International Labour Organization

Call for Expression of Interest

ILO/EVAL is looking for a consultant to conduct the Final Independent Evaluation of **ILO ROAF RBSA Interventions on Just Transition** in Namibia and Madagascar.

Type of contract: External Collaboration Contract.

The final evaluation should take about **26 working days**.

Application deadline: February 26th, 2025.

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 Namibia and Madagascar.
3. A statement attesting that the candidate has not been involved in the design or implementation of the projects in question or does not have a privileged personal relationship with ILO officials Namibia or Madagascar.
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 the covered countries or in other countries. The deadline to submit expressions of interest for undertaking the evaluation is **February 26th, 2025.** Preference will be given to national qualified and women applicants.

If you are interested in this expression of interest, please send an e-mail with the subject header "RBSA Just Transition-Final Evaluation" to the evaluation manager, Abderrahim El Moulat (elmoulat@ilo.org) and Pacôme Dessero (dessero@ilo.org).

Many thanks.

Terms of Reference

Final Independent Clustered Evaluation of ILO ROAF RBSA Interventions on Just Transition for the Future of Work

janv.2025

Key-elements	
Titles of interventions to be evaluated	▪ Ecologisation des pratiques et amélioration de la productivité des entreprises dans la chaine de valeur langoustière : Transformation de l'environnement de travail par la Transition Juste ▪ Promoting just transition and productive employment in Namibia
TC Codes	MDG/23/01/RBS NAM/23/01/RBS
Administrative Units	CO-Antananarivo CO-Harare
Countries	Madagascar Namibia
Donor	RBSA
Total Budget	700,165 USD
Type of evaluation	Final Independent Evaluation
Evaluation Timing	January 2025 - May 2025
Evaluation Manager	Abderrahim El Moulat, REO

1. Introduction and Background

1.1. Introduction

Just Transition for the Future of Work refers to a fair and inclusive shift towards environmentally sustainable economies and societies, ensuring that the benefits of the green economy are shared widely while protecting workers' rights, livelihoods, and communities. It is a holistic approach that balances environmental, economic, and social considerations to achieve sustainable development. The concept of Just Transition is rooted in the International Labour Organization's (ILO) guidelines for a fair transition towards environmentally sustainable economies and societies for all[1], which advocate for strong social dialogue, policy coherence, and the creation of decent work opportunities.

Africa faces unique challenges and opportunities in the transition to a greener economy. The continent is highly vulnerable to climate change, with millions of workers dependent on sectors such as agriculture, mining, and energy, which are significantly impacted by environmental changes. Many economies are heavily reliant on natural resources, making the transition to low-carbon development pathways crucial yet complex. In addition, the high levels of informality in African labour markets, gender disparities, and limited social protection mechanisms further complicate efforts to ensure an inclusive and equitable transition. However, Africa also holds vast potential in renewable energy, sustainable agriculture, and circular economy initiatives, which can create new employment opportunities while addressing environmental concerns. Investments in green technologies, climate-resilient infrastructure, and skills development present an opportunity to drive economic growth, reduce poverty, and achieve social justice.

The ILO has been at the forefront of supporting African countries in achieving a Just Transition by providing technical assistance, policy advice, and capacity-building initiatives. Its work focuses on promoting social dialogue among governments, employers, and workers to develop inclusive green policies that align with national development goals and the UN Sustainable Development Goals (SDGs). The ILO's engagement in Africa includes:

- Policy Support and Framework Development: Assisting governments in integrating Just Transition principles into national policies, sectoral strategies, and climate action plans to ensure economic diversification and social inclusion.
- Skills Development and Employment Promotion: Facilitating the reskilling and upskilling of workers to meet the demands of emerging green sectors, such as renewable energy, sustainable agriculture, and eco-tourism, while ensuring gender inclusivity and youth empowerment.
- Social Protection and Worker Rights: Strengthening social protection mechanisms to mitigate the socioeconomic impacts of the transition, ensuring that vulnerable groups are not left behind.
- Stakeholder Engagement and Partnerships: Promoting tripartite dialogue and collaboration with international partners, financial institutions, and civil society organizations to create sustainable pathways for green job creation and social cohesion.
- Pilot Projects and Knowledge Sharing: Implementing pilot initiatives across African countries to demonstrate scalable models for Just Transition, focusing on decent work creation, environmental sustainability, and poverty reduction.

