

ILO is looking for **an evaluator to conduct the Country Programme Mid-term Review of the South Africa Decent Work Country Programme (2018-2023) between September – November 2022.**

Type of contract: External Collaboration Contract.

The review should take about 23 working days.

Application deadline: September 2nd, 2022.

For further details about the review, please see the ToRs below and at [here](#) .

Candidates intending to submit an expression of interest must supply the following information:

1. A description of how the candidate's skills, qualifications and experience are relevant to the required qualifications of this assignment (maximum 2 pages).
2. A copy of the candidate's curriculum vitae.
3. A list of previous evaluations that are relevant to the context, evaluation objectives, or subject matter of this assignment, indicating the role played by then consultant(s) applying (they can be highlighted in the CV).
4. A statement confirming their availability to conduct this assignment, and the daily professional fee expressed in US dollars without travel or field visit costs.
5. A statement confirming that the candidates have no previous involvement in the implementation and delivery of the project to be evaluated or a personal relationship with any ILO Officials who are engaged in the project.
6. The names of two/three references (including phone and email) who can be contacted.
7. Two reports in which the evaluator team leader has been the sole evaluator or the team leader.

The Call is open to consultants based in South Africa or in other country.

The deadline to submit expression of interest for undertaking the evaluation is September 2nd, 2022. Please send an e-mail with the subject header "CPR South Africa" to the review Task force team members, Ricardo Furman (furman@ilo.org) Sindile Moitse (moitse@ilo.org) and Na Pahimi Baizebbe (baizebbe@ilo.org).

Many thanks.

Best,

Ricardo, Sindile, and Bai



TERMS OF REFERENCE

COUNTRY PROGRAMME MID TERM REVIEW OF THE SOUTH AFRICA DECENT WORK COUNTRY PROGRAMME (2018-2023)

Version 16 August 2022

September – November 2022

I. CONTEXT AND JUSTIFICATION FOR THE REVIEW

A DWCP is the document that defines, in each country, how the ILO constituents with the support of the ILO and other key partners work together towards the attainment of promoting full employment and ensuring access for every man and woman to decent and productive work in conditions of freedom, equity, security and human dignity.

The ILO provides technical and institutional assistance to its tripartite constituents (Governments, Employers' organizations, and Workers' organizations) in its Member States to achieve this goal articulated around four strategic objectives:

- the application of international standards and respect for fundamental rights at work;
- the creation of employment and income opportunities for men and women;
- improving coverage and extending social protection to all and
- strengthening tripartism and social dialogue.

Following the results-based management (RBM) approach, the DWCP is based on a causal analysis of problems of decent work leading to the identification of priority areas of intervention, the delineation of short and medium-term strategic outcomes and an operational implementation plan. The DWCP is, thus, the strategic results framework set up, around which the Government and the social partners (employers and workers and community) are

committed to working in partnership with ILO and other key partners to achieve the goals of decent work in the country. The DWCP formulation is based on an integrated and participatory programmatic approach.

In the case of South Africa ILO provides technical and institutional assistance to for the Tripartite plus constituents that adds a fourth one, the Community constituency

1.1. The DWCP 2018-2023

The priorities of the South Africa Decent Work Country Programme (DWCP)¹ as have been determined by the constituents are the following;

- (a) To promote more and better jobs;
- b) To broaden social protection coverage; and
- (c) To promote strong and representative employers' and workers' organizations.

These priorities align to the national, sub-regional, continental and global frameworks outlined in section 7 above, namely the National Development Plan 2030, Medium Term Strategic Framework 2014-2019, the SADC Industrialization Strategy and Roadmap 2015-2063, the SADC DWP 2013-2019, the AU Agenda 2063, AU Declaration on Employment, Poverty Eradication and Inclusive Development in Africa, and the 2030 Agenda for Sustainable Development Goals (SDGs).

In line with the provisions of the ILO Declaration on Social Justice for a Fair Globalization, the programmatic approach towards implementing the DWCP take due account of the inseparable, interrelated and mutually supportive nature of the four strategic pillars of decent work that necessitates collaborative work across all technical sectors of the ILO reflecting the integrated approach required by the Social Justice Declaration.

