



ILO is looking for consultants to conduct the Country Programme Review of the Rwanda Decent Work Country Programme (2018-2023), as well as to facilitate the development of the new DWCP for the country.

Type of contract: External Collaboration Contract.

The review and the development of the new DWCP should take about 43 working days for the principal consultant and 11 working days for the national consultant.

Application deadline: **September 15, 2024.**

For further details about the consultancy, please see the ToRs below.

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

1. A copy of the candidate's curriculum vitae including:
 - Description of the candidate's skills, qualifications, and experience, demonstrating how they best meet the required qualifications for this assignment.
 - A list of previous evaluations conducted, preferably related to the context and theme of this call, clearly indicating the role played by the consultant.
 - At least two recent references, including email and phone number.
2. A statement from the candidate attesting their availability to conduct this evaluation in Rwanda.
3. A statement attesting that the candidate has not been involved in the design or implementation of the program in question or does not have a privileged personal relationship with ILO officials working in Rwanda.
4. A statement specifying that the evaluation will comply with ILO and UN standards.
5. A financial offer indicating the daily fee rate (the financial offer must be expressed in USD).
6. Copies of two evaluation reports in which the candidate was a team leader or team member in the last five years.

The Call is open to consultants based in Rwanda or in other countries. The deadline to submit expressions of interest for undertaking the evaluation is **September 15th, 2024**. Preference will be given to national qualified and women applicants.

Please send an e-mail with the subject header "CPR Rwanda" to the review Task force team members, Abderrahim El Moulat (elmoulat@ilo.org) and Edmund Moshy (moshy@ilo.org), specifying your role in the assignment (Principal vs. National consultant).

Many thanks.

TERMS OF REFERENCE

Review and development of the New Rwanda Decent Work Country Programme

I. CONTEXT AND JUSTIFICATION

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, 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, implementation and monitoring is based on an integrated and participatory programmatic approach.

1.1. The DWCP 2018-2022

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

1. Employment Promotion for Youth and Women;
2. Social Protection for All;
3. Promotion of Social Dialogue; and
4. Rights at Work.

These priorities align to the national, sub-regional, continental and global frameworks, namely Rwanda's Vision 2050, the National Strategy for Transformation (NST 1) 2017 – 2024, the United Nations Sustainable Development Cooperation Framework (2018 – 2024), the AU Agenda 2063, the 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. Objectives of the Assignment

The objectives of this assignment are to:

1. **Conduct a Review of the Rwanda DWCP 2018-2024:** The country programme review (CPR) is a participatory exercise for learning and dialogue with ILO constituents and key partners. It will take stock of what has worked and has not worked and see what needs improving and/or continuing to the next DWCP which is scheduled to begin in 2024. The country's situation and evolving national development frameworks and plans will be considered.
2. **Facilitate the development of Rwanda DWCP document for 2024-2028:** Based on a Country Analysis and consultations with tripartite constituents in Rwanda, and

¹ Available [here](#)

recommendations of the CPR above, draft Decent Work Country Programme Document for Rwanda that:

- a. orients the country programme to target vulnerable workers and focuses on areas where the ILO can make the most difference in support of Rwanda's national priorities for achieving the 2030 Agenda and DWA;
- b. ensures the DWCP's alignment with the 2030 Agenda to assist the country in achieving relevant Sustainable Development Goals (SDGs) and considering the rapidly changing country context and global and regional trends – including climate change, digital transformation, technological advancement, and their impact on the labour market; and
- c. aligns with the UNSDCF (2024-2028) and thus ensures ILO's contribution to the revamped UN development system.

II. Country Program Review (CPR)

II.1. Purpose of the review

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 development of the new DWCP, understating also reasons for pitfalls and how to address them.

II.2. Clients of the review

The clients of the CPR are specifically the ILO tripartite plus constituents and other key stakeholders who participated and/or benefited from the implementation of the 2018-2022 DWCP and the ILO interventions at country, regional and global levels.

The ILO Tripartite Plus Partners in Rwanda are the following:

- Government Institutions
- Employers' organisations
- Workers' organisations
- Civil Society Organizations

II.3. Scope of the review

The assignment will cover the whole life of the DWCP at national level in all its four pillars.

