



Call for Expression of interest

The ILO Evaluation Office is seeking an evaluation team (individual consultants or a team applicants) to conduct the independent final evaluation of **“Project Sustainable Community-Based Safety-Net Platforms in North Kordufan and White Nile -Sudan (ILO-CAPISUD)”**.

The evaluation should take about 23 working days. This includes an estimated 12 days of field visits

Application Deadline: 27th September 2022

For more details see the ToRs below and [here](#).

Candidate intending to apply must provide the following information:

- 1) Indication for which position(s) the candidate(s) apply (team leader and/or team member).
- 2) A short technical (max 5 pages) describing evaluation methodology to be used, and anticipated challenges, in conducting the evaluation and financial proposition (honorarium and number of days).
- 3) A description of how the candidate(s) skills, qualifications and experience are relevant to the required qualifications of this assignment.
- 4) A statement confirming the availability of the candidate(s) to conduct this assignment.
- 5) The daily professional fees expressed in US dollars, exclusive of travel or field visit costs.
- 6) A copy of the candidates’ CVs (which must include information about the qualifications held by the candidate) including a list of previous evaluations that are relevant in relation to the context and subject matter of this assignment that can be highlighted.
- 7) A statement confirming that the candidate(s) had no previous involvement in the delivery of the named project, or personal relationship with any of the ILO Officials who are engaged in the same project.
- 8) A list of referees (including name, affiliation, phone number and email address). At least one of these referees must be an evaluation manager of the relevant evaluations undertaken by the candidate/s.

The deadline to apply is 5.00 pm East Africa time (EAT), Tuesday, 27th September 2022.

Please send an e-mail with the subject header “Evaluation of the CAPISUD Project” to the Evaluation Manager, Pacome DESSERO dessero@ilo.org and copy to Ricardo Furman furman@ilo.org



Terms of Reference:
Independent Final Evaluation

Project title	Project Sustainable Community-Based Safety-Net Platforms in North Kordufan and White Nile -Sudan (ILO-CAPISUD)
Project code	SDN/16/01/BAD
Country	Sudan
Donor	African Development Bank
Administrative Unit	ILO Country Office-Addis Ababa
Technical Unit(s)	DWT-Cairo; SKILLS and Enterprises
Programme & Budget (P&B) Outcome	Outcome 5: Skills and lifelong learning to facilitate access to and transitions in the labour market
Budget	USD 6,428,025
Project duration	January 2017 to 31 December 2022
Type of Evaluation	Independent Final Evaluation
Timing of Evaluation	October-December 2022
Evaluation Manager	Pacome DESSERO



1 Introduction

The Ministry of Social Development (MoSD) is implementing the ‘Building Capacity for Inclusive Service Delivery’ (BCISD) project in partnership with the African Development Bank. A Programme Implementation Unit (PIU) established within MoLSD manages the project.

The overall development objective of the project is to contribute to poverty reduction, economic and social progression in Sudan. The specific objective of the project is to build governance, institutional and human resources capacity in order to expand coverage and access to safety nets for inclusive social services mainly targeting the poor, especially women and youth, in implementing below components:

- Component (1)** Strengthening governance and institutional capacity.
- Component (2)** Building human resources capacity.
- Component (3)** Developing sustainable safety net platforms.
- Component (4)** Project management.

The ILO is responsible for a significant portion of the BCISD **third outcome** through three main results, as detailed below:

ILO Overall result: Sustainable community-based “safety net platforms” in North Kordufan and White Nile states

ILO Result 1: Skills of local women and youth are enhanced to improve employability, income generation and their participation to health insurance systems

ILO result 2: Sustainable micro and small enterprises are created to generate income and jobs and improve health insurance coverage

ILO result 3: A coordinated delivery mechanism for social protection, skills development and other social services is designed and capacities built to facilitate access to health insurance and other services and transfers.

2 The ILO Project

Planned results of the project.

