



## EXPRESSION OF INTEREST

### To conduct an internal Mid-Term evaluation for the Skills for Energy in Southern Africa (SESA) Project.

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The Lusaka ILO Country Office is looking for a consultant for the internal Mid-Term evaluation of the ILO project “Skills for Energy in Southern Africa(SESA)” a Three and half years project funded by the Swedish Government and implemented in partnership with the Kafue Gorge Regional Training Centre(KGRTC) between January 2021 and June 2024.

**Type of contract:** External Collaboration Contract.

The evaluation should take about 22 working days, including 10 days on field work (interviews with key stakeholders) in Lusaka, Zambia..

**Application deadline:** August 26th, 2022

For further details about the evaluation, please see the ToR below and [here](#).

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

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

The deadline to submit expression of interest for undertaking the evaluation is August 26th, 2022. Please send an e-mail with the subject header “Evaluation of project” to the Evaluation Manager Lloyd Ngo ( ngo@ilo.org) copying Ricardo Furman ( furman@ilo.org ).



## Terms of Reference

### Internal Mid-term Evaluation of the Skills for Energy in Southern Africa Project

<b>Title of project to be evaluated</b>	Skills For Energy in Sothern Africa
<b>TC Code</b>	RAF/20/04/SWE
<b>Administrative Unit responsible for administrating the project</b>	International Labour Organisation Country Office- Lusaka
<b>Technical Unit(s) responsible for backstopping the project</b>	ILO DWT in Pretoria
<b>Project Duration</b>	42 Months (January 2021 – June 2024)
<b>Project Geographical coverage</b>	SADC Region
<b>Funder</b>	Government of Sweden
<b>Budget</b>	US\$ 3,830,480
<b>ILO P&amp;B</b>	Outcome 5.0: Skills and lifelong learning to facilitate access to and transitions in the labour market
<b>Type of evaluation</b>	Internal Mid-Term Evaluation
<b>Evaluation timing</b>	October - November 2022
<b>Evaluation Manager</b>	Lloyd Ngo

## I. Introduction

Over 800 million people worldwide are still without access to electricity, out of which 600 million are in Sub-Saharan Africa . This lack of access to reliable energy supply hampers social development and economic activity.

Access to clean, affordable, and reliable energy is one of the main drivers for socio-economic development, which contributes to better living conditions and improved access to training opportunities, employment opportunities and enterprise development.

SADC aims at a low-carbon development path – energy use will need to increase without increasing greenhouse gas emissions(SADC Climate Change strategy and action plan, 2015). This requires a higher proportion of renewable energy in the energy mix, and increased energy efficiency. The goal set by SADC is that by 2022, the power generation mix in the SADC-region will be: coal 36%, hydropower 26%, gas contributing 19%, wind 10%, solar 7%, while biomass and diesel will only occupy 1%, respectively(SESAs Project document,2020)

For efficient integration of renewable energy into the grid, new technologies and new skills are needed. Also, a large share of the new and intermittent power sources is expected to be operated by Independent Power Producers (IPPs) which, aside from technical aspects (e.g. installation and maintenance, software development and application, energy planning and technical development skills, grid integration skills etc), will also require skilled people in e.g. financial modelling, business planning and development for Renewable Energy investments.

Energy Efficiency (EE) is key measure for SADC as it results in economic benefits, energy security, environmental protection, and climate change mitigation. Enforcement of minimum efficiency standards for appliances, equipment and buildings can result in energy savings, which can offer a unique opportunity to reconcile economic competitiveness with sustainable development and provide the added benefits of reducing the cost of energy and increasing energy productivity.

Energy efficiency reduces energy expenditure and increases the affordability of energy in poorer households by bringing down the per-unit cost of electricity, hence also, reducing pollution by lowering the need for generation and associated emissions. EE will be increasingly important, particularly for industry (e.g. the extractive industries and agro-processing), utilities and the construction sector. A range of skills are required to perform energy audits and to implement effective energy efficiency strategies and practices that will be specific by sectoral and technology processes.

## II. SESA Project Background

The International Labour Organization (ILO), with funding provided by the Government of Sweden, is supporting the Kafue Gorge Regional Centre (KGRTC) to implement the Skills for Energy in Southern Africa (SESA) Project, a three and a half year intervention. The overarching development objective is to “Increase uptake of Renewable Energy, Energy Efficiency and Regional Energy Integration interventions in Southern Africa, leading to a more sustainable and low-carbon energy mix” through skills development and the establishment of Public-Private Development Partnerships in Zambia and in the SADC region.

