skype) avec équipe d'experts de l'OIT, chargés de son suivi et appui technique Entretiens semi directifs avec bailleur de fonds Entretiens semi directifs partenaires institutionnels et opérationnels nationaux Entretiens semi directifs partenaires institutionnels et opérationnels Internationaux Entretien directif /Focus group bénéficiaires Ateliers de restitution 	<ul style="list-style-type: none"> l'équipe du projet et les experts du BIT chargés de son suivi et appui technique basée à Nouakchott et Bassikounou les experts du BIT chargés de son suivi et appui technique basé/es à Genève, Alger et Dakar le bailleur de fonds les bénéficiaires les partenaires institutionnels et opérationnels nationaux les partenaires institutionnels et opérationnels internationaux

Questions d'évaluation	Méthodologie	Stakeholders
9.Recommandations		
1. les défis / déficits restants?	<p>Quels sont</p> <ul style="list-style-type: none"> Analyse documentaire primaire et secondaire Entretiens semi directifs avec équipe du projet BIT Mauritanie Entretiens semi directifs (via skype) avec équipe d'experts de l'OIT, chargés de son suivi et appui technique Entretiens semi directifs avec bailleur de fonds Entretiens semi directifs partenaires institutionnels et opérationnels nationaux Entretiens semi directifs partenaires institutionnels et opérationnels Internationaux Entretien directif /Focus group bénéficiaires Ateliers de restitution 	<ul style="list-style-type: none"> l'équipe du projet et les experts du BIT chargés de son suivi et appui technique basée à Nouakchott et Bassikounou les experts du BIT chargés de son suivi et appui technique basé/es à Genève, Alger et Dakar le bailleur de fonds les bénéficiaires les partenaires institutionnels et opérationnels nationaux les partenaires institutionnels et opérationnels internationaux
2. t-il besoin d'un soutien externe supplémentaire pour améliorer les conditions de	<p>Le pays a-</p> <ul style="list-style-type: none"> Analyse documentaire primaire et secondaire 	<ul style="list-style-type: none"> l'équipe du projet et les experts

Questions d'évaluation	Méthodologie	Stakeholders
travail ?	<ul style="list-style-type: none"> ▪ Entretiens semi directifs avec équipe du projet BIT Mauritanie ▪ Entretiens semi directifs (via skype) avec équipe d'experts de l'OIT, chargés de son suivi et appui technique ▪ Entretiens semi directifs avec bailleur de fonds ▪ Entretiens semi directifs partenaires institutionnels et opérationnels nationaux ▪ Entretiens semi directifs partenaires institutionnels et opérationnels Internationaux ▪ Entretien directif /Focus group bénéficiaires ▪ Ateliers de restitution 	<ul style="list-style-type: none"> du BIT chargés de son suivi et appui technique basée á Nouakchott et Bassikounou ▪ les experts du BIT chargés de son suivi et appui technique basé/es á Genève, Alger et Dakar ▪ le bailleur de fonds ▪ les bénéficiaires ▪ les partenaires institutionnels et opérationnels nationaux ▪ les partenaires institutionnels et opérationnels internationaux
3. cas, quelle pourrait être la contribution de l'OIT?	Dans ce <ul style="list-style-type: none"> ▪ Analyse documentaire primaire et secondaire ▪ Entretiens semi directifs avec équipe du projet BIT Mauritanie 	<ul style="list-style-type: none"> ▪ l'équipe du projet et les experts du BIT chargés de son suivi et appui technique basée á

Questions d'évaluation	Méthodologie	Stakeholders
	<ul style="list-style-type: none"> ▪ Entretiens semi directifs (via skype) avec équipe d'experts de l'OIT, chargés de son suivi et appui technique ▪ Entretiens semi directifs avec bailleur de fonds ▪ Entretiens semi directifs partenaires institutionnels et opérationnels nationaux ▪ Entretiens semi directifs partenaires institutionnels et opérationnels Internationaux ▪ Entretien directif /Focus group bénéficiaires ▪ Ateliers de restitution 	<p>Nouakchott et Bassikounou</p> <ul style="list-style-type: none"> ▪ les experts du BIT chargés de son suivi et appui technique basé/es à Genève, Alger et Dakar ▪ le bailleur de fonds ▪ les bénéficiaires ▪ les partenaires institutionnels et opérationnels nationaux ▪ les partenaires institutionnels et opérationnels internationaux
<p>4. d'autres questions que vous voudriez aborder / discuter?</p>	<p>Y a-t-il</p> <ul style="list-style-type: none"> ▪ Analyse documentaire primaire et secondaire ▪ Entretiens semi directifs avec équipe du projet BIT Mauritanie ▪ Entretiens semi directifs (via skype) avec équipe d'experts de l'OIT, chargés de son suivi et 	<ul style="list-style-type: none"> ▪ l'équipe du projet et les experts du BIT chargés de son suivi et appui technique basée à Nouakchott et Bassikounou ▪ les experts du