II.4 Objectives of the review

The following objectives will guide the assignment for the consultant:

1. Examine the coherence and relevance of the 2018-2022 DWCP in relation to Rwanda's Vision 2030 and long-term Vision 2050, the National Strategy for Transformation 1 (NST 1), the Abidjan Declaration, the SDGs, the UNSDCF 2018-2024, 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 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 sectoral administrations on employment and decent work issues, social partners, development partners and the ILO in terms of program implementation, monitoring and coordination, including the organizational capacities of the constituents and the ILO 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 2018-22 up to the date.
7. Develop the recommendations to inform the development of a the new DWCP in Rwanda for the tripartite constituents, ILO and other relevant stakeholders.

II.5. Criteria and review questions

Evaluation at 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 have been added.

In particular, ILO concerns on decent work, including International Labor Standards, promotion of gender equality and non-discrimination, social dialogue, and just transition should be explicitly taken into account when evaluating the DWCP.

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 national development plans and sectoral policies, the Abidjan Declaration, UNSDCF and the priorities of social partners?

2. Validity of design and evaluability

- Are the activities and outputs of the Programme consistent with the overall goal (s) and the expected objectives?
- Has the DWCP carried out a proper consultation and involvement of tripartite constituents during planning, implementation and monitoring?
- Is the DWCP evaluable? Was the DWCP developed in a results-based approach? Does the DWCP express an implicit or explicit Theory of change?
- Were DWCP indicators and targets SMART?
- To what extent have the DWCP monitoring and evaluation system been effective towards understanding how and why the DWCP achieved or not specific results?

3. Programme effectiveness

- To what extent have the expected outputs and outcomes been achieved/ are on track to be achieved?
- Have outputs been produced as planned? Which ones were not and why?
- What were the results achieved versus those planned? What are the main reasons for the achievement or not of them?
- In which area (component, issue, sector) does the DWCP have the greatest (potential) 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 there been a clear understanding of roles and responsibilities by all parties involved?
- Has a monitoring & evaluation system been put in place and used for management, reporting and learning? Has the data been disaggregated by sex (and by other relevant characteristics if relevant) and analyzed?
- Has the DWCP been receiving adequate political, technical and administrative support from its national partners/implementing partners and ILO?
- Did the tripartite 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 their programs and strategies 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 (potential) 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 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?

Cross-cutting issues

- How effective were the DWCP at including gender mainstreaming? How effective were the strategies to promote equal participation of women and men?
- Were there sufficient and appropriate gender-sensitive monitoring structures in place to help assess the outcomes and impact of the DWCP?
- Has the project considered tripartism, social dialogue, international labour standards and a fair transition to environmental sustainability in its design and implementation?

II.6. Methodological approach for the CPR

This independent review will be conducted by a consultant, according to the OECD Development Assistance Committee (DAC) criteria for evaluating development assistance. The participation of the tripartite 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 constituents in relation to the decent work agenda reflected in the DWCP and 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 key representatives of tripartite partners 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 UNSDCF, national plans and other strategic documents such as relevant progress reports, international and national baseline surveys, national administrative reports and national development plans and other relevant documents. In parallel, the consultant will make 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 4.6, see annex) by the CPR ILO Task force is a requirement before starting 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 by the consultant upon commencement of assignment.

- ***Individual interviews, focus groups, observation and others***

The evaluator will conduct interviews with the tripartite constituents, including the relevant individuals from the Ministry of Public Service and Labour, the Ministry of Local Government, the Rwanda Social Security Board, the Workers' Organisations and the Employers' Organisation, the ILO CO Programme staff, relevant DC projects staff, ILO DWT specialists, and other implementing partners. Beyond the members of National Labour Council, the consultant will conduct interviews with different key actors in job creation and decent work especially the members of National Skills Development and Employment Promotion Strategy.

- ***Stakeholders' workshop***

The evaluator will present preliminary findings, conclusions and recommendations of the review 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 more than 30 pages plus annexes.

Upon the approval of the draft report, it will be circulated among the tripartite 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 key national tripartite stakeholders and approved by ILO Regional Office for Africa/ Regional Programme Unit Chief as the final approval level.

III. Development of the new DWCP for Rwanda

The methodology for the development of the DWCP should be in accordance with the ILO DWCP Guidebook (see Annex 1), and the two main tasks (the CPR and the development of the new DWCP) should be conducted and delivered in a coordinated and concordant manner.

The methods of data analysis, interviews, tripartite consultations and ToC workshop should be used.