Result 1: Skills of local women and youth are enhanced to improve employability, income generation and their participation to health insurance systems

Output 1.1. Local development committees are established to oversee project implementation,



Output 1.2. Local economic development assessments: Opportunities for local economic growth are identified (key products, services, sectors), skills profiled, and training needs evidenced through community-based assessment approaches and value-chain analysis

Output 1.3 Vocational and employability training programmes are designed (or adapted) and implemented on the basis of the above LED assessments, to meet the existing potential for economic growth in key sectors and market niches,

Output 1.4 Apprenticeship schemes are available to young people to gain skills on-the-job and facilitate their entry in the labour market,

Output 1.5 Post-training support (mentoring and coaching – other than entrepreneurship) is provided to beneficiaries to fulfil their potential in the labour market,

Output 1.6 Community-based sensitization programmes are conducted on gender mainstreaming, women empowerment, social protection, and environmental protection,

Result 2: Sustainable micro and small enterprises are created to generate income and jobs and improve health insurance coverage

Output 2.1 A mapping and gap-analysis of business development services is conducted with respect to the opportunities for economic growth identifies

Output 2.2 Financial and business development services (private, civil-society, or community-based) are strengthened to provide sustainable and effective support to MSMEs, in line with the above mapping and gap analysis.

Output 2.3. Financial literacy and core business management skills training programmes are implemented for micro and small enterprise start-up and development (individual enterprises, cooperatives, agribusiness, and economic associations/groups), and for improved coverage of social insurance mechanisms,

Output 2.4 Capacities of socio-economic stakeholders (public, employers' associations, unions, CSOs, private) is strengthened for their contribution to local economic development.

Result 3: A coordinated delivery mechanism for social protection, skills development and other social services is designed and capacities built to facilitate access to health insurance and other services and transfers.

Output 3.1 A coordinated delivery mechanism is designed to ensure better access to health insurance, other social protection benefits, skills development, financial and business development services, and other services

Output 3.2 Capacities of the local, state and national actors are developed to provide case to case services to beneficiaries

Implementation strategy

The ILO implements an integrated strategy, in close consultation with the MoSD and the AfDB experts,. Entrepreneurship promotion, vocational training and apprenticeship initiatives, and the improved coverage of health insurance are realised in a closely coordinated, synergetic and complimentary manner. This ensures an overall coherence, allows to generate economies of scale, and allows the programme the sort of critical mass (of financial and technical resources) to maximise return on AfDB's investments.



Capacity building is understood and applied under an approach that includes (i) the individual level, i.e. skill development of trainees, government employees, employers and workers, (ii) the institutional level, i.e. improving processes and procedures within organizations such as the federal and state level Ministries for a coordinated inclusive service delivery adapting the ILO's Single Window Service approach, community-based organizations to assess economic opportunities and provide training services and business service providers to better serve enterprises locally, and (iii) the societal level, i.e. empowering communities to implement the TREE methodology and become the engine of their own development. The ILO works in the 10 target localities in North Kordofan (7) and White Nile (3) selected by the Government.

The project applies in particular the **TREE approach** (Training for Rural Economic Empowerment), a community-based socioeconomic development approach, that has already been piloted and adapted in Sudan. The approach combines vocational training, informal apprenticeships, and entrepreneurship tools including WISE (Work Improvements in Small Enterprises), SIYB (Start and Improve your Business), Get Ahead (Get Ahead for women in enterprise), ESAB (Entrepreneurial skills for agribusinesses), and My COOP (Cooperative development) tools. All of these tools are readily available in Arabic and networks of trainers/master trainers are available for their implementation, from North Africa and from Sudan.

All activities will be implemented in close cooperation with the Project Implementation Unit (PIU), the MoSD, Zakat Chamber and state MoSD and all concerned community-based organizations.

Project management arrangement

The ILO CAPISUD project is managed by a Chief Technical Adviser (CTA), assisted by National Programme Coordinator based in Khartoum and reports to the Director of the ILO Country Office for Ethiopia, Somalia, Sudan, South Sudan and Djibouti, and the Special Representative to the AU and the ECA. The Project receives support from the Programme Officers in CO-Addis and the Specialists for Skills and Sustainable Enterprises based in the ILO Decent Work Team in ILO Cairo Office. The project has 2 operational offices managed by National Programme officers in the targeted White Nile and North Kordofan states. The project is working very closely with a Programme Implementation Unit (PIU) established within the Ministry of Social Development (MoSD), which is implementing the 'Building Capacity for Inclusive Service Delivery' (BCISD) project in partnership with the African Development Bank.