1.2. Rationale for the mid-term review

¹ Available [here](#)

As DWCPs are formulated based on results-based management principles, the reviews and/or evaluations are mandated to ensure learning for the implementation of the DWCPs and in general decent work interventions. This review should draw lessons learned from the 2018 to date implementation and results of the DWCP and inform the remaining period, including a potential extension, as well as further formulation of the new DWCP by focusing on national goals not only in the world of work but also the Sustainable Development Goals (SDGs), the United Nations Sustainable Development Partnership Framework (UNSDCF former UNDAF) for 2020-2025, National Strategies and Plans, the Abidjan Declaration - Advancing Social Justice: Shaping the future of work in Africa (December 2019).

The ILO's recent experience with the evaluation of DWCPs has shown that to enhance DWCP learning, it is important that evaluations are conducted by independent evaluation experts.

II. Purpose, Clients and Objectives

The purpose of the Country Programme Review (CPR) is to examine the achievements made so far in attaining the outcomes identified and take stock of recommendations, lessons learned, good practices and challenges to inform the current DWCP, understating also reasons for pitfalls and how to address them.

The clients of the CPR are specifically the ILO tripartite plus constituents and other key stakeholders participated and/or benefited for the implementation of the 2018-2023 DWCP and the ILO at country, regional and global levels.

The ILO Tripartite Plus Partners in South Africa are the following

- Organised Business
- Organised Labour
- Government
- Community Constituency

The following objectives will guide the assignment for the consultant:

1. Examine the coherence and relevance of the 2018-2023 DWCP in relation to the South Africa's long-term National Development Plan (NDP) 2030, the Abidjan

- Declaration, the SDGs, the UNDAF 2013-2017 and the UNSDCF 2020-25, and other international commitments and national frameworks;
2. Examine the degree of coherence between outcomes, outputs and implementation strategies of the DWCP with the ILO Program and Budget 2018-19, 2020-21 and 2022-23.
 3. Take stock of what has been accomplished in terms of changes compared to the expected results of its implementation and the unexpected, positive and negative results.
 4. Examine the level of sustainability of results obtained.
 5. Analyse the participation and contributions of different stakeholders, including the National Steering Committee, the sectoral administrations on employment and decent work issues, social partners, civil society organizations and NGOs, development partners and the ILO Country Office in terms of program implementation, monitoring and coordination (including the organizational capacities of the constituents and the ILO Country Office with regards to the overall coordination and their effective participation and ownership of the DWCP and its articulation with the SDGs;
 6. Draw lessons and good practices from the development, implementation and monitoring of the DWCP 2018-23 up to the date.
 7. Develop the recommendations towards the implementation of the remaining period and potential next DWCP for the tripartite plus constituents, ILO for its work in South Africa and similar contexts and other relevant stakeholders.

III. Criteria and review Questions

The ILO follows the OECD Development Assistance Committee (DAC) criteria for evaluating development assistance: relevance, coherence, effectiveness, efficiency, impact and sustainability. In addition, the validity of design and evaluability criteria has been added.

In particular, ILO concerns on Decent Work, including the International Labor Standards, the promotion of gender equality and non-discrimination, social dialogue, and fair transition to environment that should be explicitly taken into account when evaluating the project.

The following key questions are intended to guide the information gathering, analysis, conclusions and recommendations, as well as lessons learned and good practices.

1. Relevance and coherence of the DWCP

- Is the Programme relevant and coherent to the outcomes in the NDP, the Abidjan Declaration UNDAF/UNSDCF and the priorities of social partners?
- Are the activities and outputs of the Programme consistent with the overall goal (s) and the attainment of its objectives?

2. Validity of design and evaluability

- Has the DWCP carried out a proper consultation and involvement of tripartite plus constituents during planning, implementation and monitoring?
- Is the DWCP evaluable? Was the DWCP developed in a results-based approach? Does the DWCP expressed in an implicit or explicit Theory of change?
- Were DWCP indicators and targets sufficiently defined in the DWCP?
- Does the DWCP have a monitoring and evaluation system that could have been effective towards understanding how and why the DWCP achieved specific results?
- Have International Labor Standards, the promotion of gender equality and non-discrimination (i.e., people with disabilities, youth, and informal economy men and women), social dialogue, and fair transition to environment issues been addressed in the Programme document, implementation and monitoring and evaluation system?