The development of the new DWCP for Rwanda (2024-28) should follow the below process:

- 1) Develop the Decent Work Country Analysis of Rwanda by using the provided Guideline for Decent Work Country Diagnostics as a general reference on Decent Work Agenda while shortening and simplifying by comparison with this reference, through desk review of resources materials as suggested by the guidelines, and in consultations with ILO Decent Work Support Team and Regional Office specialists as well as tripartite constituents. The document should provide a well-informed and comprehensive but short diagnostic narrative of the growth, productive employment, and Decent Work (DW) evolution, situation, and challenges of the country.
- 2) Based on the developed Decent Work Country Analysis and the findings, and recommendations of the CPR, organize a tripartite workshop (at the same day, right after the CPR stakeholders' workshop) to identify the CP priorities and outcomes.
- 3) Consult with the concerned specialists, of CO-Rwanda and the Africa Regional Office respectively on the possible programme implementation strategy, indicators, and targets, as well as M&E plan for each DWCP outcome and other relevant results matrix, implementation plans, etc.
- 4) Develop the draft document based on the guidelines set out in the ILO DWCP Guidebook, including narrative, result framework, theory of change and implementation plan.
- 5) Attend the National Tripartite Consultation Workshops for finalizing country programme priorities and outcomes in Kigali.

IV. Key deliverables of the consultancy

a) Review of the DWCP 2018-2022

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.

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

b) Development of the new DWCP

All the deliverables will follow the ILO guidance on the development of DWCPs.

- A diagnostic analysis of the country.
- Power point presentation for the tripartite workshop.
- Draft DWCP incorporating all the required elements.
- Final Draft DWCP including the results matrix based on the results-based management approach.

V. Layouts of the evaluation report & New DWCP

a) Layout of the evaluation report

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)

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).

b) Layout of the new DWCP

1. Introduction (1-2 pages)
A description of the national developmental priorities and the process followed to develop the DWCP
2. Country progress towards decent work and sustainable development (4-5 pages)
A diagnostic of the country's decent work situation in relation to the SDGs
3. Priorities and country programme outcomes (8-10 pages)
A description of the priorities for ILO action, expected results to be achieved and partnerships
4. Management, implementation, monitoring, reporting and evaluation arrangements (3 pages)
5. Funding plan (1 page)
6. Advocacy & communication plan (less than 1 page)
7. APPENDIX including the results matrix

VI. Responsibilities in the management of the consultancy and timelines

ILO task force

The ILO has set up a taskforce consisting of 1 member of ILO Country Office in Dar es Salaam (CO), 1 members of the ILO Project Office in Kigali and 2 members of the Regional Program Unit at ROAF. This task force is composed from the CO by Edmund Moshy, Senior Programme Officer, and from ROAF/RPU by Mr Na Pahimi Baizebbe, Analyst and Abderrahim El Moulat, Regional Evaluation Specialist. 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 the TORs.
- Consultant selection and recruitment.
- Technically support the review process.
- Submit the report of the review to stakeholders for comments.
- Validate the report.

National Task Force

The national task force will be composed by the following:

a) ILO Country Office in consultation with the Project 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.

b) The ILO tripartite constituents

- 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 principal 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 based on 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 considering relevant observations from the stakeholders
- Transmit the final CPR report to the ILO for quality control.
- Conduct country analysis.
- Along the CPR findings workshop, facilitate a tripartite workshop to identify the CP priorities and outcomes.
- Develop a draft DWCP according to ILO guidelines and including all components outlined in Section VII above.
- Attend the national tripartite workshop to present the draft DWCP and collect feedback from constituents.
- Submit a final version of the DWCP, incorporating all comments received by constituents and technical experts.

The national Consultant

- Support the principal consultant in data collection for the CPR, including interviews with the evaluation main stakeholders.
- Support the principal consultant in the organization and facilitation of the stakeholders' workshops.

Timelines

The Tentative timetable for the process of the review and the development of the new DWCP involves the following steps:

Steps	Tasks	In charge	Schedule (024)	Number of workdays international consultant	Number of workdays national consultant
1.	Preparation and Finalization of the TOR	ILO task force	August 2024	0	0
2.	Share the TORs to the National Task Force and other relevant stakeholders for inputs	ILO task force	August 2024	0	0
3.	Recruitment of the evaluator	ILO task force	September 2024	0	0
4.	<ul style="list-style-type: none"> • Desk review • Initial interviews with ILO officers and MIFOTRA, CESTRAR and PSF focal points • Development of the inception report and approval by the task force 	Consultant	September/October 2024	5	0
5.	Interview with the relevant stakeholders Field visits	Consultant	October 2024	10	10

