

ILO/EVAL is looking for a team of evaluators, or individual candidates, for the **independent mid-term evaluation of the projects “Technical Assistance (TA) to the National Department of Public Works and Infrastructure & Limpopo Department of Public Works Roads and Infrastructure on the Implementation of Expanded Public Works Programme (EPWP)”**.

**To take place: June to August 2023 (30 working days for the team leader and 21 working days for the team member)**

**Application deadline: 14 May 2023**

**Type of contract: External Collaboration Contract (individual) or Service contract (company)**

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

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

1. Indication for which position(s) the candidate(s) apply
2. A description of how the candidate’s skills, qualifications and experience are relevant to the required qualifications of this assignment (maximum 2 pages).
3. A list of previous evaluations that are relevant to the context and 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.
5. A copy of the candidate’s curriculum vitae.
6. 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.
7. The names of two referees (including phone and email) who can be contacted.
8. Two reports in which the evaluator has played similar role for the position he is applying.

The deadline to submit expression of interest for undertaking the evaluation is 14 May 2023. Please send an e-mail with the subject header “Evaluation of the ILO Technical Assistance to the EPWP” to the Evaluation Manager Pacome Dessero ([dessero@ilo.org](mailto:dessero@ilo.org)) and copying Ricardo Furman ([furman@ilo.org](mailto:furman@ilo.org)).



International  
Labour  
Organization

## Terms of Reference

### **Independent Midterm Evaluation of the Project “Technical Assistance (TA) on the Implementation of Expanded Public Works Programme (EPWP) to the National Department of Public Works and Infrastructure and the Limpopo Department of Public Works Roads and Infrastructure”**

<b>Title of projects to be evaluated</b>	ILO Technical Assistance to the EPWP (National Department of Public Works and Infrastructure and the Limpopo Department of Public Works Roads and Infrastructure)
<b>TC Code</b>	SAF/04/01/SAF covering sub-projects SAF/04/53/SAF and SAF/04/54/SAF
<b>Project Period</b>	January 2020 to December 2024
<b>Period under evaluation</b>	January 2020 to March 2023
<b>Evaluation Period</b>	June - July 2023
<b>Administrative Unit responsible for administrating the project</b>	ILO DWT & Country Office Pretoria
<b>ILO Technical Unit(s) responsible for backstopping the project</b>	DWT & Country office Pretoria EMP/INVEST, Geneva
<b>Type of evaluation</b>	Independent Mid Term Evaluation
<b>Evaluation Manager</b>	Pacome Dessero
<b>Geographical coverage</b>	South Africa
<b>Donor</b>	South African Government(NDPWI) Limpopo Provincial Government (LDPWRI)
<b>Budget</b>	Project 1 (National): USD 8.47 million Project 2 (Limpopo): USD 6.95 million  Total: USD 15,42 million

CTA	Chief Technical Advisor
DAC	Development Assistance Committee
DPW	Department of Public Works
DWCP	Decent Work Country Programme
DWT	Decent Work Team
EIIP	Employment Intensive Investment Programme
EPWP	Expanded Public Works Programme
EVAL	ILO Evaluation Office
ILO	International Labour Organization
LDPWRI	Limpopo Department of Public Works Roads and Infrastructure
NDPWI	National Department of Public Works and Infrastructure
OECD	Organisation for Economic Cooperation and Development
ROAF	Regional Office for Africa
UNSDCF	Nations Sustainable Development Cooperation Framework

## 1 Project context

According to Statistics South Africa, in the first quarter of 2021, the overall unemployment rate in South Africa was 32.6%. When disaggregated by gender, the unemployment rate for males was 31.7% in the first quarter of 2021, while the unemployment rate for females was 34.0%. Among youth aged 15-24, the unemployment rate was 58.8%, while the unemployment rate for persons with disabilities was much higher at 55.8%. These figures show that South Africa is still facing a very high unemployment rate, especially among its most vulnerable populations.

The Expanded Public Works Programme (EPWP) is a nationwide programme which makes systematic use of public expenditure to boost productive employment and to develop marketable skills among the historically disadvantaged communities thereby contributing towards the national goal of alleviating poverty. The programme covers all spheres of government (National, Provincial and Local) as well as state-owned enterprises.