3. Programme effectiveness

- To what extent have the expected outputs and outcomes have been achieved?
- Have outputs been produced as planned? Which ones not and why?
- What were the results achieved versus those planned. Which are the main reasons for the achievement or not of them?
- In which area (geographic, component, issue) does the DWCP have the greatest achievements? Why and what have been the supporting factors?

- Do the benefits accrue equally and strategically to men and women and people with disabilities?

4. Efficiency of resource use

- Were resources (human resources, time, expertise, funds etc.) allocated by the ILO and constituents used strategically to provide the necessary support and to achieve the broader Programme outcomes?
- Have the results been achieved in a timely manner?
- How effective were the backstopping support provided so far by ILO (Country Office and Pretoria Decent Work Team, ROAF and Geneva HQ) to the Programme?
- Has the DWCP been implemented in the best efficiency conditions in view of other existing opportunities?
- To what extent have resources been mobilized for the implementation of the DWCP?

5. Effectiveness of management arrangements

- Was the management and governance arrangement of the DWCP adequate to the implementation and monitoring needs? Has been a clear understanding of roles and responsibilities by all parties involved?
- Has been a monitoring & evaluation system in place and used for management, reporting and learning has been the data disaggregated by sex (and by other relevant characteristics if relevant) and analyzed?
- Has the DWCP being receiving adequate political, technical and administrative support from its national partners/implementing partners and ILO?
- Did the tripartite plus constituents effectively use existing linkages to promote the DWCP and contribute towards resource mobilization efforts?
- To what extent did the constituents have the capacity to integrate the DWCP activities into the different SDGs in the country at the level of

implementation, monitoring and evaluation? What are the needs and gaps to be addressed to strengthen this capacity for each?

6. Impact orientation

- What concrete changes has the implementation of the DWCP brought to ILO tripartite plus constituents and ultimate beneficiaries of it?
- To what extent has the DWCP contributed to strengthen the capacities of tripartite plus constituents and relevant institutions and the national environment at dimensions such as policies, laws, skills, and attitudes towards decent work?

7. Sustainability

- To what extent are the results of the DWCP sustainable?
- What are the main factors that affect the viability or non-sustainability of the DWCP? Have strategies being considered to ensure that institutions at various levels (local, national) will sustainably take ownership of the results?
- Has the DWCP strengthened the capacity of constituents and national institutions and strengthened an environment (policies, laws, skills, attitudes, etc.) that promotes the sustainability of results?
- What is the level of ownership of the products by partners and target groups?

IV. Methodology

This review is an independent evaluation that will be conducted by a consultant. The participation of the tripartite plus constituents and relevant stakeholders involved from inception to implementation of the DWCP would be ensured, including ILO staff from regular activities and DC projects. The review should follow the ILO Country Programme Reviews (CPR) guide (see Annex 1).

The gender dimension and persons with disability, and workers & economic units in the informal economy will have to be a crosscutting dimension in the collection and analysis of

data. This means that specifically men and women, people with disabilities and informal sector units should be involved in the consultations.

To analyze the capacities of the tripartite plus constituents in relation to link the decent work agenda reflected in the DWCP with the SDGs, the evaluator will use the methodology contained in the document "Diagnostic instrument to assess the evaluability of DWCPs in the context of the SDGs, especially with Component 3 tools².

The evaluator will apply a variety of techniques such as desk review, stakeholder meetings, focus group discussions, field visits, triangulation of data and information collected, questionnaires, and interviews with the partners and the final beneficiaries. The collection, analysis and presentation of data will be disaggregated by sex (and other relevant characteristics where appropriate).

The DWCP review will take place in four phases: (i) Inception phase: preparation of the Inception Report, preliminary discussions with the ILO and the Chair of the Steering Committee and desk review; (ii) Data collection/fieldwork, (iii) Presentation of preliminary findings and recommendations in a stakeholders' workshop, and (iv) Developing the draft report and then, after receiving comments for stakeholders, the final report.