Key results achieved by the project by August 2022 (as reported)

Employable skills development

- 12 local committees were development and trained local in the states reaching 322 members, Using TREE methodology
- 2000 beneficiaries sensitized through community-based sensitization programmes,
- 10 economic development assessments involving 82 local committee members
- 2158 young women and men were trained in employable skills training



- Over 1800 young women and men trained in vocational skills and apprenticeship programmes

Enterprise development and income generation

- 25 Business development services providers trained
- 400 trainers in SIYB, GAE and ESAB enterprise development programmes trained and supported
- 2300 entrepreneurs in SIYB, GAE, ESAB enterprise development programmes trained and supported

Social protection delivery mechanism

- Provided capacity building/training to 21 national state officials
- A survey on extension of social protection to cover the informal economy
- Transformation training reaching 28 officials from key stakeholders
- Design delivery mechanism for governments services delivery

3 Evaluation background

ILO considers project evaluations as an integral part of the implementation of development cooperation activities. The evaluations are developed for project accountability, management, learning and to support the knowledge base. The final independent evaluation is managed by an ILO certified evaluation manager not linked with the projects and implemented by independent evaluators.

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.

This evaluation will follow the [ILO policy guidelines for results-based evaluations Principles, rationale, planning and managing for evaluations](#) 4th ed; and the ILO EVAL Policy Guidelines Checklist 3 “Preparing the inception report”; Checklist 4 “Validating methodologies”; and Checklist 5 “Preparing the evaluation report”. The evaluation will also follow the OECD-DAC framework and principles for evaluation. For all practical purposes, this ToR and ILO Evaluation policies and guidelines define the overall scope of this evaluation. Recommendations should be strongly linked to the findings of the evaluation and should provide clear guidance to stakeholders on how they can address them.

4 Purpose of the evaluation

The main purpose of this final independent evaluation is to provide an independent assessment of the progress to date, through an analysis of relevance, effectiveness, efficiency, and orientation to impact of the project.

The specific objectives of the evaluation are the following:

- Assess the relevance and coherence of project’s design regarding country needs and how the project is perceived and valued by project beneficiaries and partners.



- Identify the contributions of the project to the sustainable development goals (SDGs), the country's United Nations Partnership Development Framework (UNPDF), the AfDB objectives, the ILO objectives and Country Programme Outcomes (CPOs) and its synergy with other projects and programs.
- Assess the extent to which the project has achieved its stated objectives and expected results, i.e., the planned vs. delivered progress and the supporting factors and constraints that have led to the delivered progress
- Analyse the implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes and impacts, including unexpected results and factors affecting project implementation (positively and negatively).
- Assess the efficiency of the implementation strategy
- Review the strategies for outcomes' sustainability and orientation to impact.
- Review the institutional set-up, capacity for project implementation and coordination mechanisms.
- Identify lessons and potential good practices especially regarding intervention models that could be scaled up and replicated for the tripartite constituents, stakeholders, and partners; and

5 Provide strategic recommendations for the different tripartite constituents, stakeholders, and partners to improve implementation of the project activities and attainment of project objectives, Scope of the evaluation.

This final evaluation will cover the whole period of the ILO CAPISUD project; from March 2017 to November/December 2022. The evaluation will assess the project's contribution towards its objective of economic empowerment of rural women and youth in targeted localities in White Nile and North Kordofan states and in particular the extent to which it was able to facilitate the integration of women and youth economic activities primary production into local value chains as a pathway for employment creation and improvement of incomes and living standards.

The evaluation should especially help to understand how and why the project has obtained or not the specific results from output to potential impacts.