Questions d'évaluation	Méthodologie	Stakeholders
	<p>appui technique</p> <ul style="list-style-type: none"> ▪ Entretiens semi directifs avec bailleur de fonds ▪ Entretiens semi directifs partenaires institutionnels et opérationnels nationaux ▪ Entretiens semi directifs partenaires institutionnels et opérationnels Internationaux ▪ Entretien directif /Focus group bénéficiaires ▪ Ateliers de restitution 	<p>BIT chargés de son suivi et appui technique basé/es à Genève, Alger et Dakar</p> <ul style="list-style-type: none"> ▪ le bailleur de fonds ▪ les bénéficiaires ▪ les partenaires institutionnels et opérationnels nationaux ▪ les partenaires institutionnels et opérationnels internationaux

Annex 3: Evaluation Program

DATE / TIME	ACTIVITY
Monday 11/25/2019	09.00 - 15.00: Interview with Guite Diop – International Technical Manager – Project Team BIT/ILO.
Tuesday 11/26/2019	10.00 : Interview with Sid'Ahmedould Yoh – Assistant Director of the Technical and Professional Training.
	11.30: Interview with Guite Diop - Project Team BIT/ILO.
	13.30 : Interview with Eujona Shandy – Insertion Manager - Project Team BIT/ILO.
	17.00 : Interview with Judith Léveillé – UNICEF Deputy Representative
Wednesday 11/27/2019	10.30 Interview with Maria Stavropoulou - UNHCR Representative Mauritania and Casilda Gil de Santivanes Finat - Programme Officer, UNHCR Mauritania.
	17.00 : Skype Meeting with Racky Kane – ILO Senior Programme and Operation Officer.
Thursday 11/28/2019	09.00 - 12.30: Interview with Federico Barroeta – CTA BIT/ILO
	16.30 : Skype Interview with Rosa Benyounes – ILO Program Manager
	Information exchange via email with Wouter COOLS – Partnership and Resource Mobilization Manager, ILO (International Labor Organization)
Friday 11/29/2019	Transportation by airplane Nouakchott – Neyma and by land Neyma - Bassiknou
Monday 12/02/2019	09.00 - 12.00: Focus Group with the beneficiaries of the Project and Structured Interviews with a large sample
	14.30 - 17.00: Interview with Ndjinyo Fouda Ndikintum – Focal Point SAME, UNHCR Bassikounou and 4 members of its team
	18.00 – 21.00 : Meeting with Badianne - Ecotech
	21.30 : Interview with Emmanuel Uwurukundo – Chief of the UNHCR Sub-Office Bassikounou
Tuesday 12/03/2019	09.00 - 12.00: Interview with Niass – National Coordinator BIT/ILO
	13.00 - 16.00: Structured Interviews with a large sample of beneficiaries
	20.00 : Initial Feedback of the Evaluation with partners and Project Team BIT/ILO in Bassikounou
Wednesday 12/04/2019	Depart to Nouakchott
Thursday 12/05/2019	15.30 : Initial Feedback of the Evaluation with partners and Project Team BIT/ILO
Friday 12/06/2019 Morning	Depart to Madrid
Tuesday 12/10/2019	08.30 Skype Interviews with Benoit Mazy - Coordinator of 3A/Resilience World Food Program