EPWP is implemented in phases of five-years each and is currently in its third phase. The first phase of EPWP ran in 2005-2009 and has been successfully completed achieving its target of 1,000,000 job opportunities one year ahead of schedule. A second phase was implemented from April 2009 to March 2014 with an overall national objective of up-scaling and creating 4.5 million jobs (or 2 million Full Time Equivalent). The third Phase commenced on 1 April 2014 with a target of 6 million work opportunities and ran to the end of March 2019. The fourth Phase commenced on 1 April 2019 with a target of 5 million work opportunities and will run to the end of December 2024.

Within the framework of the EPWP, and the South Africa Decent Work Country Programme (DWCP), the project's objective is "To strengthen the capacity of National and Limpopo Provincial Government in the implementation and coordination of the EPWP through mainstreaming pro-employment and climate resilient development approaches aligned to the future of work".

The International Labour Organization (ILO) is providing the technical assistance to the Government of the South Africa, through the Department of Public works and Infrastructure (NDPWI), in the coordination and implementation of the EPWP at the national and provincial levels. The collaboration between the Parties was affirmed in a Tripartite Agreement signed between the NDPWI, Limpopo Department of Public Works Roads and Infrastructure (LDPWRI) and ILO in January 2005. Subsequent Amendments have been made with latest amendments covering the Project period of January 2020 to December 2024 being No. 7 for the Limpopo Component and No. 8 for the National Component.

## 2 ILO Technical Assistance project

The ILO Technical Assistance on the Implementation of Expanded Public Works Programme (EPWP) to the National Department of Public Works and Infrastructure and the Limpopo Department of Public Works Roads and Infrastructure” project (herein TA project) started in 2005 although its scope and focus has evolved in terms of priorities and objectives of various phases of the EPWP. The project has two components, National and Limpopo Province, each with its Technical Advisory team. The support rendered is described herein below.

### 2.1 LIMPOPO Component

The Limpopo Province, with an estimated population of 5.6 million, is currently implementing EPWP in four sectors namely: Infrastructure, Environmental & Culture, Social and Non-state sectors.

The Limpopo Department of Public Works Roads and Infrastructure (LDPWRI) is tasked with the responsibility of the overall coordination of EPWP in the Province. Its mandates include, amongst others, the following:

- a) the coordination of training and skills development activities,
- b) assist in the realigning of Government funded infrastructure projects to EPWP principles,
- c) monitor the implementation of EPWP projects,
- d) provide technical backstopping to implementing agencies in relation to EPWP and Labour-Intensive Construction (LIC) principles and procedures,
- e) as well as creation of awareness among the Policy Makers,
- f) Programme/Project Managers, Local Leaders and the General Public on the principles and objectives of EPWP and LIC.

The outcomes of the project in the current period (January 2020 - December 2024) are:

- 1) Inclusive and pro-employment investments policies/strategies mainstreamed in LDPWRI to create an enabling environment for job creation in the infrastructure value chains.
- 2) Capability of public implementing bodies and Service Providers to plan, manage and implement EI programmes/projects enhanced.
- 3) Increased productivity and effectiveness of EPWP implementation through targeted skills development

### 2.2 NATIONAL Component

The Outcomes for the National component in the current period (January 2020 - December 2024) are:

**Outcome 1:** Inclusive and pro-employment investment policies/strategies mainstreamed in DPWI to create an enabling environment for job creation in the infrastructure value chains.

**Outcome 2:** Increase capability of public implementing bodies and Service

Providers to plan, manage and implement EI programmes/projects.

Based on joint strategic review and planning by NDPW and ILO, it was agreed that ILO technical assistance to the EPWP is under the following thematic areas:

**1) Policy Development**

DPWI assisted in the development of appropriate policies for Public Investment and Employment Programmes.

**2) Advocacy & Partnerships**

Adoption and application of policies, strategies, tools, processes and good practices that contribute to up scaling the effectiveness and impact of the EPWP promoted.

**3) Research & Innovation**

Research and studies that contribute to optimization and mainstreaming of the labour-intensive approaches carried out.