The background and context of this development intervention is that reliable access to energy is vital for economic development, business, and employment. One of the factors that impede universal access to secure, clean and sustainable energy in the SADC region – and that contribute to widespread chronic poverty and lack of decent work in rural areas - is the lack of skills in renewable energy, energy efficiency and regional power pooling technologies, which reduces the ability of power producers to generate, transmit and distribute sufficient sustainable energy.

The SESA intervention, a Public-Private Development Partnership (PPDP) is facilitating transfer of technical skills from international and local energy companies to power technicians and managers in Southern Africa through the SADC’s Kafue Gorge Regional Training Centre (KGRTC) in Zambia.

The focus is on contributing to SDG 7 by responding to the power industry’s needs for skills development in the areas of renewable energy, energy efficiency and regional energy integration, but also to SDG 4 on skills and training, and SDG 8 on sustainable economic growth, productive employment and decent work. The expected impact is an increased uptake of renewable energy, energy efficiency and regional energy integration interventions in Southern Africa, leading to a more sustainable and low carbon energy mix.

The Project is expected to **facilitate partnerships** with the private sector, **strengthen KGRTC’s capacity** to become the Centre of Excellence for energy training in the region and will **result** in a significantly higher number of power technicians, engineers and managers that are skilled in and able to apply up-to-date technologies in renewable energy, energy efficiency and regional energy integration.

This PPDP project addresses only one of the many factors (shortage of current skills) that contribute to the insufficient supply of sustainable energy in the region. By contributing, through Kafue Gorge Regional Training Centre, to more technicians, engineers and managers in Southern Africa’s power industry being up to date with the rapidly evolving field of RE/EE/REI technologies, the SESA project complements to a range of what other development agencies and investors are engaged with. The project enables KGRTC to grasp the opportunities provided by the demand, the investments and the enabling policy environment for sustainable power generation and distribution, by strengthening

its institutional capacity for quality training of new target groups, its marketing and communications and its collaborative partnerships with the private sector.

The project has reported up to June 2022 the following key results:

### **Outcome 1**

- Project baseline study concluded: *“Assessment of skills supply and demand in the RE EE REI sub sectors and the Market research aimed at strengthening KGRTC’s position as a centre of excellence in the renewable energy space concluded and results used to influence training programme development for KGRTC”.*
- A total of ten (10) partnerships have been concluded resulting into a four MoUs signed including the Kafue Gorge Regional Training Centre (SESA key implementing partners), Renewable Management Services (RMS) of South Africa, SMARTNET Energy Ltd of Zambia and Engie PowerCorner of Zambia. Other partnerships have been consolidated using Letters of Commitment and include Africa GreenCo of Zambia, the SADC Centre for Renewable Energy and Energy Efficiency (SACREEE), Unipower of Sweden, Solvina of Sweden and Siemens Energy AB of Sweden and Res4Africa.
- 8 courses revised and designed. These included the Off-Grid Solar system Design and Installation, New Market structures Renewable Energy IPPs, and Financial Modelling and Bank Financing for RE IPPs in Africa, Industrial Energy Management, Gas Turbines and Green Fuels, Entrepreneurship, Power Quality and Media Training of which the first three were delivered.
- 120 Trained in various courses covering the three thematic areas of focus including Renewable energy, energy efficiency and Regional energy integration

### **Outcome 2**

- ITCILO has so far, categorized and analysed all current KGRTC website architecture, including determining the main gaps and benefits of the current website, its architectural layout, and conducted an analysis of the hyperlinks, connections, and flow within the website. As well as conducting the usability tests to determine the efficiency of specific tasks of the current KGRTC website to evaluate what works and requires no change and what can be improved or changed completely.
- The KGRTC e-Campus enhancement commissioned and will support different type of activities and not exclusively e-learning. It will become the central knowledge-sharing hub with on-line communities of practices, short promotional open educational resources and relevant KGRTC knowledge products.
- KGRTC’s trainee follow-up monitoring system enhanced and digitalized.