By fostering an enabling environment for Just Transition, the ILO aims to ensure that Africa's shift towards a greener economy is not only environmentally sustainable but also socially and economically just, leading to improved livelihoods and economic resilience across the continent.

[1] Guidelines for a just transition towards environmentally sustainable economies and societies for all | International Labour Organization

1.2. ROAF RBSA Interventions on Just Transition

RBSA stands for Regular Budget Supplementary Account. Third source of funding, in addition to the Regular Budget and extra-budgetary resources, the RBSA expands and deepens decent work priorities and outcomes in dialogue with tripartite constituents in member States in the framework of UN reform and inter-agency cooperation. The funding mechanism enables ILO to finance interventions in furthering its overall objectives as stated in the biennial Programme and Budget document.

Since 2021, the ILO Regional Office in Africa (ROAF) used the RBSA funding mechanism to support just transition efforts in at least two of African member states.

Table 1. ROAF RBSA Interventions on Just Transition

Project Title	Country	Budget	Duration	P&B Outputs
Ecologisation des pratiques et amélioration de la productivité des entreprises dans la chaine de valeur langoustière : Transformation de l'environnement de travail par la Transition Juste	Madagascar	$ 450,000	February 1, 2023 - February 28, 2025	Outputs 2.1, 2.2, 4.3, 3.2 and 8.3
Promoting just transition and productive employment in Namibia	Namibia	$ 250,165	February 1, 2023 - February 28, 2025	Outputs 3.1, 3.2 and 8.3

- **In Madagascar**, the RBSA-funded intervention, implemented between February 2023 and February 2025, aims to create a conducive ecosystem for a just transition towards a productive and ecologically sustainable lobster value chain in the Anosy Region through: (i) tripartite social dialogue for sustainable ecosystem management; (ii) the promotion of sustainable entrepreneurship, productivity, just transition, and greening of enterprises; (iii) the establishment of a digital early warning and market information system; and (iv) the diversification of livelihoods with a particular focus on gender equality.

  The main beneficiaries and partners include fishing communities, the Ministry of Fisheries and Blue Economy, occupational health and safety services, the Group of Enterprises of Madagascar (GEM), the Conference of Workers of Madagascar (CTM), Madagascar Lobster Producers Group, (GLM) and the NGO Aquatic Service.

  The key expected results of this intervention are:

  1. Strengthened capacities of CTM and GEM for social dialogue on just transition, green jobs, entrepreneurship, and sustainable value chain management;
  2. The establishment of sustainable management mechanisms for the lobster value chain by the Malagasy government, in collaboration with workers' and employers' organizations;
  3. Improved productivity and resilience to climate shocks of enterprises in the lobster value chain through just transition (sustainable entrepreneurship and formalisation);
  4. Enhanced workforce skills in green entrepreneurship within the lobster value chain enterprises.

- **In Namibia**, the RBSA-funded intervention, implemented between February 2023 and February 2025, contributes towards the mainstreaming of just transition policy measures into national and sectoral development plans and investment projects in the green hydrogen sector. The Government of the Republic of Namibia has started developing a large-scale green -hydrogen industry to support inclusive and sustainable economic growth and to address climate change. A multi-billion-dollar HYPHEN Southern Corridor Development Initiative (SCDI) Namibian Green Hydrogen Project is developed at Tsau in the Khaeb National Park in the Karas Region. The ILO provides technical and policy advice on green jobs and develops the capacity of the government and the social partners on just transitions with the aim of ensuring that investments in this initiative lead to broader social impacts through skills development and job opportunities for Namibians. The intervention builds on the ILO's on-going support to constituents to formulate the 3rd National Employment Policy, to carry out employment impact assessments and to apply pro-employment and gender-responsive budgeting tools. Key stakeholders of the intervention include the government of Namibia, the HYPHEN consortium, employer and business membership organizations, and workers' organizations. The expected results of the intervention include:

1. Expanded knowledge on the impact of green hydrogen investments and on the skills needed in this value chain; and
2. A roadmap and a social dialogue mechanism for promoting decent work in the green hydrogen sector.