**4) Skills/Capacity Development**

Knowledge, skills, and technical capacity of EPWP Stakeholders in labour-intensive approaches enhanced.

**5) Project Management Technical Support**

Implementation tools developed and public bodies assisted in labour intensive delivery of projects in a manner compliant with EPWP and decent work principles.

## **2.3 National and Limpopo key reported results reported by February 2023**

### ***For the National Component***

#### **POLICY DEVELOPMENT**

- Draft EPWP Policy and drafted proposed revisions and amendments to the EPWP Policy and contributed technical input.

#### **ADVOCACY AND PARTNERSHIPS**

- Provided insights on alternative construction materials with UCT Department of Construction Management.
- Integration of ILO proposals for Labour-intensive methods and climate-resilient infrastructure.
- Partnership with the Institute for the Future of Knowledge, at the University of Johannesburg.
- 7 mini documentaries and 1 main documentary profiling EPWP projects.

#### **RESEARCH AND INNOVATION**

- Revised Draft Framework to Enhance the Participation of Persons with Disability in the EPWP.

- Revised the EPWP Draft Social Audit Framework and prepared an accompanying presentation in July 2022.

#### SKILLS /CAPACITY DEVELOPMENT

- 1,399 national, provincial, and municipal government officials trained in Labour Intensive Methods.
- The development of LIC training manuals.
- Professional Development Validation Certificate.

#### PROJECT MANAGEMENT AND TECHNICAL SUPPORT

- Developed a strategy to enhance the participation of Youth and Persons with Disabilities.

### **For the Limpopo Component**

#### INCLUSIVE AND PRO-EMPLOYMENT INVESTMENTS POLICIES/STRATEGIES MAINSTREAMED IN LDPWRI TO CREATE AN ENABLING ENVIRONMENT FOR JOB CREATION IN THE INFRASTRUCTURE VALUE CHAINS.

- Draft EPWP Human Settlements Value Chain Concept Note.
- Limpopo Province Flood Vulnerability Desk Study.

#### INCREASED PRODUCTIVITY AND EFFECTIVENESS OF EPWP IMPLEMENTATION PARTNERS

- Letsema Ditseleng Implementation Plan development was concluded.
- Co-facilitated of the training of 20 Vukuphile Contractors.
- Support to the LITC and Waterberg TVET Governance structures.

### **3 Project Management Arrangements**

The projects are coordinated and technically backstopped by the ILO Decent Work Team & CO - Pretoria with the support from the ILO DEV/INVEST in Geneva.

The projects are managed by two separated international Chief Technical Advisors (CTAs) based in the DPWI offices in Pretoria and LDPWRI Offices in Polokwane respectively and report to the Director of the ILO DWT Pretoria. The CTAs are the principally responsible for the administrative, operational, and technical supervision and implementation of all project interventions.

Both ILO teams are embedded in the Government Offices, where office space and other facilities are provided. The National Team at the NDPWI Offices in Pretoria whilst the Limpopo is based at the LDPWRI Offices in Polokwane. They also work closely and are part of many of the coordination and technical committees established by the government for the purpose of improving EPWP implementation.

The TA Limpopo project team is composed of three ILO Technical Advisers (TAs) and four

National Professional Officers (NPOs) that are providing technical support to the implementation of programmes and projects in the infrastructure, social and environment & culture sector of the EPWP. The Team is supported by two Administrative Staff. The ILO team is based at the LDPWRI offices in Polokwane, Limpopo Province.

The TA National project team comprises two specialists: a Chief Technical Adviser (CTA) and Team Leader, two Technical Advisers (TAs) and a Training Adviser. The CTA and Training Adviser are based in the Department of Public Works (National) EPWP Infrastructure Sector Directorate in Pretoria. The TA's are stationed in provincial offices responsible for provincial roads. One is based in Pietermaritzburg in KwaZulu Natal Province whilst another is in Bhisho in the Eastern Cape Province. In addition to working as a team, the individual members are assigned specific provinces to technically support in order to cover the whole country.

### **Contribution to the ILO Africa EIIP strategy**

The EIIP in ILO Africa is developing a regional strategy 2023-2033 to renew the current EIIP strategy. This evaluation is expected to contribute to generate learning that can be integrated in the strategy in development.