- As part of the development of the KGRTC cross-cutting strategy, 8 staff members of KGRTC underwent a 4-week E-Academy on Gender, inclusion, and the future of work.
- 20 members of staff for KGRTC trained under the Mass Hackathon aimed towards identifying drivers and building blocks for innovation in KGRTC

### **III. Project management arrangement**

The ILO Country office for Zambia, Malawi and Mozambique in Lusaka (CO-Lusaka) manages the project, while KGRTC in Chikankata is the implementing partner. From the ILO side, the project team establishment is comprised of the Chief Technical Advisor, the National Project Coordinator, the National Project Officer and the Finance and Administrative Assistant. The project team receives technical backstopping from the field Skills and Life-Long Learning Specialist based in DWT/Country Office -Pretoria and operational support from the Programme Officer based in Country Office -Lusaka.

The Project Implementation team at KGRTC is mainly drawn from their existing structures particularly a Project Coordinator and Digital Marketing Officer, with the exception of the Administrative Officer who is recruited separately by the project. The Head of Training and Consultancy anchors their internal coordination.

The project is guided by a regional Project Steering Committee (PSC) comprising members from SADC member states' government ministries and agencies, private sector, donor, project management team, professional bodies, universities, and social partners. The PSC membership and that of the TWGs are drawn from the Democratic Republic of Congo (DRC), Botswana, Zimbabwe, South Africa, Tanzania, Mauritius, Namibia and Zambia, and Sida and the Embassy of Sweden in Zambia being observers and the ILO being the secretariat. Furthermore, a Technical Working Group (TWG) was established to ensure direct involvement of technical officers from the tripartite constituency in the delivery of activities.

The PSC has the primary mandate to provide policy and strategic guidance and fiduciary and technical oversight to the implementation of the project.

The purpose of the TWG is to assist the Project Management Team (PMT) with technical aspects of the project. The TWG serves as a hub of technical expertise on renewable energy, energy efficiency and regional energy integration technology skills transfer targeting, technologists, engineers and managers along the value chain.

## IV. Project alignment with the SDG, P&B, CPO & DWCP

Being a skills development intervention in the energy area, the PPDP on “Skills for Energy in Southern Africa” contributes directly or indirectly to the following three Sustainable Development Goals: SDG 7 on access to affordable, reliable, sustainable and modern energy for all, SDG 4 on education and training, and SDG 8 on decent work and sustained, inclusive, economic growth. The PPDP contributes to the achievement P&B Outcome 5: Skills and lifelong learning to facilitate access to and transitions in the labour market. Specifically Outputs 5.2 and 5.3 ([https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/--program/documents/genericdocument/wcms\\_831162.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/--program/documents/genericdocument/wcms_831162.pdf)) .

The project equally contributes to one of the priorities for shaping an African Decent Work Agenda adopted by the African Regional Meeting in Abidjan on 9 December 2019, which is “Strengthening the capacities of all people to benefit from the opportunities of a changing world of work through (i) investing in human capital by strengthening education, skilling, reskilling, upskilling and lifelong learning to leverage technology and the new types of jobs it helps create, and (ii) tackling gender inequality and discrimination.”

The Zambia Decent Work Country Programme (2020-2023) reflects the constituents' priorities and ensures consistency with national development priorities whilst considering elements of the ILO's Decent Work Agenda for Africa. SESA will contribute to specifically Priority 2: Enhanced Economic Diversification to Create More and Better Job Opportunities for All, especially Young People - Outcome 2.1: Improved framework for development of skills that increase productivity and employability among youths, especially in the informal economy. Country Programme Outcome (CPO) ZMB126: Economic, social, and environmental transition for full, productive, and freely chosen employment and decent work.

Contribute to UNSDCF 2022-2027 Pillar one: outcome 1 Outcome 1: By 2027, all people in Zambia, including the marginalized and vulnerable, benefit from an inclusive, resilient and sustainable economy that provides equitable, diverse and sustainable opportunities for decent jobs, livelihoods and businesses.

## V. Evaluation background

The ILO considers evaluation as an integral part of the implementation of development cooperation activities. The evaluation in the ILO is for the purpose of accountability, learning and planning and building knowledge. It should be conducted in the context of criteria and approaches for international development assistance as established by the OECD/DAC Evaluation Quality Standard; and the UNEG Code of Conduct for Evaluation in the UN System.