Given that the two RBSA interventions will be fully implemented by March 2025, and considering the desire and commitment of the ROAF to obtain a holistic and integrated assessment of the effects and lessons learned from its interventions under this mechanism to support just transitions across the continent, it has been decided to group the two interventions for a clustered final independent evaluation. This approach aims to optimize evaluation costs, consolidate cross-learning on the important theme of just transition for decent work in the continent, and foster exchange and sharing of experiences on the subject across country offices.

2. Objectives & Scope of the Evaluation

2.1. Objective of the Evaluation

ILO considers evaluation as an integral part of the implementation of its projects and interventions. The evaluations are conducted to achieve accountability, improve management and foster learning to support the knowledge base. The aim of this final clustered evaluation is to assess the overall implementation and achievements of the RBSA interventions in the two countries against their planned objectives. It will provide evidence-based information on what worked and what did not work well and why and whether the underlying theories and assumptions used to design and implement interventions to support just transition are relevant, effective and achieved their intended goals. This evaluation mainly intends to provide information on the relevance, coherence, effectiveness, efficiency, impact and sustainability of the two RBSA interventions on just transition, as well as document lessons learnt and emerging good practices in the area of just transition across the continent.

2.1.1. Specific Objectives

More specifically, the final clustered evaluation of RBSA interventions on just transition should:

- Assess the relevance of the interventions' design and implementation strategies in relation to the relevant ILO, UN and national development frameworks (i.e. SDGs and UNSDCF) of countries covered and final beneficiaries' needs.
- Review and substantiate emerging evidence related to the achievements of the interventions' goals and their contribution to the advancement of just transition efforts in the respective countries and across the continent.
- Assess the extent to which the interventions have achieved their stated objectives and expected results, while identifying the supporting factors and constraints that have led to them, including strategies and implementation modalities chosen, partnership and coordination arrangements.
- Identify unexpected positive and negative results of the RBSA interventions.
- Assess the level of implementation efficiency of the interventions.
- Assess the extent to which the interventions' outcomes and observed impacts will be sustainable in the respective countries.
- Identify lessons learned and emerging good practices for the key stakeholders, including ILO in Africa, to guide its efforts in supporting just transitions.
- Provide strategic recommendations for the different key stakeholders to promote sustainability and support further development, as well as to inform the design of future similar interventions of the ILO in support to just transition.

2.2. Evaluation Audience

The primary users of this final clustered evaluation are the ILO Country Offices (COs), their key implementing partners, National Governments of Madagascar and Namibia as well as and their relevant ministries and institutions, as well as the ILO relevant Technical Units and tri-partite constituents in the two countries. The final evaluation findings, recommendations and lessons learned will also be used by the ILO ROAF to inform the design and implementation of any future projects and initiatives related to just transition in the continent.

2.3. Evaluation Scope

2.3.1. Period and Scope of the Evaluation

The final clustered and independent evaluation will cover the full implementation period of the two RBSA interventions (as outlined in Table 1), including any extension period. The evaluation will also assess the attainment of all intervention's outputs, outcomes and objectives as described in their respective logical frameworks. The evaluation will also integrate gender equality as a cross-cutting concern throughout its processes and methodological approach and deliverables (in line with EVAL guidance note n° 4), as well as tripartism, social dialogue and transition to environmental sustainability as transversal themes.

2.3.2. Geographical Scope

The final evaluation will cover the two countries where the RBSA interventions were implemented (Madagascar and Namibia), including any particularly targeted zones and areas as outlined in the projects' documents.

2.4. Evaluation Criteria and Key-Questions

The evaluation should be carried out in adherence with the ILO Evaluation policy and guidelines, as well as UNEG norms and standards. It should, as well, be guided by the OECD/DAC main evaluation criteria (relevance, coherence, effectiveness, efficiency, impact and sustainability) in addition to ILO cross-cutting criteria. The final evaluation will be guided by the following main evaluation questions, to be refined during the evaluation design and planning stage:

Relevance & Strategic Fit - **Are the intervention addressing the right issues?**

1. To what extent are the RBSA interventions on just transition aligned to the needs and priorities of tripartite stakeholders and beneficiaries identified in the project documents and during implementation?
2. How well do the RBSA interventions on just transition support national development commitments, regional priorities, and relevant SDGs?
3. To what extent are the interventions' objectives aligned with the socioeconomic realities and specific challenges of each target country (Madagascar and Namibia)?
4. Did the projects' design reflect a logical, realistic, and purposeful approach toward achieving their objectives in different national contexts?