Desk Review and inception report

Before conducting field visits, the consultant will review the DWCP, the UNDAF, national plans and other strategic documents such as relevant progress reports, baseline surveys and national development plans and other relevant documents. In parallel, the consultant makes use of the findings from the review to feed into the draft country context as part of the inception report to be completed.

The approval of the inception report (guided by ILO/EVAL Checklist 3, see annex) by the CPR ILO Task force is a requirement to pass to the data collection phase.

² https://www.ilo.org/eval/WCMS_625970/lang--en/index.htm

Names of proposed individuals and groups to be met as well as a detailed timetable will be prepared for the consultant upon commencement of assignment.

Individual interviews, focus groups, observation and others

The evaluator will conduct interviews with the tripartite plus DWCP committee collectively, including the relevant individuals from the Ministry of Employment and Labour, the Workers Organisations and the Employers' Organisation, Community representatives, the ILO CO Programme staff, relevant DC projects staff, ILO DWT specialists, other implementing partners, and local actors in selected locations (to be defined at the inception phase). The selected locations should cover successful and less successful cases to learn from these "extreme" experiences.

Stakeholders' workshop

The evaluator will present preliminary findings, conclusions and recommendation at a stakeholder's validation workshop. The draft final report will subsequently be shared for comments before finalization.

Development of the draft and final version the Review report

The consultant will develop a draft and then a final evaluation report following the Checklists 5 and 6 of ILO/EVAL (see annexe). The report layout is presented below. The report should be not more than 30 pages plus annexes.

The draft report will be reviewed by the task force. Upon the approval of the draft report, it will be circulated among the tripartite plus constituents, ILO staff and other relevant stakeholders for factual and clarification errors. Then, those comments will be shared with the consultant to finalize the report.

The final report will be reviewed by the Task force and approved by ILO Regional Office for Africa/ Regional Programme Unit Chief as the final approval level.

V. Key deliverables of the consultancy

All deliverables will follow the ILO/EVAL checklists that are presented in the Annex I of these ToRs. The consultant will produce the following deliverables:

- An Inception report.
- A presentation to be delivered during the stakeholders' workshop.
- A draft evaluation report to be shared with constituents and relevant stakeholders for review and comments.
- A final evaluation report incorporating comments made on the draft report; and a compilation of lessons learnt and good practices.

All reports, including drafts, will be written in English. Ownership of data from the evaluation rests jointly with the ILO and the evaluator. The copyright of the evaluation report will rest exclusively with the ILO. Use of the data for publication and other presentations can only be made with the written agreement of the ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

VI. Layout of the evaluation reports

The following outline is suggested for the CPR report, considering a maximum of 30 pages (sections 5-12) plus annexes:

1. Title page
2. Table of Contents
3. Acronyms
4. Executive Summary
5. Background and Programme Description
6. Purpose and scope of Evaluation
7. Evaluation Methodology and limitations
8. Programme Status
9. Findings by criteria
10. Conclusions
11. Lessons Learnt and Good Practices
12. Recommendations (maximum 8-10)

13. Annexes: including (i) The terms of reference (ii) Evaluation questions matrix, (iii) A summary matrix indicating for each defined outcome/outputs, targets and achievements and a comments section; (iv) Review schedule (v) List of people interviewed ; (vi) References reviewed; and (vii) Others (optional).

VII. Responsibilities in the management of the review and deadlines

ILO task force

The ILO has set up a taskforce consisting of 1 member of ILO Pretoria Country Office (CO), and 2 members of the Regional Program Unit at ROAF. This task force is composed from the CO by Sindile Moitse, Senior Programme Officer, and from ROAF/RPU by Mr Na Pahimi Baizebbe, Analyst and Mr. Ricardo Furman, Regional Senior Monitoring and Evaluation. This taskforce will be responsible for the technical quality of the review. Among other tasks, the task force will:

- Coordinate the review
- Develop and validate the ToRs in collaboration with stakeholders.
- Approve TOR
- Consultant selection and recruitment.
- Technically support the review process.
- Submit the report of the review to stakeholders for comments
- Validate technically the report

ILO Country Office

- Brief partners on the process and their participation
- Develop the consultant's contract.
- Compile relevant documents – project and programming info including work plans, progress reports, evaluations, key communications, etc. and provide all documents, contacts, etc. to the consultant
- Propose the list of interviewees to the consultant.
- Support the field work

- Support the organization of the presentation and validation workshop of the review report.
- Disseminate the evaluation report to relevant Partners and stakeholders.
- Follow up on recommendations of the DWCP review
- Provide the management response, developed jointly with DWCP tripartite partners.