The project will follow the ILO Policy on Evaluation for Development Cooperation projects and the Development Cooperation Internal Governance Manual. A project of this nature, which takes over 30 months to implement and with a budget under 5 million, will undergo through a mid-term internally managed evaluation in year 2, and a final independent evaluation in year 3 to be conducted by an independent Evaluation Consultant.

## **VI. Evaluation purpose, scope and clients**

### **Purpose and objectives of the evaluation:**

The overall purpose of the mid-term evaluation is to promote accountability, assess progresses, bottlenecks and strengthen learning among the ILO and key stakeholders. The specific objectives of the evaluation are to:

1. Establish the relevance of the project design and implementation strategies in relation to the SADC region national and regional policies on energy, final beneficiaries needs, and ILO and UN development frameworks and on skills development around energy related strategies;
2. Assess the extent to which the project has achieved or is on track or not to achieve its stated objective and expected results;
3. Identify the supporting factors and constraints that have led to them, including implementation modalities chosen (how and why);
4. Identify unexpected positive and negative results of the project;
5. Assess the implementation efficiency of the project
6. Assess the extent to which the project outcomes will be sustainable and will have a potential either positive or negative impacts in project targeted institutions and final beneficiaries ;
7. Provide recommendations to the project key stakeholders towards achievement of project outcomes;
8. Identify lessons learned and good practices to inform the key stakeholders for future similar interventions.

### **Scope:**

The evaluation will focus on the first 18 months of the project, namely from January 2021 to the end of September 2022, assessing all the results and key outputs that have been produced in this period.

The evaluation will integrate gender equality as cross-cutting concerns throughout its deliverables and process. It should be addressed in line with EVAL guidance note n° 4 and Guidance Note n° 7 to ensure stakeholder participation.

This should help to understand how and why the Project has or not achieved specific results from output to potential impacts.

### **Clients:**

The primary users of the evaluation are the, the project implementing partner (KGRTC) as well as the ILO tripartite constituents, the ILO project technical unit, the ILO CO-Lusaka, the ILO DWT Office in Pretoria, the ILO Regional Office for Africa (ROAF), and the relevant technical units in ILO Headquarter and the donor, the Swedish government.

## **VII. Evaluation criteria and questions**

The evaluation will cover the following evaluation criteria (in line with the DAC criteria, UNEG code of conduct for evaluations in the UN system:

- Relevance, coherence and strategic fit;
- Effectiveness of project implementation and management arrangements;
- Efficiency of resource use and project set-up;
- Sustainability
- Impact orientation

The evaluation should consider key evaluations dimensions including Human rights(HR), the SDGs (relevant SDGs and indicator's and the principle of "no one left behind") and ILO cross-cutting themes such as Gender and non-discrimination (i.e. persons living with disabilities), Social dialogue and tripartism, Just transition to environmental sustainability and International Labour Standards.

The HR perspective in the evaluation means (i) linking the process to people, (ii) setting tools and approaches appropriate for collecting data; (iii) setting-up processes of broader involvement of stakeholders, and (iv) enhancing access of the evaluation results and process to all stakeholders.

A gender equality perspective implies (i) applying gender analysis by involving both men and women in consultation and evaluation's analysis, (ii) inclusion of data disaggregated by sex and gender in the analysis and justification of project documents; (iii) the formulation of gender-sensitive strategies and objectives and gender-specific indicators; (iv) inclusion of qualitative methods and use of mix of methodologies, (v) forming a gender-balanced team, and (vi) assessing outcomes to improve lives of women and men. Thus, analysis of gender-related concerns will be based on the ILO-EVAL Guidelines on Considering Gender in Monitoring and Evaluation of Projects (September, 2007). The evaluation will be conducted following UN evaluation standards and norms and the Glossary of key terms in evaluation and results-based management developed by the OECD's Development Assistance Committee (DAC).

In line with the results-based approach applied by the ILO, the evaluation will focus on identifying and analysing results through addressing key questions related to the evaluation criteria and the achievement of the outcomes/ objectives of the project using the mainly , but not only, indicators in the logical framework of the project. The list of questions presented below should be reviewed and adjusted during the preparation of the inception report. Any adjustment should be approved as part of the approval of the inception report by the Evaluation manger.