Coherence - **How well do the interventions fit within the broader context?**

5. How well do the interventions complement and align with other ongoing ILO programmes and projects in the respective countries and across the region?
6. Are there any overlaps, synergies, or potential duplications with other donor-supported projects or national programs?
7. To what extent have the interventions been designed to maximize systemic and sustainable changes at national and regional levels?
8. How well are the interventions aligned with national policy frameworks, regional priorities, and international commitments, including the Sustainable Development Goals and ILO frameworks and guidelines?
9. How effectively do the interventions collaborate with other donors, partners, and stakeholders across two countries to ensure coherence?

Effectiveness - **Are the interventions achieving their intended results?**

10. To what extent are the interventions likely to achieve their intended objectives by the end of the implementation period?
11. Have the interventions been effective in improving just transition and decent work across the two countries?
12. What are the key success factors and challenges encountered in achieving the expected outcomes?
13. Have the interventions followed their Theory of Change, and have the assumptions and development hypotheses been validated by performance data?
14. Have the interventions achieved their targeted outputs and outcomes equitably across geographic areas and for intended beneficiaries (e.g., women, youth, informal workers)?
15. What unexpected results, both positive and negative, have emerged from the interventions?

Efficiency - **Are resources being used optimally?**

16. How effective was the technical support and backstopping provided by ILO’s Decent Work Teams (DWTs) and headquarters?
17. How efficiently have the financial, human, and technical resources been allocated and utilized across the interventions to achieve their objectives?
18. Have project funds and interventions been delivered in a timely manner, and what were the key bottlenecks encountered in implementation?
19. Could similar results have been achieved with fewer resources or through alternative approaches?
20. Have the interventions adequately incorporated gender and inclusion objectives within their budgeting and planning processes?
21. Has an effective risk management, monitoring, and evaluation system been established and implemented across the interventions?

Impact Orientation - **What difference have the projects made?**

22. How have the interventions contributed to long-term improvements in the lives of beneficiaries, particularly women and youth?
23. What tangible changes have the interventions brought at the policy and practice levels in terms of governance, technical capacity on just transition, and access to decent work?
24. To what extent have the interventions contributed to broader national, regional and global development goals?
25. What evidence exists of the interventions’ contributions to strengthening local institutions, social partners, and governance systems?
26. What lessons can be drawn from the impact of the interventions to inform ILO future just transition projects and interventions?

Sustainability - **Will the benefits last beyond interventions’ completion?**

27. Are the interventions’ results structured to ensure long-term sustainability beyond their lifecycle?
28. How effectively have the interventions built local ownership, institutional capacity, and stakeholder commitment to sustain their outcomes and impacts?
29. What are the main risks to the sustainability of the interventions' achievements, and how have these risks been mitigated?

30. To what extent are national institutions and implementing partners prepared to sustain the outcomes without continued ILO support?
31. Have realistic and effective exit strategies been developed and implemented to ensure ongoing benefits for beneficiaries and partners?
32. Will the interventions' beneficiaries, such as women and informal workers, continue to experience improved access to just transition support after the end of ILO support?

Cross-Cutting Issues

33. To what extent did the interventions mainstream gender equality and non-discrimination principles into their design and implementation?
34. How effectively did the interventions promote strong and independent worker and employer organizations and facilitate constructive social dialogues?

3. Evaluation Approach and Modalities

3.1. Evaluation Methodology

The final clustered evaluation of ILO RBSA interventions on just transition should comply with evaluation norms and standards, ethical safeguards, specified in ILO's evaluation procedures and guidelines (see Annex II). The ILO adheres to the United Nations Evaluation Group (UNEG) evaluation norms and standards, as well as to the OECD/DAC Evaluation Quality Standards. This is a final independent evaluation and as such, the final methodology and evaluation questions will be determined by the successful consultant in consultation with the Evaluation Manager.