6 Clients of the evaluation

The clients of the evaluation are the ILO constituents and the project implementers and back stoppers as well as the donor:

- a) **Government:** Ministry of Social Development (MoSD), Programme Implementation Unit (PIU), Zakhat Chamber, Ministry of Labour and Administrative Reform (MOLAR), and specifically the supreme council for vocational training and apprenticeship (SCVTA), State departments of social develop, Finance, Health and Labour, the Poverty Reduction Projects and Coordination Centre at MoSD, the Poverty Eradication Units at the respective states, master craft persons association



- b) **State Level:** Rural Farmers, Artisans and micro and small enterprises, master craft persons association
- c) **ILO I:** Project team CO Addis, Technical backstopping offices (ILO DWT Cairo, ROAF) and ILO Skills and Enterprises Departments (HQ).
- d) **Development partner (donor):** African Development Bank (AfDB)

7 Key evaluation criteria and questions

The evaluation will be based on the following evaluation criteria: strategic relevance and coherence, validity of project design, effectiveness, efficiency, impact, and sustainability, and ILO cross-cutting themes.

Relevant data should be sex-disaggregated and different needs of women and men should be considered throughout the evaluation process.

The following questions, while not an exhaustive list, are intended to guide and facilitate the evaluation. Other aspects can be added as identified by the evaluator in accordance with the given purpose and in consultation with the evaluation manager. Any fundamental changes to the evaluation criteria and questions should be agreed between the evaluation manager and the evaluator and reflected in the inception report.

A more detailed analytical framework of questions and sub-questions will be developed by the evaluator(s) in agreement with the evaluation manager and be reflected in the inception report.

The questions will integrate as necessary the crosscutting policy themes gender equality and non-discrimination, promotion of labour standards, social dialogue and tripartism and just transition to environmental sustainability.

1. Relevance, coherence and strategic fit

- Is the project relevant to the felt needs of the beneficiaries (i.e. rural women and youth)?
- Is the project consistent with national and state-level partners' requirements, the Government's development frameworks, the donor's priorities, and the SDGs?
- Does the project play on ILO comparative advantages and is it relevant for the ILO's strategic objectives and initiatives at national, regional and global levels?
- To what extent did project strategies remain flexible and responsive to emerging concerns about gender equality, non-discrimination and people with disabilities?
- What links are established with development cooperation organizations (UN or non-UN) and/or Government partners' activities at state local/national level?

2. Validity of design

- Are the original project strategy, objectives, and assumptions appropriate for achieving planned results?



- Has the project design clearly defined and realistic achievable, realistic outcomes and outputs? Has the project an explicit or implicit valid theory of change? Has the project adequately taken into account the risks of blockage?
- Were the ILO tripartite constituents involved in the design of the project?
- Has the project planning included a useful monitoring and evaluation framework, including outcome indicators with baselines and targets?
- To what extent has the project addressed gender equality, inclusion of people with disabilities and other non-discrimination issues in the project design?
- Has the project design included an exit strategy and a strategy for sustainability?

3. Progress and effectiveness

- To what extent has the project achieved its objectives and successfully reached its target groups (rural women and youth)?
- What have been the main success factors towards the project's achievement of set targets, outputs and outcomes? What obstacles did the project encounter during implementation? Could the project have better addressed these challenges? What, if any, unintended results of the project have been identified or perceived?
- How effective were these measures in advancing gender equality and inclusion of people with disabilities within the context of project objectives and results?
- How has the COVID-19 pandemic influenced project results and effectiveness and how has the project adapted to this changing context?
- Was the intervention model effective during COVID-19 and could it be used for a similar crisis response?

4. Efficiency

- How efficient was the project in utilising project resources (human, time, expertise, funds etc.) to deliver the planned results? How efficient was the project in delivering on its outputs and objectives?
- To what extent are the disbursements and project expenditures in line with expected budgetary plans? Why?
- To what extent did the project leverage resource (financial, partnerships, expertise) to promote gender equality and non-discrimination?