### **Key Evaluation Questions**

The evaluator shall examine the following key issues:

#### **1. Relevance and strategic fit**

- Has the project taken into account the needs and priorities of tripartite stakeholders and beneficiaries identified in the project document and during the project implementation?
- In hindsight, was the project design realistic and purposeful towards achieving its objectives?
- How well does the project complement and fit with other ongoing ILO programmes in the country?
- How well does the project support national and regional commitment to relevant SDG targets and indicators?

#### **2. Validity of design**

- Did the project address the major issues relating to skills development in the RE and EE sub-sectors in the country?
- Is the project Theory of Change comprehensive, integrating external factors and is based on systemic analysis?
- Was the project design and implementation realistic (in terms of expected outputs, outcome, and impact) given the time and resources available, including performance and its M&E system, knowledge sharing and communication strategy?
- To what extent did the project integrate crosscutting themes in the design and implementation (tripartism and social dialogue, gender and non-discrimination, International Labour Standards and fair/just transition on environment)?

#### **3. Effectiveness**

- To what extent did the project achieve its objectives, or it is likely to by June 2024?
- Has the project followed their Theories of change? Were the development hypotheses underpinning the logical framework supported or unsupported based on project performance data?
- Have the quantity and quality of the outputs produced been satisfactory?
- What outputs have not been produced and why?
- Have unexpected results (outputs and outcomes) took place?
- To what extent does the project have specific targets for intended beneficiaries (women, persons with disability) in an equally way?

- Has been the project results similar by the project geographic and sector areas?
- How effective were the backstopping support provided by ILO Pretoria and HQs?

#### **4. Efficiency of resource use**

- How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to achieve the project objectives? In general, did the results achieved justify the costs? Could the same results be attained with fewer resources?
- Were funds and activities delivered in a timely manner? If not, what were the bottlenecks encountered?
- Did the project budget make adequate provisions for addressing gender and inclusion related specific objectives/activities?
- Has an effective risk analysis and monitoring and evaluation system been established and implemented?

#### **5. Impact orientation**

- Is the project working towards achieving the proposed impacts? Is the project strategy and project management steering towards impact?
- Is the project working at policy and practice levels (change in practices, perceptions, technical capacity, governance or enabling environment) significant contributions to gender and inclusion related concerns within the realm of promoting decent work?

#### **6. Sustainability of projects outcomes and impacts beyond the project's lifespan.**

- Assess whether project outcomes have been or are expected to be achieved in a sustainable manner that enable continuing beyond the project's lifespan? To what extent will the implementing partner be likely to continue the project results without external funding or support?
- Has an effective and realistic exit strategy been developed and implemented? What need to be done to enhance the sustainability of the project, strengthen the uptake of the project outcomes by stakeholders?

### **VIII. Methodology**

The evaluation will be carried out through a desk review, interviews with ILO relevant officers in ILO in Zambia, ILO DWT/CO-Pretoria, ILO Country Offices in SADC and the donor; and field visit to the project sites that will cover consultations with the government, employers and workers organizations, implementing partners, beneficiaries and other key stakeholders that would include SADC regional bodies who are in the energy sector.

The evaluation will be implemented through a consultative and transparent approach and made use of, amongst others, the following methods and tools:

- Desk review of literature;

- Semi-structured interviews with key informants and stakeholders, including some of the beneficiaries of the various training programmes under the project
- Triangulation of data and sources

COVID -19 guidelines for Evaluations will be adhered to

### **Desk review**

A desk review will analyse project and other documentation including the Project logframe, M&E plan, annual workplans , annual reports project deliverables and other relevant documents. The desk review will suggest a number of initial findings that in turn may point to additional or fine-tuned evaluation questions. The desk review will include briefing interviews with the project team and the donor.

This will be reflected in the inception report that will translate the TORs into an operational work plan. The Inception report will be reviewed and approved by the evaluation manager prior to the field work phase.

### **Interviews with ILO, SESA team and project stakeholders**

The evaluator will undertake group and/or individual interviews with the ILO staff of technical units who are involved with the management and implementation of the project. A first meeting will be held with the ILO Director of Lusaka Office, CTA, and with the Project Team, which includes those from KGRTC, ILO DWT/CO-Pretoria and ITCILO, for their respective outputs. After that, the evaluator will meet relevant stakeholders including members of PSC and Technical Working Group, as well as selected project beneficiaries to undertake more in depth reviews of the delivery of outputs of the respective objectives of the project.