The evaluation is expected to apply a mixed-methods approach, using both quantitative and qualitative data to address the evaluation questions and triangulating data sources and methods to increase the validity and rigor of the evaluation findings. The evaluation should also be participatory, engaging, as much as feasible, with the key stakeholders of the interventions in the two countries at all stages of the evaluation process (See Guidance Note 7 in Annex II). The bidding consultants are encouraged to propose innovative approaches and methods to allow the evaluation to rigorously assess the interventions' results and impacts across the two countries, to derive holistic and integrated lessons learned on the support to just transition in Africa, as well as to formulate strategic and actionable recommendations to guide ILO future interventions on the thematic area.

The evaluation should use, but not be restricted to, the following methods:

- **Desk Review**: Of the two RBSA interventions' documentation and literature, including the projects' documents, progress reports, monitoring reports, financial reports, relevant associated research and studies, and any other documentation related to the interventions. The evaluator should also conduct a brief literature review on just transition for decent work processes and best practices in Africa and globally, as a benchmark against which the interventions' design and implementation strategies should be assessed. Preliminary findings from the desk review will be used to refine the evaluation scope, questions and methodology.
- **Interviews with the Main Stakeholders**: Remote or in-person interviews will be conducted with ILO relevant staff in the two countries, as well as with the interventions' partners, beneficiaries and key stakeholders in each country. Interviews will also be conducted with ILO specialists on just transition both at the regional and HQ offices. The list of stakeholders to consult as part of the evaluation will be consolidated by the evaluation manager in consultation with ILO staff in each CO, and the evaluator will be tasked with performing any relevant sampling exercise to optimize the data collection process.
- **Quantitative Monitoring Data**: Collected by the ILO management throughout the implementation of the interventions in the two countries. The evaluator should analyze any available such data at the country-level and across countries and triangulate the conclusions with the findings from qualitative sources to strengthen the evaluation validity and credibility.

3.2. Evaluation Process

The evaluation will be conducted and managed as per the following process:

1. **Inception Phase**: An inception meeting will be organized by the evaluation manager after the completion of the hiring process of the evaluation consultant and the finalization of the contract. The meeting will gather the ILO RBSA interventions' managers, the evaluator and the evaluation manager, and will be the opportunity to refine the evaluation scope and questions, to discuss its methodological aspects, as well as to clarify its logistical details. At the end of this phase and following the desk review and preliminary interviews with relevant ILO staff, the evaluator will submit an **inception report** detailing the evaluation

plan, including its methodological approach, its data collection tools and its timelines. The evaluation Inception Report is to be approved by the evaluation manager.

2. **Data Collection Phase**: During which the evaluator will deploy the agreed evaluation approach, including the data collection activities with the identified evaluation respondents. Most interviews and other forms of consultation with the stakeholders will be conducted remotely; however, the evaluator will specify in the methodological approach if field visits in any of the covered countries are justified and necessary.
3. **Stakeholders' Consultation Workshop**: To be virtually organized by ILO staff and facilitated by the evaluator, gathering the main stakeholders in each of the covered countries. During the consultation workshop, the evaluator will present the preliminary findings of the evaluation, explore the evaluation stakeholders' interpretation of the early findings and recommendations, and gather further information with the stakeholders to narrow any data or knowledge gap related to the evaluation questions.
4. **Reporting Phase**: After the completion of the evaluation data collection and interpretation, the evaluator will submit a draft evaluation report, to be reviewed and circulated by the evaluation manager to consolidate feedback and comments from the evaluation main stakeholders. A final report will be, subsequently, submitted by the evaluator addressing the stakeholders' feedback, before being subjected to quality control as per ILO evaluation guidelines and quality standards by the evaluation manager, the ILO Regional M&E and ILO EVAL/HQ. The final report should be ultimately validated and approved by EVAL/HQ.