Annex 4 : Lists of People Interviewed

N*	LAST NAME AND NAME	FUNCTIONS/INSTITUTION	PLACE
1.	Sid'Ahmed ould Yoh	Director of the Technical and Professional Training	Nouakchott, Mauritania
2.	Maria Stavropoulou	UNHCR Representative Mauritania	Nouakchott, Mauritania
3.	Casilda Gil de Santivanés Finat	Programme Officer, UNHCR Mauritanie	Nouakchott, Mauritania
4.	Emmanuel Uwurukundo	Chief of the UNHCR Sub-Office Bassikounou	Bassikounou, Mauritania
5.	Ndjinyo Fouda Ndikintum and 4 members of his team	Focal Point SAME, UNHCR Bassikounou	Bassikounou, Mauritania
6.	Judith Léveillé	Deputy Representative UNICEF	UNICEF Mauritania Ilôt-K Nouakchott Parcelle 146/151
7.	Benoit Mazy	Coordinator of 3A/Resilience World Food Program	Nouakchott, Mauritania
8	Racky Kane	Senior Programme and Operation Officer	Geneva, Switzerland (Skype)
9	Rosa Benyounes	Program Manager	Algiers, Algeria (Skype)
10	Wouter COOLS,	Partnership and Resource Mobilization Manager, ILO (International Labor Organization) Km 6, Avenue Cheikh Anta Diop – Stèle Mermoz	Dakar, Senegal (email)
11	Guite Diop	International Technical Manager, BIT/ILO	Nouakchott
12	Federico Barroeta	CTA BIT/ILO	Nouakchott
13	Ejona Shundy	Insertion Manager BIT/ILO	Nouakchott
14	Niass Alioun	National Coordinator BIT/ILO	Bassikounou
15	Badiane	Director Ecotech	Bassikounou

Annex 5: Data Collection Tools

1. Guide d'entretien

Les entretiens et les groupes de discussion avec les principales parties prenantes seront basés sur des questions qualitatives qui seront ouvertes, c'est-à-dire que les répondants fourniront leurs réponses dans leurs propres mots, afin d'obtenir des informations détaillées sur leurs perceptions, leurs points de vue, attitudes, expériences ou croyances concernant le projet.

Les entretiens / groupes de discussion seront également utiles pour donner suite aux questions que l'évaluateur pourrait avoir après avoir analysé les données d'autres méthodes d'évaluation, telles que l'examen de documents.

L'évaluateur peut poser la même question à différentes personnes ou catégories d'informateurs pour comparer leurs réponses et analyser la manière dont ces différences individuelles peuvent avoir une incidence sur le projet.

Les éléments inclus dans le guide d'entretien sont exhaustifs, mais génériques. Étant donné que les guides d'entretien ont pour but d'aider les évaluateurs à mettre en place des entretiens / groupes de discussion semi-structurés, ils seront adaptés en fonction du contexte et du degré de mise en œuvre du projet. le profil et les attitudes du répondant; et les résultats des entretiens précédents avec d'autres parties prenantes.

2. L'entretien semi directif

Merci d'avoir participé à cette interview. Je m'appelle Enrique Medina. Je suis le consultant qui dirige « *Promouvoir un modèle d'accès aux moyens d'existence durables et de cohésion sociale à Bassikounou Moughataa* » au nom du BIT.

Le but de cet entretien est de nous aider à mieux comprendre le projet, ses résultats et ses effets. Pour ce faire, j'aimerais que vous répondiez à quelques questions, basées sur votre expérience et votre perspective en tant que partie prenante du projet. Vos réponses seront traitées avec la plus stricte confidentialité.

L'évaluateur demandera au répondant de se présenter et de décrire son rôle / sa participation au projet.

Avez-vous des questions avant qu'on commence?

3. Questions de l'évaluation

1. Validité de la conception et pertinence du projet:

Général :

Évaluation générale du projet: forces et faiblesses

Dans quelle mesure le cadre de résultats et ses indicateurs, cibles et stratégie et pratiques globales de suivi et d'évaluation sont-ils appropriés?

Questions des TdR

Le projet est-il cohérent avec les objectifs du gouvernement, de l'OIT et des partenaires sociaux de la Mauritanie (par exemple, le Plan de partenariat pour le développement durable des Nations Unies 2018-2022 (CPDD), les résultats du programme de pays de l'OIT , programme par pays de promotion du travail décent 2012-2018)?