5. Effectiveness of management arrangements

- Has the management and governance arrangement of the project been adequate and facilitated project results? Has there been a clear understanding of roles and responsibilities by all parties involved?
- Has the project created good relationships and cooperation with relevant local, regional and national authorities and stakeholders to implement the project under the framework of the AfDB programme?
- Was relevant information systematically collected and collated, disaggregated by sex (and by other relevant characteristics, such as people with disabilities)?



- Has the project received adequate administrative, technical and policy or political support from the ILO CO-Addis, DWT-Cairo, and the responsible technical units in HQ (SKILLS and ENTERPRISES).

6. Impact orientation and sustainability

- To what extent is there evidence of positive changes in the life of the ultimate project beneficiaries?
- Has the intervention made a difference to specific SDGs that the project is linked to? If so, how has the intervention made a difference? (Explicitly or implicitly)
- What concrete steps have been/should have been taken to ensure sustainability?
- What gaps are identified in the sustainability strategy and how could stakeholders address these? Especially when taking into consideration potential changes in the country due to crises, such as the COVID-19 pandemic?
- How likely is it that the project's strategic orientation will be used in the future, including to systemically respond to the multifaceted crisis induced by pandemics such as COVID-19?

7. Cross-cutting themes

- Within the project's thematic area, what were the facilitating and limiting factors in project's contribution/potential contribution to gender equality and non-discrimination?
- Has the project taken into account tripartism, social dialogue, international labour standards and a fair transition to environmental sustainability in its design and implementation?

8 Evaluation methodology

The methodology should be participatory and include a mixed-methods approach, with analysis of both quantitative and qualitative data. It should also be able to capture the intervention's contributions to the achievement of expected and unexpected outcomes. The evaluation will be carried out through a desk review and field visit to the project sites in Sudan and consultations with implementing partners, beneficiaries, the donor, the ILO (with relevant ILO units and officials in Geneva, Cairo, and Addis) and other key stakeholders. Data and information should be collected, presented and analysed with appropriate gender disaggregation. In addition, to the extent possible, the data collection, analysis and presentation should be responsive to and include issues relating to diversity and non-discrimination, including disability issues.

This evaluation will be conducted in the context of criteria and approaches outlined in the ILO internal guide, Implications of COVID-19 on evaluations in the ILO: Practical tips on adapting to the situation (March 2020). This evaluation will be carried by a team of two consultants: an international consultant (team leader) and a locally recruited consultant (team member).

Step 1. Desk review

The Desk review will take place before data collection phase, and it will include the following documents and information sources:



- Project document
- Logframe
- MoU with the Ministry of Social Development (MoSD)
- Implementation plan
- Work plans
- Progress reports
- Project budget and related financial reports
- Reports from various activities (including trainings, workshops, task force meetings, video conferences etc.)
- Other relevant documents as required

All documents will be made available by the Project CTA, in coordination with the evaluation manager, in a Dropbox (or similar) at the start of the evaluation. During the desk-review phase, the evaluators will firstly review and analyse project and other documentation, and thereafter produce an Inception report that will operationalise the ToR.

Initial meetings will be held with the evaluation manager, the CTA and Project Team and the donor to capture and manage expectations of the evaluation. The objective of the initial consultation is to reach a common understanding regarding expectations and available data sources, and this should be reflected in the inception report.

Step 2. Data collection and fieldwork.

Data will be collected via face-to-face fieldwork and virtual interviews that will be carried out responsibly in the various locations of the CAPISUD project implementation, in line with ILO safety and health protocols. The evaluators will undertake group and/or individual discussions. The project will provide all its support in organization of these (virtual and face-to-face) interviews to the best extent possible. The evaluators will ensure that opinions and perceptions of women are equally reflected in the interviews and that gender-specific questions are included.

Interviews with key stakeholders in the project sites and with the donor: The evaluators will meet relevant stakeholders including MoSD staff, PIU Manager and team Project the donor, project beneficiaries and federal and state-level government officials and experts to examine the delivery of outcomes and outputs at local level. List of beneficiaries will be provided by the project for selection of appropriate sample respondents by the evaluator(s). The criteria and locations of data collection should be reflected in the inception report mentioned above. The evaluator is encouraged to propose alternative mechanisms or techniques for the data-collection phase. These would need to be discussed with the project and the evaluation manager at the desk review/inception phase and any alternative methods should be reflected in the inception report.