## **4 Evaluation background**

ILO considers evaluation as an integral part of the implementation of technical cooperation activities. As per ILO evaluation policy and procedures all programmes and projects with budgets above USD 5 million must have to go through two independent evaluations. Both evaluations are managed by an ILO certified evaluation manager and implemented by independent evaluators.

The evaluation in 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.

In particular, this evaluation will follow the ILO policy guidelines for results-based evaluation; and the ILO EVAL Policy Guidelines Checklist 3 "Preparing the inception report"; Checklist 4 "Validating methodologies"; and Checklist 5 "Preparing the evaluation report".

It should be noted that the National and Limpopo Components are separate but complementary projects. They have been planned and are implemented jointly and are closely interrelated. They share the same Impact, Result and Project Goal. However, they have different Outcomes and Outputs. Furthermore, the two projects are funded by different Government of South Africa sources i.e., NDPWI and LDPWRI for the National and Limpopo Components respectively.

Both projects will be evaluated by one evaluation team. However, specific sections on



each project will allow for specific assessment of each project objectives and outputs, while joint conclusion and recommendations will be considered when this makes more sense. The evaluations of previous phases of these projects followed this practice. The last Independent Evaluation was conducted in April 2019<sup>1</sup>.

## **5 Evaluation purpose, scope and clients**

### **5.1 Purpose**

The overall purpose of the independent evaluation is to promote accountability and strengthen learning and project management among the ILO and key stakeholders. The specific objectives of the evaluation are to:

- a) Assess the relevance of the projects design and implementation strategies in relation to the South Africa Government ILO and UN policy frameworks;
- b) Assess the extent to which the two projects have achieved or are on track to achieve their stated objectives and expected results regarding the targets groups (men and women; youth, people with disabilities, etc.)
- c) Identify the supporting factors and constraints that have led to them, including implementation modalities chosen;
- d) Identify unexpected positive and negative results of the projects;
- e) Assess the extent to which the projects outcomes will be sustainable;
- f) Assess the implementation efficiency;
- g) Provide recommendations to projects stakeholders to promote sustainability and support further development of the project outcomes;
- h) Identify lessons learned and good practices to inform the key stakeholders for future similar interventions in South Africa in particular and other countries in Africa.

### **5.2 Scope**

The evaluation will focus on Phase IV of the projects, namely from January 2020 to the end of December 2024, assessing all the results and key outputs that have been produced in this period. The geographical scope will be in line with the Limpopo province and the national components of the project.

For all practical purposes, this ToR and ILO Evaluation policies and guidelines define the overall scope of this evaluation. Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to stakeholders on how they can address them.

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<sup>1</sup> Evaluation report [here](#) (use Microsoft Edge to download the report)

The evaluation will integrate gender equality and non-discrimination as cross-cutting concerns throughout its deliverables and process. It should be addressed in line with EVAL Guidance note No. 4 and Guidance Note No. 7 to ensure stakeholder participation. Furthermore, it should pay attention to issues related to social dialogue, tripartism, international labour standards and fair transition regarding environmental factors.

### **5.3 Clients**

The primary users of the evaluation are the Government of South Africa in its three roles: as funder, implementer and recipient country, the project implementing partners namely NDPWI, LDPWRI as well as ILO tripartite constituents, the ILO project technical unit, the ILO CO-Pretoria, the ILO DWT in Pretoria, the ILO Regional Office for Africa (ROAF), and the EIIP technical unit in Headquarters (DEV/INVEST).

## **6 Evaluation criteria and questions**

The evaluation will cover the following evaluation criteria (in line with the DAC criteria), UNEG guidelines and ILO evaluation policy guidelines:

- a) Relevance
- b) Coherence
- c) Effectiveness
- d) Efficiency
- e) Impact orientation
- f) Sustainability
- g) Gender equality and non-discrimination

The evaluation should consider key evaluations dimensions including Human rights, the SDGs (relevant SDGs and indicators and the principle of “no one left behind”) and ILO cross-cutting themes such Gender and non-discrimination, 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) set-up processes of broader involvement of stakeholders, and (iv) enhance 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 projects. 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 manager.