An indicative list of persons to be interviewed will be developed by the evaluator in consultation with the project management (CTA).

This will include but not limited to:

- ILO CO-Lusaka
- ILO technical backstopping staff at DWT/CO-Pretoria
- ILO Project staff
- PSC members, TWG members and Implementing Partners (KGRTC, ITCILO)
- PPDP stakeholders
- Experts that have played a significant role in the project design and implementation (e.g. PPDP strategy development expert)

A Stakeholders workshop will be organized at the end of the exercise to validate findings and complete data gaps with key stakeholders, ILO staff and representatives of the donor.

The evaluation team will be responsible for organizing the workshop. The identification of the participants of the workshop and logistics will be the responsibility of the project team in consultation with the evaluation team leader.

At the beginning of the mission and after the workshop, a debriefing to the ILO Director of CO and the project team will take place.

### **Draft Report**

After the field work, the evaluator will develop a draft evaluation report (see Deliverables below for the report outline its content) in line with EVAL Checklists 5 and 6.

The total length of the report should be a maximum of 30 pages for the main report, excluding annexes; background and details on specific projects evaluated can be provided in the annexes. The report should be sent as one complete document. Photos, if appropriate to be included, should be inserted using lower resolution to keep overall file size low.

The Evaluation Manager will circulate the draft report to key stakeholders, the project staff and the donor for their review and forward the consolidated comments to the evaluation team. The project will translate the report into national languages, if necessary, for submission to stakeholders in the countries.

### **Final report**

The evaluator will finalize and submit the final report to the evaluation manager in line with EVAL Checklists 5 and 6. The report should address all comments and/or provide explanations why comments were not taken into account. The quality of the report will be assessed against ILO/EVAL's Checklist 6.

The evaluation manager will review the final version and submit to the RSMEO and EVAL for final review. The evaluation report will be distributed to the key stakeholders to ensure enhance learning and uploaded in the ILO-EVAL e-discovery website for public use to provide easy access to all development partners, to reach target audiences and to maximise the benefits of the evaluation.

## **IX. Deliverables**

1. Inception report (with detailed work plan and data collection instruments) following ILO EVAL Checklist 3, the report should include:
  - Description of the evaluation methodology and instruments to be used in sampling, data collection and analysis and the data collection plan mentioned above;
  - Guide questions for semi-structured interviews and focus group discussions and proposed approach for approaching each stakeholders' group (e.g. virtually, face-to-face, engagement modalities, etc.);

- Detailed fieldwork plan for Zambia and at least three other countries within SADC should be developed in consultation with the Evaluation Manager and project team;
- Agenda for the stakeholders' workshop;
- The proposed report outline.

2. A draft and a final versions of evaluation report in English (maximum 30 pages plus annexes) as per the following proposed structure:

- Cover page with key project and evaluation data
- Executive Summary
- Acronyms
- Description of the project
- Purpose, scope and clients of the evaluation
- Methodology and limitations
- Clearly identified findings for each criterion or per objective
- Conclusions
- Recommendations (i.e. for the different key stakeholders)
- Lessons learned and good practices
- Annexes:
  - TOR
  - List of people interviewed
  - Schedule of the field work
  - Documents reviewed
  - Data Table on Project targets as per Project logical framework targets
  - ILO EVAL templates for each Lesson learned and Good practice identified

3. ILO template for the Executive summary completed.

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

## **X. Management arrangements, work plan & time frame**

### Management

The evaluator will report to the evaluation manager Dr. Lloyd Ngo, with whom he/she should discuss any technical and methodological matters. The evaluation manager will supervise the evaluator. The final approval of the report will be by the Regional SMEO.

The evaluation will be carried out with full logistical and administrative support of the ILO Office in Lusaka.

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 first draft of the report will be circulated to stakeholders for a two week review. Comments from stakeholders will be presented to the evaluator by the evaluation manager for its integration into the final reports as appropriate or to document why a comment has not been included.