Step 3. Stakeholders' workshop

The preliminary findings, conclusions and recommendations will be presented to all project stakeholders including the national key stakeholders, project partners, ILO DWT and HQ, and the donor in a bilingual workshop in Khartoum (face-to-face & virtual). This will allow addressing factual errors, clarifying ambiguities or issues of misunderstanding or misinterpretation



Step 4. Reporting

The evaluation team will develop the draft evaluation report in English that will be methodologically reviewed by the evaluation manager and then shared with key stakeholders. Comments received will be provided to the evaluator for consideration, no later than 2 weeks after reception of the first draft.

The evaluator will present clearly (a separate comments log or using track-changes mode on MS Word) how the comments have been addressed in the revised draft. The final draft will be reviewed by the Regional Evaluation Focal person. After approval by the evaluation manager and the regional evaluation officer a final review will be conducted by ILO/EVAL. Once approved by EVAL, the report will be uploaded in the EVAL e-discovery repository and shared by the ILO Country Office project with the stakeholders and a management response will be developed.

9 Main deliverables

The main outputs to be delivered by the evaluator(s) -all in English- are:

1. **Inception report** (with detailed work plan and data collection instruments, following EVAL Checklist 3)
2. **Draft evaluation report** (a concise draft of a maximum of 30 pages plus annexes, following EVAL Checklists 5 and 6) as per the following proposed structure:
 - Cover page with key project and evaluation data (using ILO EVAL template)
 - Executive Summary
 - Acronyms
 - Description of the project
 - Purpose, scope and clients of the evaluation
 - Methodology and limitations
 - Clearly identified findings for each criterion
 - Conclusions
 - Recommendations
 - Lessons learned and good practices (briefly in the main report and a detailed in ILO EVAL template, annexed to the report)
 - Annexes:
 - a) ToR
 - b) Evaluation questions matrix
 - c) Data Table on Project Progress in achieving its targets by indicators with comments
 - d) Evaluation schedule
 - e) Documents reviewed
 - f) List of people interviewed
 - g) Lessons learned and good practices (using ILO-EVAL template)
 - h) Any other relevant documents
3. **Final evaluation report**, following the draft report outline and comments



4. Evaluation Summary (using the ILO template).

All draft and final outputs, including supporting documents, analytical reports and raw data should be provided to the evaluation manager in electronic version compatible with Word for Windows.

The evaluators will produce a concise final report according to the ILO evaluation guidelines and will reflect the key evaluation questions. The quality of the report will be determined by conformance with ILO Checklist No. 5 (*Preparing the Evaluation Report*) and Checklist No. 6 (*Rating the Quality of Evaluation Reports*) including completion of the *ILO Templates for the Executive Summary*, each lesson learned, and good practices identified. Adherence to these checklists will be considered a contractual requirement when submitting evaluations to ensure full remuneration of the contract. Assignment administration and management arrangements

To ensure independence of all deliverables, all submissions will be made through the ILO certified evaluation manager, Mr. Pacome Dessero, (dessero@ilo.org) that has no link to the project. The consultants will report to the evaluation manager under the technical support of the senior regional M&E Officer.

The work plan table below highlights the main activities, time frame and the workdays.

Phases	Tasks	Responsible Person	No of days team leader	No of days Team member	Dates
Development of ToRs	o Draft the ToRs	Evaluation Manager	0	0	5-13 September
	Comments by stakeholders	Evaluation Manager	0	0	14 - 27 September
	Integration of comments	Evaluation Manager	0	0	28 September
Call for EoL	Evaluation Manager	Evaluation Manager	0	0	14 - 27 September
Selection and contracting	Evaluation Manager	Evaluation Manager	0	0	28 September - 14 October



of the consultants					
Briefing	Initial meeting and methodological briefing	Evaluation Manager	0.5	0	17 October
Inception phase	Desk Review Preliminary interviews with the project CTA and the donor Inception report	Team leader	5.5	3	17 - 22 October
	Review and Approval of inception report	Evaluation Manager	0	0	24 - 28 October
Field data collection	In-country and virtual consultations Field visits Interviews with projects staff, partners, and beneficiaries	Team leader	09	09	30 October – 9 November
	Stakeholders workshop for sharing of preliminary findings	Team leader	1	1	10 November
Draft reporting	Draft report	Team leader	5	2	11-16 November
	Review by Evaluation Manager	Evaluation Manager	0	0	17-23 November