Le projet répond-il aux besoins des réfugiés et des communautés d'accueil locales en matière de travail décent, d'emploi et de développement économique local?

Comment le projet complète-t-il et s'harmonise-t-il avec les autres programmes et projets de l'OIT en cours dans le pays?

Les mandants tripartites de l'OIT ont-ils participé à la conception du projet?

Dans quelle mesure le projet a-t-il intégré les questions d'égalité des sexes dans la conception, la mise en œuvre, les résultats et le cadre de suivi et d'évaluation?

Les résultats étaient-ils réalisables ou trop ambitieux?

2. Avancement du projet et son efficacité:

Questions des TdR

Dans quelle mesure le projet a-t-il atteint ses objectifs et ses produits, avec une attention particulière pour l'amélioration de l'employabilité des réfugiés, la construction des infrastructures et le développement économique local?

Quels ont été les principaux facteurs challenging et contribuant au projet d'atteindre ses objectifs?

Quels, le cas échéant, résultats inattendus du projet ont été identifiés ou perçus?
Comment le cadre de suivi et évaluation du projet a-t-il soutenu la mise en œuvre effective?

Le projet a-t-il travaillé de manière stratégique avec les partenaires / parties prenantes externes identifiés?

3. Efficience de l'utilisation des ressources:

Général :

Compte tenu de la taille du projet, de sa complexité et de ses défis, la structure de gestion existante et la capacité technique allouée au projet sont-elles suffisantes et adéquates?

Dans quelle mesure le projet gère-t-il les finances (y compris la planification du travail et des finances, les prévisions budgétaires, les dépenses et les rapports)? Quel système de surveillance est en place pour évaluer et améliorer l'utilisation des ressources et son efficacité?

Questions des TdR :

Dans quelle mesure les ressources:
ressources humaines,
temps,
expertise,
fonds,

Ont-elles été affectées et utilisées pour fournir le soutien nécessaire à la réalisation des objectifs du projet, y compris l'équipe de projet et l'appui de l'OIT au CO et dans les autres divisions de l'OIT, le cas échéant?

4. Durabilité de l'intervention:

Questions des TdR :

Quelles démarches le projet a-t-il entrepris pour travailler conjointement avec les réfugiés, les communautés hôtes locales et les autorités locales afin de mettre en œuvre la stratégie de durabilité et de sortie du projet?

Comment les résultats du projet seront-ils intégrés au prochain programme par pays de l'OIT pour le travail décent 2018-2022?

Dans quelle mesure les ressources locales / nationales ont-elles été identifiées pour mettre en œuvre des activités à cet égard?

Quelles autres mesures concrètes peuvent être prises pour assurer la durabilité?

5. Intégration de l'approche de genre:

Question des TdR :

Dans quelle mesure le projet a-t-il intégré les questions d'égalité des sexes dans la conception, la mise en œuvre, les résultats et le cadre de suivi et d'évaluation?

6. Tripartisme et dialogue social:

Question des TdR :

Les mandants tripartites ont-ils participé à la conception et à la mise en œuvre du projet? Quel rôle ont-ils joué?

Les résultats et les études du projet ont-ils été partagés avec les mandants tripartites et des recommandations spécifiques ont-elles été traitées de manière tripartite ?

7. Bonnes pratiques:

Quelles bonnes pratiques peuvent être retenues?

8. Leçons apprises:

Quelles leçons apprises peuvent être retenues ?

Quels écueils ou difficultés peut-on relever et éviter dans la conception et la mise en œuvre d'initiatives similaires ?

9.Recommandations

Quels sont les défis / déficits restants?

Le pays a-t-il besoin d'un soutien externe supplémentaire pour améliorer les conditions de travail ?

Dans ce cas, quelle pourrait être la contribution de l'OIT?

Et les partenaires gouvernementaux et nationaux / du projet
Y a-t-il d'autres questions que vous voudriez aborder / discuter?

Focus Group avec bénéficiaires

Objectif: fournir des données qualitatives approfondies en accédant aux points de vue des bénéficiaires et en en débattant, en fonction de leur expérience et de leurs connaissances.

Durée: 120 - 150 min.