## **6.1 Key Evaluation Questions**

The evaluator shall examine the following key issues:

### **6.1.1 Relevance and strategic fit**

1. Have the projects taken into account the needs and priorities of stakeholders (including the ILO constituents) and different types of beneficiaries identified in the project document?
2. Was the planned ILO support relevant and realistic to the achievements of the Limpopo and National EPWP as well as to situation on the ground?
3. Were the projects design (implicit or explicit Theory of Change, implementation modalities, resource allocation, etc.,) realistic and purposeful towards achieving its objectives? Were the projects design logical?
4. Have the projects been able to leverage the ILO contributions, through its comparative advantages (including tripartism, international labour standards, and ILO Decent Work Team)?
5. Have the projects selected the right partners to achieve the project outcomes and impact?

### **6.1.2 Coherence (internal and external)**

1. Are the project aligned with national and international development frameworks including the UNSDCF, ILO Country Programme Outcomes (CPOs) and SDGs and their targets?
2. How well does the projects complement and fit with other ongoing ILO, UN agencies and government projects, interventions, and programmes in the country?
3. How well does the projects complement and/or fit with other ongoing ILO

programmes in the country, DWCP outcomes and UNSDCF?

### 6.1.3 **Effectiveness of projects' implementation and management arrangements**

1. To what extent are the projects in process of achieving its objectives (in both the Limpopo and National EPWP components)?
2. What are the specific contributions of the ILO TA/management to the achievements of the EPWP objectives? How effective were the backstopping support provided by the ILO EIIP Senior Specialist in Pretoria and Geneva to the programme?
3. Have the quantity and quality of the outputs produced been satisfactory?
4. What outputs have not been produced and why?
5. In which area (geographic, sectoral, issue) does each project have the greatest achievements? Why and what have been the supporting factors? How can these achievements be scaled-up?
6. What, if any, adverse effects resulting from the projects on stakeholders have been identified or perceived?
7. To what extent did the projects leverage resources to promote gender equality and non-discrimination (i.e. inclusion of youth and people with disability)

### 6.1.4 **Efficiency of resource use**

1. How efficiently have human and financial resources been allocated and used to provide the necessary support and to achieve the broader projects objectives? Could the same results be attained with fewer resources?
2. Have the projects' activities/operations been implemented on time as defined by the projects' original (and subsequent) work plans?
3. How have the projects addressed the COVID 19 situation?
4. Have the target indicators across the various objectives and outputs been effectively measured and achieved?

### 6.1.5 **Impact orientation**

1. Have the projects contributed so far to achieving the proposed impacts? Are the projects strategy and project management steering oriented towards impact?
2. Have the projects contributed to a significant change in practices, perceptions, technical capacity, governance or enabling environment for the final beneficiaries and the government at local and national levels?
3. Did the projects make any significant contribution to gender and inclusion related concerns within the realm of employment intensive programmes (at policy and practice levels)?
4. Have the projects successfully managed and shared any generated knowledge with relevant internal and external stakeholders?

### 6.1.6 Sustainability

1. Assess whether project outcomes have been achieved in a sustainable manner that will enable continuing benefits beyond the project's lifespan?
2. Are project beneficiaries likely to continue to feel improved conditions after the project closeout?
3. Has an effective and realistic exit strategy been developed and implemented?

### 6.1.7 Gender equality and non-discrimination

1. What are the key achievements of the projects on gender equality and women's empowerment?
2. Has the use of resources on women's empowerment activities been sufficient to achieve the expected results?
3. To what extent is the M&E data supporting projects' decision making related to gender?
4. Have the projects addressed other vulnerable groups, such as youth and people with disability

### 6.1.8 General

1. To what extent have the recommendations of the last evaluation been taken into account and implemented, if not why?

## 7 Methodology

The midterm evaluation will be carried out through a desk review, both online and face-to-face interviews with ILO relevant officers in ILO in South Africa, ILO HQs and the donor; and field visits to the project sites in Limpopo Province that will cover consultations with the government, employers and workers organizations, implementing partners, beneficiaries and other key stakeholders.