	Circulate draft report to stakeholders for comments	Evaluation Manager	0	0	24 November 7 December
	Consolidate comments of stakeholders and send to the evaluator	Evaluation Manager	0	0	8-9 December
	Integration of comments	Team leader	2	0	10-12 December
Final report	Review of final report and approval by EVAL	Senior Regional M&E	0	0	14-23 December
TOTAL			23	15	

10 The budget of the evaluation includes:

The budget allocated to this evaluation is entirely covered by the project and its execution is under the control of the evaluation manager for the recruitment of consultants, field missions, organizing workshops and consultation meetings with stakeholders.

For the International consultant- team leader.

- Consultancy fees for the International Team Leader for 23 days.
- DSA costs and international travel costs as per ILO travel policy,

For the national consultant - team member.

- Consultancy costs for the national consultant, 15 days.
- DSA fees as per ILO travel policy

To this are added the costs dedicated to the logistics for the field missions and organization of the stakeholder’s workshop.



11 Qualifications and requirements

Team leader (International consultant)

- Advanced university degree in social sciences or related graduate qualifications/equivalence.
- A minimum of 7 years' professional experience in project evaluations of social development projects, including in the role of sole evaluator or team leader with international organizations employable covering areas such as skills development, livelihoods, enterprise development, value chain and/or market systems development.
- Proven understanding and experience of M&E methods and approaches (including quantitative, qualitative and participatory), logical framework, theory of change and other strategic planning approaches, information analysis and report writing
- Fluency in written and spoken English and strong report-writing skills in English (working knowledge of Arabic is an added advantage)
- Excellent consultative, communication and interviewing skills
- Demonstrated ability to deliver quality results within strict deadlines
- Understanding of Decent Work concepts and the ILO's normative mandate and tripartite structure will be an asset
- Knowledge of the UN System and of UN evaluation norms and its programming
- Understanding of the development context of Sudan or similar countries.
- No involvement in the project.

Team member (National consultant based in Sudan)

- University degree in social sciences or related graduate qualifications equivalent.
- A minimum of 5 years' professional experience in evaluating social development projects or related qualitative research (i.e., data collection and analysis) as team member.
- Proven understanding and experience of M&E methods and approaches (including quantitative, qualitative and participatory), logical framework, theory of change, and other strategic planning approaches, information analysis and report writing.
- Excellent communication and interviewing skills
- Demonstrated ability to deliver quality results within strict deadlines
- Understanding of Decent Work concepts and the ILO's normative mandate and tripartite structure would be an asset.
- Knowledge of the UN System and of UN evaluation norms and its programming will be an asset.
- Experience of research in the area of employable skills development, livelihoods, enterprise development, value chain and/or market systems development will be an asset.
- Fluency in written and spoken Arabic and very good knowledge of English
- Understanding of the development context of Sudan.
- Based in Sudan
- No involvement in the project.



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

1. [Code of conduct form](#) (to be signed by the evaluator)
2. Checklist No. 3 [Writing the inception report](#)
3. Checklist 5 [Preparing the evaluation report](#)
4. Checklist 6 [Rating the quality of evaluation report](#)
5. Guidance note 7 [Stakeholders participation in the ILO evaluation](#)
6. Guidance note 4 [Integrating gender equality in M&E of projects](#)
7. [Template for lessons learned](#)
8. [Template for Emerging Good Practices](#)
9. [Template for evaluation title page](#)
10. [Template for evaluation summary](#)
11. [Implications of COVID-19 on evaluations in the ILO: Practical tips on adapting to the situation](#)