Evaluator qualification

The independent evaluator will be selected on the basis of proven evaluation experience and meeting the following independence criteria:

- A master’s degree in social sciences, Development studies, Economics, electrical engineering, Renewable energy or related graduate qualifications
- A minimum of 5 years of professional experience specifically in evaluating international multi-country development initiatives, including UN projects, in particular with policy level work and institutional building, theory of change approach and gender equality analysis
- Experience in qualitative and quantitative data collection and analysis, including survey design,
- A good understanding of ILO mandate and tripartite structure
- Experience in facilitating workshops for evaluation findings
- Have no previous or current involvement – or offers of prospective employment – with the ILO project or programme being evaluated
- Have no personal links to the people involved in managing the project/programme (not a family member, friend or close former colleague)
- Knowledge and previous experience on the project thematic area and the country/region will be an asset
- Fluent in spoken and written English.

The evaluator will start to work tentatively on mid-October 2022.

<b>Output</b>	<b>Description</b>	<b>Number of workdays</b>
<b>Desk review Including initial interviews with the project team and key stakeholders within the ILO, and the donor</b>	Read and review the core set of project documents. Request any additional documentation required	1 day
	Virtual meetings with the project team and core staff and DWT Pretoria and the donor	2 days
	Inception report: An operational work plan which indicates the phases of the evaluation, finalises the set of evaluation questions, the approach, the timing, key deliverables and milestones, aligned with this TOR	2 day

<b>Data collection</b>	<ul style="list-style-type: none"> <li>• Consultations with Project staff/management in Lusaka and Namalundu</li> <li>• Interviews with regional and national stakeholders in Lusaka (MoE, MoTS, ZFE, ZCTU etc) and virtually with the PSC.</li> <li>• interviews with beneficiaries of trainings (including private companies &amp; employees) (in Zambia and at least 3 other countries in the region)</li> <li>• Presentation of preliminary findings and debriefing to stakeholders. (To be a blended event – virtual and physical participants)</li> </ul>	10 days
<b>Draft report</b>	A short (no more than 30 pages) report (templates and annexes not counted in the page numbers) addressing the evaluation questions.	5 days
<b>Draft report circulated to stakeholders for comments by Evaluation Manager</b>	Evaluation manager consolidates and forwards the feedback of the stakeholders to the evaluator All feedback from stakeholders for the evaluator will be communicated by the Evaluation Manager in a consolidated manner	1 days
<b>Finalize evaluation report and submit to evaluation manager</b>	The evaluator submits to the manager the final text of the evaluation report, the Evaluation Summary and other documents concerned with the ILO template for the review and final submission to EVAL	1 days
<b>Total</b>		22Days

## **XI. Budget**

A budget is allocated for this evaluation and is under the full control of the evaluation manager for engagement of the evaluator, international and domestic travels and organization of workshops and consultative meetings with stakeholders. The evaluation budget includes:

- Fees for the evaluator for 22 workdays;
- Cost of international travel from evaluator' home to Lusaka . In accordance with the relevant ILO rules, the ILO will provide pre-paid return air tickets in economy class and by the most direct route.
- Daily Subsistence Allowance (DSA) during the mission. 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;
- Local transportation in the project areas;

- Cost of meetings, workshops defined by the TOR.

A detailed budget and contract with the evaluator will be prepared by the Project Team and approved by the evaluation manager.

## **XII. Proposal Submission**

Submissions of the technical and financial proposals to be emailed to [lusaka@ilo.org](mailto:lusaka@ilo.org). The deadline for submission of proposals is **26 August 2022** by 17.00 hrs. Interested consultants are encouraged to send their application with the subject: **Mid-term Evaluation of the Skills for Energy in Southern Africa Project.**

### **Annex I - All relevant ILO evaluation guidelines and standard templates**

1. Code of conduct form (To be signed by the evaluator)  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_206205/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm)
2. Guidance note No. 7 Stakeholders participation in the ILO evaluation  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165982/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165982/lang--en/index.htm)
3. Guidance note No. 4 Integrating gender equality in M&E of projects  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165986/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm)
4. Checklist No. 3 Writing the inception report  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165972/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm)
5. Checklist No. 5 Preparing the evaluation report  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165967/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm)
6. Checklist No. 6 Rating the quality of evaluation report  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165968/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm)
7. 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_206158/lang--en/index.htm)  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_206159/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm)
8. Template for evaluation title page  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_166357/lang--en/index.htm](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>