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

- a) Desk literature review;
- b) Semi-structured interviews with key informants and stakeholders;
- c) Direct observation during field visits;
- d) Validation workshop on preliminary findings, conclusions, and recommendations with all key stakeholders at the end of the field work, including tripartite partners, implementation agencies, ILO relevant officers and donors, in South Africa and a de-briefing with the project team.

### 7.1 Desk review

A desk review will analyse project and other documentation including the approved

logframe, implementation plan, annual reports project deliverables and other relevant documents. The desk review will suggest several 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 in an operational work plan. The Inception report will be reviewed and approved by the evaluation manager prior to the field work phase.

## **7.2 Interviews with ILO, DPWI and LDPWRI staff**

The evaluator will undertake group and/or individual interviews with the ILO staff of technical units and the field technical specialist who are involved with the management and implementation of the two components. A first meeting will be held with the ILO Director of DWT Pretoria Office, EIIP Specialist, the evaluation manager, and with the Project Team. After that, the evaluator will meet relevant stakeholders including members of various committees and technical working group under EPWP, as well as project beneficiaries to undertake more in-depth reviews of the respective national strategies and 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 (CTAs). This will include but not limited to:

- a) ILO DWT/CO: Pretoria
- b) ILO CO: Pretoria Programming Staff
- c) ILO HQ staff: DEV/INVEST
- d) ILO technical backstopping staff at Pretoria CO
- e) ILO Project Staff
- f) Project Technical Advisers and other Staff
- g) DPWI and LDPWRI and Stakeholders

## **7.3 Field Visits**

The evaluator should undertake visits to Gauteng, Limpopo, and other agreed sites to interview implementing partners and key stakeholders.

The selection of the field visits' locations should be based on criteria to be defined by the evaluator. Some criteria to consider may include:

- a) Locations with successful and less or unsuccessful results (from the perception of key stakeholders and the progress reports). The rationale is that extreme cases, at some extent, are more helpful than averages for understanding how process worked and results have been obtained;
- b) Locations that have been identified as providing particular good practices or bringing out particular key issues as identified by the desk review and initial discussions;
- c) Locations next to and not so close to main roads (accessibility).

A Stakeholders workshop will be organized at the end of the field work in Gauteng Province (Pretoria/Johannesburg area) 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. After the workshop, a debriefing to the ILO Director of CO and the project team will take place.

## **8 Evaluation Deliverables**

### **8.1 Inception report**

The Inception Report shall include a refined methodology, detailed work plan and data collection instruments in line 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 questionnaires and focus group discussions;
- Detailed fieldwork plan for the three regions should be developed in consultation with the Evaluation Manager and project team;
- Agenda for the stakeholders' workshop;
- The proposed report outline.

### **8.2 Draft Report**

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

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 draft and final report should develop, as necessary, sub-sections per each project and when makes a common analysis. In terms of addressing each project documents achievements by project need to be specified.

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.

### 8.3 Final report

The evaluation team will finalize and submit the final report to the evaluation manager in line with EVAL Checklist 5. The report should address all comments and/or provide explanations why comments were not taken into account. A summary of the report, a data annex and the lessons learned and good practices fact sheets from the project should be submitted as well. 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 EVAL for final review. The evaluation report will be distributed to the key stakeholders to ensure enhanced learning. The final evaluation report, good practices and lessons learned will be stored and broadly disseminated through the EVAL's database as to provide easy access to all development partners, to reach target audiences and to maximise the benefits of the evaluation.

The draft and a final version of evaluation report in English (maximum 30 pages plus annexes) shall have the 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
- Analysis
- Clearly identified findings for each criterion or per objective
- Conclusions and Recommendations (i.e. for the different key stakeholders)
- Lessons learned and good practices
- Annexes:
  - TOR
  - Inception report
  - List of people interviewed
  - Schedule of the field work
  - Documents reviewed
  - Data Table on Project targets as per Project logical framework targets

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



## 9 Management arrangements, work plan & time frame

### 9.1 Management

The evaluator will report to the evaluation manager Mr. Pacome Dessero, 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 EVAL.

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

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

The first draft of the report will be circulated to stakeholders for a two-weeks 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 the reasons for have not been included.

### 9.2 Workplan for the Evaluator

The evaluation team will start to work tentatively on early June 2023.