Participants: 16

- 8 participants en formation (4 femmes, 4 hommes)
- 8 diplômés (4 femmes, 4 hommes). Aprox. 50% en emploi et 50% en chômage
- Profil équilibrées (communauté hôte et réfugié)

a) Tous les participants - évaluation de la formation - Questionnaire directif - information à collecter sur KoboTools:

Questions		Variables
1.	Profil	Communauté hôte / Réfugié/e
2.	Genre	Femme / Homme
3.	Nationalité	Information qualitative (texte)
4.	Age	Information quantitative (chiffre)
5.	Type de métier - formation	Information qualitative (texte)
6.	La formation reçue par le projet était utile ?	Appréciation de 0 à 10

7. Raisons de l'inscription dans les formations	Information qualitative (texte)				
8. Satisfaction globale du programme de formation	Appréciation de 0 à 10				
9. Qualité de la formation technique	Appréciation de 0 à 10				
10. Qualité des formateurs: connaissances techniques / compétences pédagogiques	Appréciation de 0 à 10				
11. Qualité des infrastructures et des équipements	Appréciation de 0 à 10				
12. Perceptions sur la pertinence pour préparer les stagiaires au marché du travail	Appréciation de 0 à 10				
13. La formation reçue m'a inspiré à chercher du travail ?	Tout à fait en désaccord	En désaccord	D'accord	Tout à fait d'accord	Ne sait pas
14. Mes conditions de vie se sont améliorées suite à la formation reçue par le projet	Appréciation de 0 à 10				
15. En quoi se sont elles améliorées suite à la formation reçue par le projet ?	Information qualitative (texte)				
16. Mon salaire a augmenté suite à la formation reçue par le projet	Oui / Non				
17. Mes conditions de travail se sont améliorées suite à la formation reçue par le projet	Oui / Non				

Annex 6: Bibliography

Type de document	Titre
Convention US Departement of State (Bureau for Population, Refugees and Migration)– OIT et document de projet	<p>AGREEMENT NUMBER - SPRMCO18VC0036</p> <p>Prodoc « <i>Promoting a model for sustainable livelihoods and social cohesion in Bassikounou Moughata through on-site construction training</i> »</p>
Reporting (rapports narratifs financiers, de suivi, ...)	1st Quarterly Report (Janvier 2019)
	2 nd Quarterly Report covering the period from 30 November 2018 to 27 February 2019 (Avril 2019)
	3rd Quarterly Report covering the period from 28, February 2019 to 28, May 2019 (Juin 2019)
	4th Quarterly Report
	Plan d'action opérationnel
	Fiche de chantier suivi – Sept 2019
	Fiche de chantier suivi – Oct 2019
Etudes	Matrice excel de suivi Ecotech
	RAPPORT DE MISSION N° GD-2019-02
	Bureau ILO Mauritanie
	Projet USDOS –Bassikounou
	1. Identification d'opportunités économiques pour la population du camp de réfugiés de M'Bera et les populations hôtes voisines Analyse des chaînes de valeur, Infrastructures à Bassikounou
	2. Dimensionnement, Cartographie, priorisation et éléments de faisabilité, Énergie pour le développement dans la Moughataa de Bassikounou
	3. Proposition de solutions pour l'approvisionnement d'énergie en assurant sa durabilité
Etudes	4. Etude environnementale de base sur le territoire du camp de M'bera et des villages environnants. Cartographie des enjeux environnementaux et orientations stratégiques
	5. Diagnostic de l'impact des réfugiés sur les populations hôtes. Analyse de l'impact des réfugiés et diagnostics participatifs auprès des populations hôtes) pour valider sa conception et pertinence lors de sa phase d'identification et implémentation
	6.Revue des dépenses publiques du département en charge de l'emploi (mefptic) et celles du secteur de l'emploi en république islamique de Mauritanie (période 2005-2015)
	7.Stratégie nationale de l'emploi pour 2018-2030

PV et CR	Rapport I - Diagnostic
	8.Stratégie nationale de l'emploi pour 2018-2030 Rapport ii - Axes stratégiques et plan d'action opérationnel
	9.Stratégie nationale de l'emploi pour 2018-2030 Résumé exécutif
	10.Stratégie multisectorielle intégrée d'appui aux populations hôtes et réfugiés de la Moughataa de Bassikounou 2018-2022 Compte rendu 1ière réunion du comité technique de suivi des activités du bit dans la Moughataa de Bassikounou. 27 mars 2019
	Termes de référence Comité Technique de Suivi Local des Activités du BIT à Bassikounou Termes de référence Comité Technique de Suivi Local des Activités du BIT à Nouakchott
Communication	10 documents de Communication (Rollup, brochure) 30 photos 1 vidéo (5mins)

Annex 7: Lessons Learned

ILO Lesson Learned Template

Project Title: Promote a model of access to sustainable livelihoods and social cohesion in Bassikounou Moughataa

Project TC/SYMBOL: MRT/18/02/USA

Name of Evaluator: Enrique Medina Jarquin

Date: 19/12/2019

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>Gender mainstreaming is a possible empowerment tool for young women.</p> <p>R1. Indicator 1: 440 young women and men (aged 16 to 35) improve employability by taking on-site construction training, with 50% of young refugees and 50% of young people living in host communities in Bassikounou Moughataa and more than 40% of the respective categories are women.</p> <p>R2. Indicator 4: 100% of the infrastructure built is maintained and managed by local groups, whose management members include more than 50% women and at least one woman has positions of responsibility (president)</p> <p>R3. Indicator 2: At least 100 job opportunities are created thanks to the support of business support services for young refugees and local young people (16-35 years) while at least 50% of the refugee population and at least 20 % women.</p>
Context and any related preconditions	The integration and adaptation of the gender approach in the project, through the introduction of a minimum percentage of participation participation in its 3 results (quantitative indicators) had an unforeseen impact on the empowerment of young women in their life plans, social cohesion and recognition at the social and family level.
Targeted users / Beneficiaries	<p>ILO technical and administrative team</p> <p>Young women (16-35 years old) refugees and local population.</p>
Challenges /negative lessons - Causal factors	Unintended impact on young women's empowerment
Success / Positive Issues - Causal factors	It is relevant for the project to carry out an impact study of the integration of this approach at the end of the project to assess the changes favored
ILO Administrative Issues (staff, resources, design, implementation)	N/A

ILO Lesson Learned Template

Project Title: Promote a model of access to sustainable livelihoods and social cohesion in Bassikounou Moughataa »

Project TC/SYMBOL: MRT/18/02/USA

Name of Evaluator: Enrique Medina Jarquin

Date: 19/12/2019

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>Internal administrative cumbersome can be very expensive for the project.</p> <p>R2. The infrastructure, identified as essential for local economic development and services based on the value chain and market analysis, is built by young people using local materials to the maximum to create decent job opportunities and promote activities. economic development by ensuring the link between humanitarian assistance and development.</p> <p>Indicator 1. At least 2 infrastructures are built by young refugees and the host community, as part of field training, which contributes directly to local economic activities as defined by the territorial analysis, of the value chain and of the market .</p>
Context and any related preconditions	It is necessary to take into account the negative impact on the execution of the project of delays in the management of contracts with service providers and suppliers of construction materials.
Targeted users / Beneficiaries	<p>ILO technical and administrative team</p> <p>Young women (16-35 years old) refugees and local population.</p>
Challenges /negative lessons - Causal factors	According to interviewees, these 2 infrastructures are 75% complete and should be finalized in the coming months. This is mainly due to the obstacles in the supply of materials and the administrative cumbersome management of contracts with service providers.
Success / Positive Issues - Causal factors	Ensure timely execution and operational plan agreed with the donor USDOS - BPRM
ILO Administrative Issues (staff, resources, design, implementation)	N/A

Annex 8: Analysis of the logical framework of the project

2. Summary Immediate Objectives				
IMMEDIATE OBJECTIVE ACHIEVEMENT ¹⁰ - 4 ^{ème} RAPPORT TRIMESTRIEL				
Indicator	Baseline	Percent complete	Target (end-of-project total)	Commentaires évaluateur
		(compare planned against actual)		
Objective 1: Young women and men from different communities, including both refugees and the local youth, improve employability and simultaneously gain work experience by completing on-site construction training in labor-intensive construction works which focuses on practical exercise and qualifies with certification.				
440 young women and men (age 16-35) improve employability by completing on-site construction training, with 50% of young refugees and 50% of young people living in host communities in the Moughata of Bassikounou and more than 40% of respective categories are women. (Outcome indicator)	0	445 (200 (1st cohort) + 125 (2nd cohort) + 120) 101%	440 1320 (3-year projection)	Objectif atteint: l'évaluateur a eu accès aux listes des bénéficiaires pour confirmer l'atteinte du résultat.
100% of trainees that completed the training on-the-ground receive certifications following the national certification system. (Outcome indicator)	0	200 certificates of completion of training will be given to the first cohort of trainees' at the end of	100%	Objectif atteint: l'évaluateur a eu accès aux listes des bénéficiaires pour confirmer l'atteinte du résultat.

		October while the monitoring and knowledge validation system is under preparation with the Directorate of Vocational training. These certifications are henceforth part of the National certification system.		
Immediate Objective 2: Infrastructures, identified as keys for local economic development and services based on value-chain and market analysis, are constructed by the youth with the maximum use of local materials to create decent employment opportunities and promote local economic activities ensuring the nexus between humanitarian assistance and development.				
At least 2 infrastructures are constructed by young refugees and local youth as part of the training on-the-ground, which directly contributes to local economic activities as defined by territorial, value-chain and market analysis. (Outcome indicator)	0	2 100%	2 (in the first year) 6 infrastructures to be constructed (3-year projection)	Objectif partiellement atteint 75% selon l'équipe du projet. Selon ce dernier rapport trimestriel, le projet informe de 100% d'atteinte; néanmoins suite aux entretiens avec l'équipe du projet, celle-ci a éclairci que cela se doit à une erreur interne dans ce rapport. Une correction et explication seront apportées lors du rapport final.
All (at least 2) infrastructures are constructed with the use of locally available resources. (Outcome indicator)	0	2 100%	2 (first year) 6(3-year projection)	Objectif atteint: l'évaluateur a visiter les chantiers pour confirmer l'atteinte du résultat.

indicator)				
100% of constructed infrastructures (buildings) are equipped with solar energy and access to water. (Outcome indicator)	0	2 100% The access road maintenance doesn't need to be equipped with solar energy and access to water	2 6 infrastructures to be constructed (3-year projection)	Objectif atteint: l'évaluateur a visiter le chantier du centre de formation pour confirmer l'atteinte du résultat.
100% of the constructed infrastructures are maintained and managed by local groups, whose management members have more than 50% of women and at least one woman in responsible roles (president) (Impact indicator)	0	2 100% The ToRs for the infrastructures' Management and Maintenance Committee have been finalized and will be validated at the next meeting of the Technical Committee on Local and National Monitoring of ILO activities in the Moughataa of Bassikounou	2 6 infrastructures to be constructed (3-year projection)	Objectif atteint: l'évaluateur a eu accès aux documents et a aussi confirmer cela lors des entretiens avec les partenaires et équipe du projet pour ratifier l'atteinte du résultat.

Immediate Objective 3: Local economic development is promoted by improved local enterprise support through better organization and participation of cooperatives, local groups, civil society and local enterprises				
At least 30 national and local enterprises access and utilize the local enterprise support services with the reinforced capacity. (Impact indicator)	0	6 national enterprises 25 local cooperatives 83,33%	30 90 (3-year projection)	Objectif partiellement atteint (83,3%): l'évaluateur a confirmé cela lors des entretiens avec les partenaires et équipe du projet pour ratifier l'atteinte du résultat.
At least 100 employment opportunities are created through the support of enterprises support services for the young refugees and local youth (age 16-35) whereas at least 50% from the refugee population and at least 20% of women. (Impact indicator)	0	211 (86 + 120) professionals in the construction area 211%	100 300 (3-year projection)	Objectif atteint: l'évaluateur a eu accès aux listes des bénéficiaires pour confirmer l'atteinte du résultat

Annex 9 Acknowledgements

This report describes in detail the Internal Evaluation of the Project Promoting a model for sustainable livelihoods and social cohesion in the Moughata of Bassikounou through on-site construction training”. The Internal Evaluation was carried out by Enrique Medina Jarquin with the Project Team and the Stakeholders. The Evaluator wishes to express his sincere gratitude to all the parties involved in this evaluation for their support and valued contributions.