6	Stakeholders' validation workshop	Consultant with support of the CO	October 2024	1	1
7	Development and submission of the first draft report of the review	Consultant	November 2024	10	0
8	Transmission of the first draft report of the review to the national stakeholders and ILO for comments tripartite	ILO task force	November 2024	0	0
9	Finalization of the report integrating the comments	Consultant	November 2024	2	0
10	Approval and sharing of the final report	ILO task force	November 2024	0	0
11	Diagnostic analysis of the country	Consultant	October 2024	3	0
12	Power point presentation for the tripartite workshop	Consultant	October 2024	1	0
13	Tripartite workshop to discuss the priorities of the DWCP	ILO task force	November 2024	1	0
14	Draft DWCP incorporating all the required elements	Consultant	December 2024	7	0
15	Transmission of the draft DWCP for comments by stakeholders	ILO task force	December 2024	0	0

16	Final Draft DWCP including the results matrix	Consultant	January 2025	3	0
	TOTAL			43	11

c) Profile of the consultants

The assignment will be conducted by an international consultant with support from a national consultant for data collection and facilitation of the first workshop.

Principal consultant

Candidates intending to submit an expression of interest for the assignment as an international/principal consultant must supply the following information:

- Have a post-graduate degree in Economics, Law, 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 in labour/ employment related fields.
- Have good knowledge of the United Nations and ILO evaluation policies including the results-based management methodology.
- Be familiar with the drafting process of DWCP, including conducting country analysis and consultation workshops with constituents, as well as the development of a theory-driven DWCP.
- Have good knowledge of Rwanda and EAC region, or similar countries in the region, particularly in the areas of decent work, social protection, informality and gender.
- Have strong analytical and drafting ability.
- Submit two examples of recent evaluation reports.
- Excellent spoken and written English, other local languages will be an asset.

National Consultant

Candidates intending to submit an expression of interest for the assignment as a national consultant must supply the following information:

- Have a post-graduate degree in Economics, Law, Development Planning, Social Sciences, Political Science, and Management of Organizations or in a similar field.

- Minimum of 2 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..
- Be familiar with the United Nations or ILO evaluation policies including the results-based management methodology.
- Have good knowledge in the areas of decent work, social protection, informality and gender in Rwanda.
- Have strong analytical and drafting ability.
- Submit two examples of recent evaluation reports.
- Excellent spoken and written English and Kinyarwanda.

d) Resources

The financial proposal of the bidders to conduct the review should include:

- Fees that must not exceed 43 working days as a reference for the principle consultant, and 11 working days for the national consultant;
- Travel and DSA costs of the consultants in accordance with ILO regulations and policies;
- Stakeholders’ workshops at the end of the data collection phase of the CPR and to discuss the new DWCP priorities.

ILO resources will cover all the costs of the review and the development of the new DWCP.

Calendar of payment

CPR Inception Report	20%
A presentation to be delivered during the stakeholders’ workshop and the draft evaluation report	10%
Final CPR report	20%
Draft DWCP	20%
Final DWCP	30%

Reporting and supervision

The consultant team will report to the Task force, composed of Edmund Moshy, PU/CO Dar es Salaam, and Na Pahimi Baizebbe and Abderrahim El Moulat RPU/ROAF.

ANNEX1 RELEVANT ILO EVALUATION GUIDELINES AND STANDARD TEMPLATES

Website EVAL portal on managing and conducting evaluation (all guidance notes, checklist, templates, etc.) -en Anglais

https://www.ilo.org/wcmsp5/groups/public/---ed_mas/-eval/documents/publication/wcms_853289.pdf

Specially:

- The ILO Policy Guidelines for evaluation: Principles, rationale, planning and managing for evaluations, 4th ed.

In sections 3 and 4:

- Template 3.1 Code of conduct form (To be signed by the evaluators)

- Guidance note 3.1. on integrating gender equality in the monitoring and evaluation of projects

- Guidance note 3.2. on adapting evaluation methods to the ILO's normative and tripartite mandate

- 4.4. Guidance notes on stakeholders' engagement in the ILO evaluation

-Checklists:

- 4.1 Preparing the evaluation report.

- 4.2 Filing in the evaluation title page

- 4.3 Writing the evaluation report summary.

- 4.4 Documents for project evaluators

- 4.6 Writing the inception report.

- 4.7 Rating the quality of evaluation reports.

- Templates

- 4.1 Lessons learned.

- 4.2 Good practices

- 4.3 Evaluation summary (internal evaluator template to be provided by the evaluation manager)

- 4.4 Evaluation title page (internal evaluator template to be provided by the evaluation manager)

UNEG Ethical Guidelines for Evaluation

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

DWCP Guidebook:

https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@ed_mas/@program/documents/genericdocument/wcms_561025.pdf