Output	Description	Tentative Dates	No. of evaluators working days	
			Team leader	Team member
<b>Inception phase</b>				
<b>Desk review</b>	Read and review the core set of project documents including previous evaluations of the project. Request any additional documentation required	5-6 June 2023	2	2
<b>Preliminary interviews to understand evaluation expectations from key ILO and national and provincial stakeholders</b>	Virtual based meetings with the project team, government national and local key stakeholders ILO HQs in Geneva to understand evaluation expectations	7-8 June 2023	2	2

<b>Inception Report</b>	An operational workplan which indicates the phases of the evaluation, finalises the set of evaluation questions, the approach, development of data collection tools, the timing, key deliverables and milestones, aligned with this TOR	9 to 14 June 2023	4	2
	Review and approval of the inception report	15 June	1	0
<b>Data collection</b>				
<b>Field work and interviews with national and local stakeholders and ILOL HQ including target population</b>	Visits to project sites and interview government officers, implementers, groups of target population, etc.	19 to 30 June 2023	10	10
<b>Stakeholder workshop</b>	Presentation of preliminary findings and debriefing to all key stakeholders	3 July 2023	1	1
<b>Development of the evaluation report</b>				
<b>Draft report</b>	A report (no more than 30 pages excluding executive summary and annexes) addressing the evaluation questions.	4 to 14 July 2023	7	4
<b>Evaluation manager methodological review</b>	Methodological review and finalization	17 to 19 July 2023	1	0
<b>Draft report circulated to stakeholders for comments by the Evaluation</b>	Evaluation manager consolidates the feedback of the stakeholders and shared with the	24 July to 4 August 2023	0	0

<b>Manager</b>	evaluator			
<b>Finalize evaluation</b>	Evaluator address received comments	9 to 10 August 2023	2	0
<b>Approval of the evaluation report</b>	Regional evaluation officer and EVAL review and approves the report	14 to 18 August 2023	0	0
<b>Total</b>			30	21

### 9.3 Evaluation team

The evaluation team will consist of one team leader and one team member. The evaluation team will agree on the distribution of work and schedule for the evaluation.

Qualifications

#### **Team Leader**

The team leader 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, Civil Engineering, Economics or related graduate qualifications;
- A minimum of 7 years of professional experience specifically in evaluating international development initiatives, including UN projects, in particular theory of change based, with policy level, decent work, gender and non-discrimination, and institutional building;
- 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;
- Knowledge and previous experience on the project thematic area and South Africa or similar countries will be an asset;
- Fluent in spoken and written English, local languages are an asset;
- 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);
- The evaluator can be based in South Africa or abroad.

Women are encouraged to apply.

#### **Team member**

- A Master degree in Social Sciences, Development studies, Civil Engineering,

- Economics 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 theory of change based with policy level work, gender and institutional building;
- Proven skills and experience in undertaking evaluations of similar projects as evaluation team member;
- Strong background in development issues; preferable in themes and geographical related to the project (national and/or Limpopo).
- A good understanding of ILO mandate and tripartite structure will be an asset
- Knowledge and/or experience in applying, qualitative and quantitative research methodologies;
- Experience in direct and participatory community-based observation, and experience in participative evaluation techniques would be an asset;
- Excellent analytical skills and communication skills;
- Knowledge and previous experience on the project thematic area and South Africa or similar countries will be an asset;
- Fluent in spoken and written English, local languages are an asset;
- 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);
- The evaluator can be based in South Africa or abroad.

#### **9.4 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:

- a) Fees for the evaluator for 30 days for the Team Leaders and 21 days for the team member ;
- b) Cost of international and national travel as per ILO travel policy
- c) Daily Subsistence Allowance (DSA) during the mission.
- d) Local transportation in the project areas;
- e) Cost of the stakeholders' workshop 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.

#### **9.5 Relevant Policies and guidelines**

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

[https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---)

[eval/documents/publication/wcms\\_853289.pdf](http://eval/documents/publication/wcms_853289.pdf)

Specially :

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

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 note 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 (version pour l'évaluation interne va être donné par la gestionnaire)

4.4 Evaluation title page (version pour l'évaluation interne va être donné par la gestionnaire)

UNEG Ethical Guidelines for Evaluation

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