The Steering Committee

- Involve the ILO tripartite plus constituencies involved in the implementation of the DWCP.
- Propose the list of contacts and stakeholders to be interviewed by the consultant.
- Make available to the consultant all the necessary documentation (reports, minutes of meetings, publications, regulatory and legal texts, etc.).
- Provide logistical support to the consultant in data collection (mobilize stakeholders to receive the consultant).
- Organize, with the technical and financial support of the ILO, the workshop of presentation of the preliminary results and collection of additional information.
- Comment on the version of the report after the workshop.
- Follow up on the implementation of the recommendations of the review.

The consultant

- Produce an Inception report that incorporates a mission comprehension note, a detailed and realistic agenda, information gathering tools and a report writing plan.
- Collect and compile information and evidence on stakeholder interventions.
- Review this information and analyse it on the basis of cause-effect links of the changes obtained and the DWCP outputs.
- Present provisional results during a workshop.
- Develop a draft version of the report.
- Write the final report taking into account relevant observations from the stakeholders
- Transmit the final report to the ILO for quality control.

VIII. Timeline

The Tentative timetable for the process of the review during the 23 working days involves the following steps:

Steps	Tasks	Responsible	Tentative schedule (2022)	Number of workdays consultant
1.	Preparation of the TOR	ILO task force	July-August	0
2.	Share the TOR to the DWCP Steering Committee and other relevant stakeholders for inputs	ILO task force	August 1-10	0
3.	Recruitment of the evaluator	ILO task force	15 Aug – 23 September	0
4.	<ul style="list-style-type: none"> • Desk review • Initial interviews with ILO officers and the Steering committee chair • Development of the inception report and approval by the task force 	Consultant	26-7 October	5
5.	Interview with the Steering Committee and other relevant stakeholders Field visits	Consultant	10-21 October	10
6	Stakeholders' validation workshop	Consultant with support of the CO Pretoria	24-25 October	1
7	Development and submission of the first draft report of the review	Consultant	26 October-4 November	5
8	Transmission of the first draft report of the review to the national	ILO task force	7-18 November	0

	stakeholders and ILO for comments tripartite			
9	Finalization of the report integrating the comments	Consultant	21-22 November	2
10	Approval and sharing of the final and report	ILO task force	23-30 November	0
	TOTAL			23

IX. Profile of the consultant

To carry out this mission, the international or national consultant should have the following profile:

- Have a post-graduate degree in Economics, Development Planning, Social Sciences, Political Science, and Management of Organizations or in a similar field.
- Six to seven years of proven experience in the field of evaluations, particularly in evaluations of development programs or sectoral strategies and capacity building programmes with theory of change approach and use of quantitative and qualitative data, preferable as sole evaluator, or team leader.
- Have good knowledge of the United Nations and ILO evaluation policies including the results-based management methodology.
- Have good knowledge of South Africa and SADC region, or similar countries in the region, particularly in the areas of decent work, informality and gender.
- Have strong analytical and drafting ability.
- Excellent spoken and written English, other local languages will be an assets

X. Resources

- Fees that must not exceed 23 working days as a reference;
- Travel and DSA costs of the consultant in accordance with ILO regulations and policies;
- Stakeholders' workshop at the end of the data collection phase.
- The CO will facilitate the logistical aspects of the consultant's field trips.

ILO resources will cover the cost of the review.

Annexe1: All relevant ILO evaluation guidelines and standard templates

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

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

Conducting decent work country programme internal reviews

https://www.ilo.org/wcmstp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746714.pdf

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

Guidance note 7 Stakeholders participation in the ILO evaluation

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

Guidance note 4 Integrating gender equality in M&E 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 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