3.3. Evaluation Management

The final evaluation will be managed by an ILO certified Evaluation Manager not linked with the interventions and implemented by a selected independent evaluator, following a transparent selection process. The roles and responsibilities in the evaluation process will be as follow:

- **The Evaluation Manager:** Will be responsible for the overall management of the evaluation process, ensuring that the evaluation is conducted as per its ToRs and initial plans and that its final deliverables are up to ILO quality standards. More specifically, the evaluation manager will:
    - Finalize the evaluation ToRs with inputs from key stakeholders.
    - Select the independent evaluator in coordination with EVAL.
    - Review and approve the inception report.
    - Brief the evaluator on ILO evaluation policies, guidelines and procedures.
    - Coordinate with ILO CO teams on the data collection logistics.
    - Review and circulate the first draft of the evaluation report for comments by the key stakeholders.
    - Ensure the final version of the evaluation report addresses stakeholders' comments and meets ILO requirements.
    - Approve the draft version of the evaluation report and submit it to EVAL for final approval.
- **The ILO Country Teams:** Will provide any logistical assistance to the evaluator as may be required and will be responsible for:
    - Providing relevant and necessary documentation on the RBSA interventions to the evaluator.
    - Preparing a list of recommended interviewees in their respective countries.
    - Coordinating logistical arrangements during the data collection phase.
    - Reviewing and providing comments on the draft evaluation reports.
    - Organizing and participating in the stakeholder consultation workshop.
- **The Selected Evaluator:** Will be responsible for conducting the evaluation as per ILO evaluation guidelines and quality standards. More specifically, s/he will be responsible for:

- The design of appropriate and targeted evaluation approach and methodology, as well as their associated data collection tools and schedule.
- The conduction of appropriate and agreed on data collection activities, ensuring a proper participation of the evaluation stakeholders and its main respondents.
- The facilitation of a virtual stakeholders' consultation workshop to present the preliminary findings of the evaluation and facilitate a discussion around the evaluation recommendations and lessons learned.
- The submission of draft and final evaluation reports in line with ILO evaluation guidelines, quality standards and templates as outlined in Annex II.
- Address and integrate feedback and comments received on the evaluation outputs.

3.4. Evaluation Deliverables

The selected consultant is required to deliver the following evaluation outputs:

- **Inception Report:** Including a detailed evaluation approach, a detailed work plan and the associated data collection instruments. The inception report should follow ILO EVAL Checklist 3 and include:
  - Description of the evaluation methodology and instruments to be used in sampling, data collection and analysis;
  - Data collection tools;
  - Detailed fieldwork plan (virtual or in person) for the two countries developed in consultation with the Evaluation Manager and ILO country teams;
  - Agenda for the stakeholders' workshop;
  - The proposed evaluation report outline.

  The inception report will be reviewed and approved by the evaluation manager after being circualted to the evaluation stakeholders for their comments.

- **Draft and Final Evaluation Reports:** In English (maximum 30 pages, excluding), strictly following ILO template (Annex I) and ILO/EVAL Checklist 5 "Preparing the Evaluation Report" (Annex II). The evaluator will submit a draft evaluation report to the evaluation manager, who will have approximately seven days to consolidate both his/her comments on the analytical strenght of the report, its findings, lessons learned and recommendations, as well as comments and feedback from the evaluation stakeholders. Once the stakeholders' feedback on the draft report is shared with the evaluator, he will have seven to ten days to address all comments before sending a final draft evaluation report. The evaluation manager will again review the final evaluation report, before sharing it with the ILO Regional Evaluation Specialist for quality review. Once the final evaluation report is deemed staisfactory by the ILO Regional Evaluation Specialist, it will be submitted to EVAL/HQ for a final quality review. **The evaluation report will be considered as final after its review and validation by EVAL/HQ**, and the selected evaluator should be available to address comments and feedback at each step of the quality assurance process.

- **Evaluation Executive Summary:** To be appended to the final evaluation report, following ILO template (Annex II).

4. Evaluation Timelines

The evaluation process should start mid-February 2025, after the finalization of the evaluation contract, and last approximately **26 days**. The evaluation will be conducted following the below approximate schedule:

Activity	Responsibility	Timeline	Number of days consultant	Approximate Dates
Inception Meeting with the evaluator and the ILO teams	Evaluation Manager	One week after the signature of the consultancy contact.	1 day	Mid-February 2025
Desk Review; Preliminary Interviews Deliverable: **Inception Report**	Evaluator	Two weeks after the signature of the consultancy contact.	3 days	End of February 2025
Field-work Data Collection (remotely and/or in-person)	Evaluator	Three weeks after the signature of the consultancy contact.	10 days	Mid-March 2025
Stakeholders' Consultation Workshop (remote)	Evaluator	Five weeks after the signature of the consultancy contact.	1 day	Mid-March 2025
Draft Evaluation Report	Evaluator	Six weeks after the signature of the consultancy contact.	7 days	End of March 2025
Consolidated feedback on the draft evaluation report	Evaluation Manager	Seven weeks after the signature of the consultancy contact.	-	Early April 2025
Final version of the evaluation report	Evaluator	Nine weeks after the signature of the consultancy contact.	3 days	Mid-April 2025
Total working days			**26 days**	

5. Evaluation Budget & Required Qualifications

5.1. Payment schedule and modalities

The consultancy for this final evaluation shall commence mid-February 2025 and conclude no later than mid-May 2025 after which the contract will expire. The ILO standards for payment is output-based and payments will be made upon the submission and approval of deliverables as outlined in section 3.4 of the present ToRs. Payments will be made following the below schedule:

- 20% for Inception Report;
- 30% for Draft Evaluation Report, and ;
- 50% for the Final Evaluation Report along with the Evaluation Executive Summary.

A budget for this evaluation has been allocated to cover the evaluator's fees, potential costs of international and domestic travels and the organization of the consultation workshop with stakeholders. The evaluation budget includes:

- Fees for the evaluator for **26 non-consecutive workdays**. The bidding consultant should provide, as part of their financial proposal, daily fees in US dollars.
- Cost of international travel, if relevant, from the evaluator's home to countries of visit. In accordance with the relevant ILO rules, the ILO will provide pre-paid air tickets in economy class and by the most direct route.
- Daily Subsistence Allowance (DSA) during the field mission, if relevant. The ILO will pay DSA at the standard UN rate for the dates of the trips to cover lodging, meals and incidentals while on travel, as per ILO policy.
- Cost of the consultation workshop organization.

A detailed budget and contract with the evaluator will be prepared by the ILO Regional Office for Africa.

5.2. Evaluator Required Experience and Qualifications

The independent evaluator will be selected following a selection process managed by the Evaluation Manager and based on proven experience and qualifications meeting the consultancy requirements. Selection will be based on the following criteria:

- A master's degree in any of the following, social sciences, development studies, economics, or other related graduate qualifications.
- A minimum of 5-7 years of professional experience specifically in evaluating international multi-country development or capacity-building initiatives, including UN projects/programmes, and with policy level work and institutional building related work.
- Experience in qualitative and quantitative appraoches applied to evaluation.
- A good understanding of ILO mandate and tripartite structure.
- Experience in facilitating workshops to present and discuss evaluation findings.
- Have no previous or current involvement – or offers of prospective employment – with the ILO in the relevant countries.
- Knowledge and previous experience on just transition for decent work in Africa, as well as in the intervention countries or sub-regions will be an asset.

- Fluent English and French, both spoken and in writing.

Annex I: Structure of the Evaluation Report

The evaluation report will be structured as follows:

1. Cover Page

Containing project details (project title, project number, donor, start and end dates, budget, relevant technical sector, ILO management unit, geographical coverage) and evaluation details (type of evaluation: independent, ILO management unit, start and end dates of the evaluation mission, name(s) of the evaluator(s), date of report submission).

2. Executive Summary
3. Background, Brief Description of the Project, and Its Intervention Logic
4. Purpose, Scope, and Intended Audience of the Evaluation
5. Methodology and Limitations
6. Review/Analysis of Project Implementation
7. Detailed Presentation of Findings for Each Evaluation Criterion
8. Conclusions
9. Recommendations (including intended recipients, priority level, and necessary resources)
10. Lessons Learned and Good Practices
11. Annexes (including terms of reference for the evaluation, documents used, people interviewed, evaluation schedule, lessons learned).

Annexe II: ILO/EVAL Guidelines & Templates

1. Code of conduct form (To be signed by the evaluator)

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

2. Checklist No. 3 Writing the inception report http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm

3. Checklist 5 Preparing the evaluation report

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

4. Checklist 6 Rating the quality of evaluation report

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

5. Template for lessons learned and Emerging Good Practices

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

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

6. Guidance Note 7: Stakeholders participation in the ILO evaluation

http://www.ilo.org/eval/Evaluationguidance/WCMS_165982/lang--en/index.htm

7. Guidance note 4 Integrating gender equality in M&E of projects

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

8. Template for evaluation title page

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

9. Template for evaluation summary: http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc