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i-eval Discovery



Building community resilience with young people in Mayo Suburb of Khartoum through improved access to water

ILO DC/SYMBOL: SDN/20/03/JPN

Type of Evaluation: Project

Evaluation timing: Final

Evaluation nature: Independent

Project countries: [Sudan]

P&B Outcome(s):

Outcome 3 “Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all”

Outcome 3.2 “Increased capacity of member States to formulate and implement policies and strategies for creating decent work in the rural economy”;

Outcome 5 “Skills and lifelong learning to facilitate access to and transitions in the labour market” Output 5.3 “Increased capacity of the ILO constituents to design and deliver innovative, flexible and inclusive learning options, encompassing work-based learning and quality apprenticeships”.

SDG(s): [Contributing to Water Infrastructure rehabilitation through, the employment intensive investment approach, combined with quality vocational education, the project responds to SDG 9, 8, 6 and 4.]

Date when the evaluation was completed by the evaluator: 29 November 2022

Date when evaluation was approved by EVAL:

ILO Administrative Office: ILO County-Office Addis Ababa

ILO Technical Office(s): ILO County-Office Addis Ababa

Project duration: [February 2021 – November 2022]

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ACRONYMS

| | |
|--------|--|
| EIIP | Employment Intensive Infrastructure Programs |
| FAO | Food and Agriculture Organization |
| FGD | Focus Group Discussions |
| GIS | Geographic Information System |
| HWP | Hand Water Pump |
| KII | Key Informant Interviews |
| KRT | Khartoum State Ministry of Infrastructure |
| ILO | International Labour Organization |
| IYB | Improve Your Business |
| LBCU | Labour Based Construction Unit |
| MoLSD | Ministry of labour and social Development |
| MoWR | Ministry of Water Resources Irrigation and Electricity |
| OSH | Occupational Health and Safety |
| PEP | Public Employment Programs |
| SIYB | Start and Improve Your Business |
| SUDO | Sudan Social Development Organization |
| UNDAF | United Nations Development Assistance Framework |
| UNDP | United Nations Development Program |
| UNICEF | United Nations Children's Fund |
| WASH | Water, Sanitation and Hygiene |
| WFP | World Food Program |

EXECUTIVE SUMMARY

The “Building community resilience with young people in Mayo Suburb of Khartoum through improved access to water” project was funded by the Japanese Ministry of Foreign Affairs and implemented by the ILO in partnership with a local organisation (SUDO) and an international organization (CORE). In this project, the ILO envisioned bridging the urgently needed humanitarian assistance with sustainable development initiatives through the provision of immediate, stable jobs and a variety of training opportunities. Eventually, the project contributes to the social development goals of the 2030 Agenda for Sustainable Development,

The final evaluation of the ILO’s project was commissioned in October 2022 and aimed to study the relevance, coherence, efficiency, effectiveness, possible impact and sustainability of the ILO project. Additionally, the final evaluation sought to provide tangible recommendations for similar and future programming.

In this evaluation, the independent consultant, supported by a national consultant, used a mixed methodology approach, utilizing desk review and primary data collection, in both qualitative and quantitative terms.

The final evaluation found ILO project was highly relevant to the needs of the country and the targeted communities in the Mayo suburb of Khartoum. Additionally, the project was in line with the ILO Programme and Budget 2020-2021 and the Sudan United Nations Development Assistance Framework. The project design was adequate to meet the project objective, which aimed to stabilize severely affected communities in the Mayo Suburb through the rehabilitation of water, sanitation, and hygiene infrastructure, using the ILO’s Employment intensive investment Programs approach and the Do-nou **Technology**. However, the project design was ambitious, as one year was not enough to implement the activities adequately and resulted in requesting a no-cost extension twice.

The ILO’s project was found effective in the rehabilitation of 42 water pumps, including 2 submersible pumps with an elevated solar-operated water tank, 3 pit latrines and rehabilitating, and the construction of 3.2. KM of feeder road.

Additionally, nearly 500 young males and females from the Mayo area were capacitated effectively in implementing the feeder road rehabilitation and the water pump rehabilitation through training courses on OSH, Do-nou technology and Hand water pump rehabilitation. Besides young males and females in Mayo, skills and knowledge of the government staff were enhanced through face-to-face and online trainings in OSH, decent work – EIIP, IRAP and GIS mapping techniques, and planning and supervision of employment-intensive road maintenance.

ILO endeavours contributed to a Sudan OSH policy as training government staff motivated the government to develop a framework and/or national OSH policy in construction work. Therefore, one of the good practices in the project implementation was the involvement of the government, LINGO and International NGOs in communication and coordination of efforts. Whereas the civil protest and instability in the country

caused a delay in project implementation. Consequently, the project staff have faced challenges in reaching offices, delays in delivering raw materials to construction sides and wiring the money to Sudan.

In reviewing the project management structure, the evaluation found that ILO has utilised financial and human resources efficiently. However, a more adequate M&E approach would have enabled access to information on time and enhanced the decision-making process.

The immediate and most direct impact on the lives of the beneficiaries was the easy access to water at hand water pump stations. Also, the evaluation results showed that utilizing the EIIP enabled beneficiaries to generate income and respond to the economic needs of their families and a number of beneficiaries started working with other organisations.

Finally, the ILO with its partners have maintained gender participation and engagement in all the project outputs and activities, which was evident during the trainings and implementation of the rehabilitation of water pumps and feeder roads

Recommendations

1. PROJECT BACKGROUND

Sudan is a low-income country that has faced multiple socio-economic shocks, including the Covid-19 pandemic and floods, causing damages worth billions of US dollars¹. According to the World Bank, the country's resilience to economic shocks is limited due to the devastation from internal conflicts including two lengthy civil wars and the separation of South Sudan. The internal conflict and the economic shocks caused the internal displacement of more than 3.71 million people; among them seven million children who remained out of school and leaving 11.7 million people lacking in food security². Additionally, Sudan has become a destination country for nearly 1.2 million refugees fleeing the violence in Eritrea, the Central African Republic, Ethiopia, Chad, Syria, and Yemen.

Sudan is considered a low-level human development country, ranking 170th out of 189 countries by the UNDP's human development index in 2019^{3,4}. Research shows that the Covid-19 pandemic has negatively impacted the fragile economy and income of the Sudanese. In 2020, UNDP jointly with UNICEF and WFP outlined that the vulnerabilities are severe and increasing among the urban population in Khartoum with

¹ <https://www.worldbank.org/en/country/sudan/overview>

² [Sudan | Situation Reports \(unocha.org\)](https://unocha.org/sudan-situation-reports)

³ <https://bti-project.org/en/reports/country-report/SDN>

⁴ <https://countryeconomy.com/countries/sudan>

emerging negative social implications⁵. The 2021 ILO rapid assessment of the socio-economic impact of the COVID-19 pandemic in Khartoum state showed that business income for nearly 40% of households has stopped and has dropped for 35% of households, which made living conditions worse⁶.

Both research show that a majority of enterprises in Khartoum are engaged in trade and less in production and services due to economic instability and an inappropriate business environment. Consequently, less people were employed by enterprises. Furthermore, the size of the informal economy in Sudan is estimated to be nearly 35% of Sudan's economy⁷, leaving employees and labourers without access to social protection, safeguards against the sudden loss of income, lack of healthcare, pension, and paid leaves. The UNDP outlined that "most employees working on verbal contracts or no contracts at all, and hence no legal liability for the employer, which led to changes of employees, work hours and remuneration". Furthermore, the vulnerability of the Sudanese mounted in 2020 by flooding in 36 regions, resulting in nearly five and a half million people in need of humanitarian assistance.⁸

In early 2020, the Sudanese government, represented by the Ministry of Labour and Social Development (MoLSD, hereafter) sought international support of the International Labour Organization (ILO, hereafter) to overcome the crisis in the country. The ILO, in close consultation with the MoLSD, has developed the "Building community resilience with young people in Mayo Suburb of Khartoum through improved access to water" project. The project sought to impact people's resilience to socio-economic shocks and natural hazards through strengthened institutional capacities and policies, direct employment and promoting entrepreneurial skills of young vulnerable men and women in the Mayo suburb, Khartoum.

In this project, the ILO envisioned bridging the urgently needed humanitarian assistance with sustainable development initiatives through the provision of immediate, stable jobs and a variety of training opportunities. Therefore, the ILO has worked on mainstreaming Employment Intensive Infrastructure Programs (EIIP, hereafter) to rehabilitate infrastructures and generating additional jobs, eventually reducing poverty and promoting social stabilization, which contributes to the social development goals of the 2030 Agenda for Sustainable Development⁹, "We envisage a world in which every country enjoys sustained, inclusive and sustainable economic growth and decent work for all".

In February 2021, the Japanese Ministry of Foreign Affairs agreed to grant USD 1,914,972 to execute "Building community resilience with young people in Mayo Suburb of Khartoum through improved access

⁵ <https://www.undp.org/sudan/publications/rapid-assessment-economic-situation-urban-population-khartoum-state>

⁶ https://www.ilo.org/wcmsp5/groups/public/---dgreports/---ddg_p/documents/publication/wcms_831247.pdf

⁷ <https://www.worldeconomics.com/Informal-Economy/Sudan.aspx#:~:text=The%20size%20of%20Sudan's%20informal,billion%20at%20GDP%20PPP%20levels.>

⁸ https://news.un.org/en/story/2020/09/1074152?gclid=Cj0KCQjwqoibBhDUARIsAH2OpWgHLyfCLMubctrAxRfwcPfuCu4w9zsMsOYDJMSYz5StGljFuHmbpF4aAlaMEALw_wcB

⁹ [Transforming our world: the 2030 Agenda for Sustainable Development | Department of Economic and Social Affairs \(un.org\)](https://www.un.org/en/transforming-our-world-the-2030-agenda-for-sustainable-development/)

to water” over the period of 12 months, which was extended for another seven months until November 2022. In partnership with CORE and Sudan Social Development Organization (SUDO, hereafter), the ILO endeavour comprised the following main interventions under the following four pillars:

Pillar one: Access to Water: enhance water access for more than 260,000 inhabitants in Mayo Suburb, Khartoum through

- Rehabilitation of forty (40) water pumps, 2 submersible pumps with an elevated solar-operated water tank, and 3 pit latrines and rehabilitating (3.2) km of feeder roads including a functional water-drainage system
- Utilizing employment-intensive methods and engaging five hundred (500) male and female workers from Mayo suburb

Pillar Two: Develop Skills of government officials, community members, as well as entrepreneurs to implement construction works through

Capacity building for community Members:

- Vocational trainings for 200 young males and females on rehabilitation of Hand Water Pump (HWP)
- Vocational trainings for 300 young males and females on the Do-nou **Technology** for feeder road construction
- Business start-up training for 500 project beneficiaries for 3 days, utilizing the ILO’s Start and Improve Your Business (SIYB, hereafter) module.
- Five days SIYB training to 20 selected youths who engaged in road and water infrastructure rehabilitation works
- Five days Improve Your Business (IYB) training to 20 selected business enterprises engaged in the related road and water infrastructure business from Khartoum and the project area.

Capacity building of state actors

- Two days of road rehabilitation work training, using the “Do-Nou” technique for six Labour Based Construction Units (LBCU, hereafter) engineers through an employment-intensive approach
- Online course on “creating Jobs through inclusive infrastructure investments” for three LBCU/MoLAR engineers/officials from 9th May to 10th June 2022
- Online course on “Public Employment Programs” (PEP, hereafter) for four Sudanese Government professionals from 10th October to 4th November 2022
- Study tour visit to Jordan for eight representatives of the Sudanese governmental office LBCU/MoLAR from 26th to 31st March 2022.
- Study visit in Pretoria, South Africa for eight representatives of LBCU/MoLAR from 20th to 26th November 2022 to learn lessons on the public employment program modality, implemented by the government funding.

Pillar three: Raise awareness of Occupational Safety and Health (OSH) principles at construction work sites through

- Three days of theoretical classroom sessions conducted to the project beneficiaries of 500 youths, LBCU/MoLAR, local authorities and implementing partners
- Five days of OSH training for strengthening the capacity of the governmental offices.

Pillar Four: Enhance Water governance in the Sudanese Government through GIS (Geographic Information System)-powered accessibility maps through

- Five days of training for 24 representatives of the MoLSD of the Kasala State of Sudan and implementing partners on the integrated rural accessibility planning (IRAP and QGIS mapping technique).

2. EVALUATION BACKGROUND

In line with the ILO's evaluation policy, the final independent evaluation goal was to study the relevance, coherence, efficiency, effectiveness, possible impact and sustainability of the ILO “Building community resilience with young people in Mayo Suburb of Khartoum through improved access to water” project. Additionally, the evaluation process envisioned to ensure that ILO and concerned stakeholders in Sudan are well informed and gained tangible recommendations for similar and future programming.

The evaluation process had eight specific objectives outlined as follows:

1. Establish the relevance and coherence of the project design and implementation strategy with the national development frameworks, beneficiary needs and ILO and UN policy frameworks and the SDGs
2. Assess the extent to which the project has achieved its stated objective and expected results regarding the different target groups, while identifying the supporting factors and constraints that have led to them, including implementation modalities chosen; and partnership arrangements
3. Identify unexpected positive and negative results of the project
4. Assess the implementation efficiency regarding financial and human resources (including management arrangements)
5. Assess the extent to which the project outcomes will be sustainable
6. Assess the project's immediate and potential long-term impact

7. Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes
8. Identify lessons learned and good practices to inform the key stakeholders (i.e. national stakeholders, the donor and ILO) for future similar interventions.

Utilizing the ODEC/DAC Quality Standards for Development Evaluation and the UNEG Code of Conduct for Evaluation in the UN System, the final evaluation is guided by six sets of questions/criteria as an evaluation framework, which is outlined below:

1. Relevance and strategic fit:

1. Were the project objectives consistent with the national key partners' policies and the country needs at national and local level, including specifically targeting men and women and other particular groups?
2. How did the project contribute to the relevant International Labour Organisation Programme & Budget Outcomes, the Abidjan Declaration and development priorities in Sudan and to the UN UNDAF and Japan policies to support Sudan?
3. To what extent did the project build on the previous experience of the ILO in Sudan, and relevant experience of other local and international organizations in Sudan?
4. How does the project address ILO cross-cutting themes?

2. Validity of project design and coherence:

5. Was the project design adequate to meet project objectives? Do outputs causally link to the intended outcomes and objectives and take into consideration external factors?
6. Has the project formulated a good Theory of Change, considering its short timeframe?
7. To what extent was the project design adequate and effective in the coherence and complementarity between the different project components?
8. To what extent did the project build on the comparative advantage of the ILO in the field of basic services and access to water and decent work promotion?

3. Effectiveness of the project in relation to the expected results:

9. To what extent have the project objectives been achieved?
10. Have unexpected positive and/or negative results occurred?
11. What were the main internal and external factors that influenced the achievement or non-achievement of results?
12. Has the partnership strategy of the project been effective towards the expected results?

4. Efficiency of the resources:

13. Are the financial and human resources made available to the project used efficiently regarding obtained outputs?
14. Have the project developed an M&E strategy that enhances accountability, learning and feeds into management?
15. How have the roles and responsibilities between the project and key partners at the national and regional levels regarding planning and M&E of the project work?

5. Orientation to impact and sustainability of the project:

16. What can be identified as project sustainable impacts in the target groups and other actors as relevant? Are the results integrated or likely to be integrated into national institutions, target populations, and will partners be able to sustain them beyond the project (institutionalisation of project components)?
17. What measures and actions have been put in place to ensure ownership of the project's results at the national level and within governorates?
18. Can the project's approach (or parts of it) and results be replicated or amplified by national partners or other actors, considering institutional and financial dimensions?

6. Gender and non-discrimination of vulnerable groups:

19. To what extent has the project identified and integrated into its actions the operational and strategic needs and priorities for men, women, and vulnerable groups?
20. How has the project been able to meet the specific needs of men, women and vulnerable groups?
21. Do the tools developed by the project integrate gender and non-discrimination issues?

The evaluation process covered the period April 2021-August 2022. The evaluation, also, covered most of planned outputs and outcomes under the project. The evaluation findings discusses how the project has addressed the ILO cross-cutting themes including gender equality. This evaluation helps the ILO and other stakeholders to understand how and why the project has obtained or not the specific results from out put to potential impacts.

During the period October- November 2022, the final evaluation activities of the project constituted of

1. Desk review of existing secondary data from 17th to 24th October
2. Development of the inception report including data draft collection tools from 25th of October to 3rd November
3. Translation of data collection tools (Focus group discussions and Key informants interviews) by the 6th of November
4. Data collection process by the international consultant and national consultant from the 7th to 18th of November
5. Data analysis from 12th to 20th November
6. Development of the draft report of the final evaluation 21-24th November
7. Summarizing the evaluation findings for presenting to the ILO and the representatives of the government of Sudan on the 29th of November
8. Address ILO comments and finalize the report December 2022 -January 2023

3. EVALUATION METHODOLOGY

Using the OECD/DAC Quality Standards for Development Evaluation, the final evaluation applied a mixed methodology approach. The mixed methodology approach utilized both desk data review and field primary data collection, in both qualitative and quantitative terms.

The evaluation assessed when possible, through primary data collection as well as a desk review of the available secondary data, triangulating both sources. Moreover, a participatory approach was adopted to ensure that all stakeholders had the opportunity to provide feedback in both qualitative and quantitative terms. Moreover, gender balance has been maintained for fair representation of men and women in the targeted communities.

3.1.Desk review of documents

The secondary data enabled the consultant to conduct the stakeholders' analysis, identifying the extent of involvement and influence of each stakeholder. Additionally, secondary data enabled drawing the evaluation matrix and a specific set of questions for each stakeholder, involved in the project design and implementation. Furthermore, the secondary data review was used during the analysis to address the evaluation questions.

The evaluation reviewed the following documents:

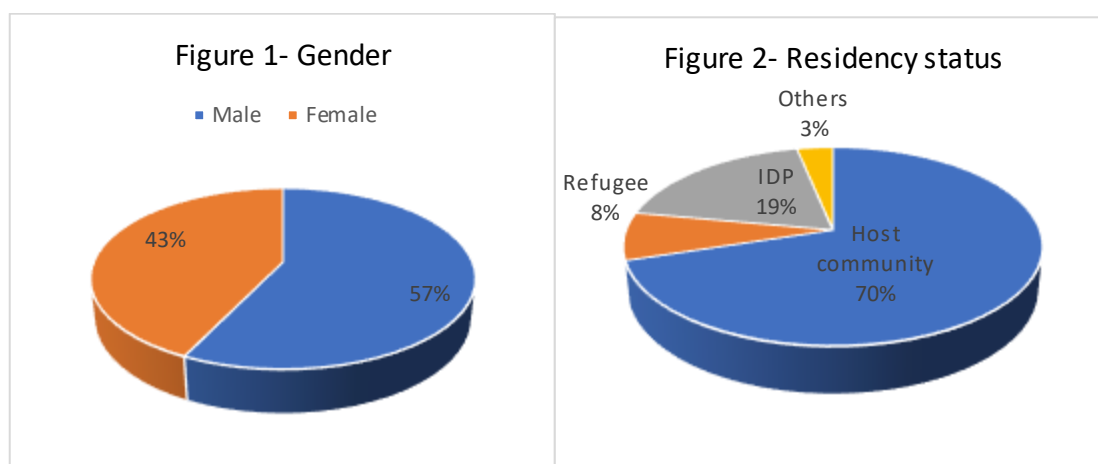
- 1- Project full proposal, dated January 2022
- 2- Communication with donor including,
 - 1) Requests of the no cost extension, modifications of results framework and revised workplan by the ILO
 - 2) Approvals of the no cost extension and modification of project results framework by the donor
- 3- Training and workshop attendance sheets, concepts, reports and agreements with service deliveries
- 4- Agreements and amendments of the ILO with implementing partners (SUDO, CORE, ITCILO) and external collaborators (consultants)
- 5- Minutes of the ILO's meetings with implementing parties and government stakeholders
- 6- Progress reports
 - 3) September and November 2021
 - 4) April, May, and October 2022
- 7- Assessment reports
 - Rehabilitation needs assessment
 - Technical gap for national vocational training system and accreditation mechanism in Khartoum assessment
 - Baseline presentation of Mayo Water Access
 - Water quality assessment
 - Jordan study tour report
- 8- Internal monitoring and role distribution within the ILO Sudan Office

A purposive sampling was applied to institutional stakeholders of the final evaluation. Whereas, stratification applied for the project beneficiaries based on a two-stage sampling method, stratified first by gender and followed by sub group the sample size by type of intervention. Accordingly, the evaluation process targeted 168 direct and indirect beneficiaries in both qualitative and quantitative exercises, using KIIs, FGDs and Survey.

Over the period of five weeks, the final evaluation was commissioned in Khartoum and Mayo Suburb in Sudan by an independent international consultant, working virtually supported by a national consultant.

The quantitative survey was applied to 154 persons (123 beneficiaries at the community level, and 31 government staff). In total, 43% of the survey sample was female (53 beneficiaries and 13 government staff) and 57% were male (70 beneficiaries and 18 government staff). Additionally, the beneficiaries were mainly locals from the host community, 70%. (79 beneficiaries and 29 government staff) Other residents were 19% IDPs (29 beneficiaries), and 8% refugees (3 beneficiaries and 2 government staff).

The qualitative exercise comprised 11 Key Informant Interviews (KIIs hereafter) with 14 personnel of the government, NGOs, the ILO, and the Embassy of Japan in Sudan. Regarding beneficiaries six Focus Group Discussions (FGDs hereafter) were held with 55 participants (36 female and 19 male) (4 FGDs with beneficiaries at the community level and 2 FGDs with 7 participants of LCBU).



Source: final evaluation survey

3.2.Primary data collection

A participatory approach was adopted to ensure that the stakeholders had the opportunity to provide feedback in both qualitative and quantitative terms.

Qualitative Approach: This approach was used to obtain more broad and open feedback. The stakeholders who were interviewed qualitatively (open-ended questions) were the ILO project staff, representatives of

the government, training participants, NGO staff as well as direct beneficiaries (young men and women) at the community level in the Mayo area. The main qualitative tools were FGDs and KIIs.

The focus groups were conducted separately with men and women ensuring a comfortable environment for men and women to express more freely. All the focus group discussions were administered by the national consultant with a maximum of 10 participants in each FGD. Meanwhile, the KIIs were administrated by both the international consultant (online meetings) and the national consultant (face-to-face meetings).

Quantitative Approach: The quantitative approach was applied through a survey to the project beneficiaries with a structured questionnaire. The survey targeted participants of the ILO trainings and young men and women involved in the rehabilitation of water units and road constructions.

All the data collection tools were developed taking into consideration the desk data review of the project documents and the evaluation indicators/questions. Semi-structured and structured tools were developed, having a good balance of open-ended and close-ended questions.

The tools applied for primary data collection are the following (these are available at Annex 1):

- 1) KII - Ministry of Water Resources Irrigation and Electricity
- 2) KII - Ministry of Labour and Social Development - LBCU
- 3) KII - SUDO, CORE, Ministry of Water Resources Irrigation and Electricity, Ministry of Health and Khartoum State Ministry of Infrastructure's Urban Planning Unit (KRT-Mol)
- 4) FGDs - young men and women beneficiaries
- 5) FGDs - Beneficiaries of training form MoLAR/LBCU and (MoWR)
- 6) Survey Questionnaire - Beneficiaries at community level
- 7) Survey Questionnaire - Training participants (government staff)

The final evaluation process adhered to ILO and UNEG research ethics and norms through

- Informed consent of the interviewees
- Voluntary participation of the interviewees
- Anonymity and confidentiality of individual statements
- Purpose of the interviews, how reflections and experiences of the interviewees feed concluding evaluation findings
- Communicating the findings of the final evaluation with the stockholders through a presentation workshop and dissemination of the final evaluation report
- Maintain scientific methodology in designing and practising the final evaluation process

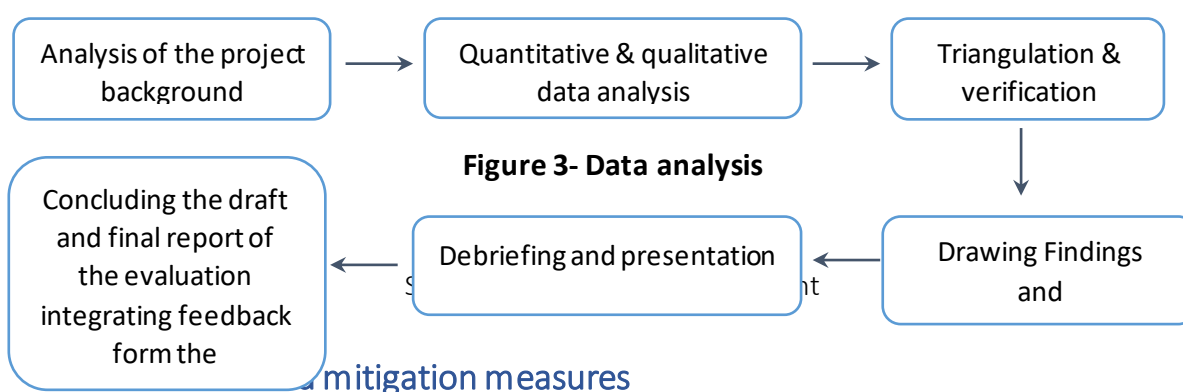
3.3.Data Analysis & Representation

The analysis was continuous in nature, starting with an in-depth analysis of the contextual data through a desk review of available project reports, proposals, log-frame and other reports. Comprehensive data assurance methods were employed by screening irregularities and verifying with the national consultant throughout the lifecycle of data. During all stages of data gathering. Both collection and entry had several checkpoints to assess the integrity and consistency of the collected data.

Once the qualitative data is collected and transcribed, the data was coded by reading it thoroughly and organizing it by evaluation objectives (indicators / questions). In the case of quantitative data, i.e. the surveys, the raw data will be cleaned of errors and typographic anomalies.

The data collected was analysed and interpreted using inputs from the desk review, FGDs, KIIs and the surveys, putting in the frame of the evaluation objectives. To verify the findings, a triangulation process was followed as step four by comparing the findings from different sources and data collection tools.

Findings were presented to the ILO and stakeholders in a virtually in a Workshop for debriefing on findings and recommendations. After this step the evaluator has developed a draft report that has been circulated for comments by stakeholders to arrive to a final version that was approved by ILO/EVAL. final two steps were drawing conclusions and providing key recommendations.



The final evaluation had two limitations which were:

- The time frame allocated for the evaluation was short and the ILO was involved in implementing the Start and Improve Your Business (SIYB, hereafter)
- Demonstration in Sudan was ongoing during the final evaluation process, which hindered the travel of the international consultant to the country.

Both limitations were mitigated by

1. Hiring a national consultant in Sudan to assist the data collection process by conducting face-to-face meetings
2. Deploying virtual meetings for the data collection process
3. The international consultant competency in both English and Arabic enabled access to the raw data, collected by the national consultant, and conduct virtual meetings in Arabic, when necessary, without the need for translation from Arabic to English

4. EVALUATION FINDINGS

4.1.Relevance and strategic fit:

The final evaluation process found that the project was highly relevant to the needs of the country and the targeted communities in the Mayo suburb

The desk study of the published researches by the UN agencies and the ILO's need assessment reports identified an emerging need for interventions funded by international aid, emphasising the vulnerability of Sudanese people, precisely in the Khartoum area. UNDP jointly with WFP and UNICEF in May 2020 found that communities, located in the peripheries of Khartoum state, were severely affected by the economic crisis, caused by government policies and practises issued in 2018¹⁰. The research revealed that purchasing power was drastically reduced, limiting the ability of the Sudanese to meet their food requirements, which resulted in increasing food insecurity and adopting negative coping mechanisms. Additionally, people in the Mayo suburb in Khartoum, were facing challenges in generating income and finding work opportunities. Consequently, social relations and social networks were negatively affected due to an increase in violence and crimes. Furthermore, the research clearly showed that the most affected categories were found to be children, the elderly, and women and the most negatively affected sectors were access to education, health and safe drinking water.

In the same manner, the ILO commissioned research in 2021, seeking to understand the impact of the COVID-19 pandemic on the socio-economic situation of Sudanese people in Sudan. The ILO found that the Covid-19 Pandemic has negatively affected the fragile economy and increased the suffering of people. In Khartoum, the business income for nearly 40% of households had stopped and had dropped for an additional 35% of households. Also, reducing working hours by enterprises during the Covid-19 pandemic resulted in lower wages and fewer earnings for employees and workers. Additionally, access to water for drinking and handwashing during the pandemic was limited, especially for IDPs and nomads.

Finally, according to the Food and Agriculture Organization (FAO, hereafter), the flooding in 2021 had affected nearly a million Sudanese, in addition to 4.5 million in 2020, and "contributed to the destruction and damage to water facilities, leaving vulnerable people in urgent need of water, sanitation and hygiene (WASH, hereafter) services, and intensified existing vulnerabilities of affected people"¹¹.

Regarding the project link to international frameworks, first the "ILO Programme and Budget 2020-2021" it is found that the project followed the human-centred approach in line with the ILO policy outcomes number three "Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all" and outcome six "the gender equality and equal opportunities and treatment for all in the world of work". Moreover, the project incorporated elements of the policy

¹⁰ For example, decreasing the value of the Sudanese currency, banning imports for certain commodities, lifting the subsidies for wheat

¹¹ https://reliefweb.int/report/south-sudan/south-sudan-humanitarian-needs-overview-2022-february-2022?_gl=1*fvc9zp*_ga*MTQ5NDg4OTQ2Ni4xNjY2Njk2MjEw*_ga_E60ZNX2F68*MTY2ODE3MzQ4NC4yLjAuMTY2ODE3MzQ4NC42MC4wLjA

outcomes five, six and eight in terms of skills building of targeted beneficiaries, gender equality approach and capacity building of state actors to support the protection of workers¹²

Second, the ILO's project was also in line with the Sudan United Nations Development Assistance Framework (UNDAF, hereafter), signed by the government of Sudan and the United Nations Country Team in Sudan. The ILO bridged the gap between the emergency response to natural disaster with sustainable development by capacitating state institutions, which was part of the Outcome two of the UNDAF "By 2021, people's resilience to consequences of climate change, environmental stresses and natural hazards is enhanced through strengthened institutions, policies, plans and programmes"¹³.

Additionally, the ILO's intervention is one of the projects funded by the government of Japan under the supplementary budget for the humanitarian response programme, which is a maximum of one-year project duration fund. The ILO's project is considered as assistance for basic human needs that "promotes improving the capabilities of government organizations in health, water, environment, and vocational training fields through the establishment of development models"¹⁴.

Furthermore, the ILO's project brought its experiences and approach to Sudan by adopting an employment and decent work framework by bridging the humanitarian response with a sustainable development program through utilizing the ILO's Employment Intensive Infrastructure Programs approach (EIIP) and the "PROSPECTS" program of rehabilitating water and health facilities in West Kordofan State and East Darfur State entitled.

The ILO's project was multi-dimensional and worked on rehabilitating the water facilities and feeder roads by building the vocational skills of the local community members, generating immediate income for male and female trainees in implementing the rehabilitation work, maintaining decent work principles, raising awareness of OSH principles, and sustaining its interventions through institutional capacity building for the government authorities in water governance.

4.2. Project design and coherence:

The project final evaluation found that the project design was adequate to meet the project objective, which aimed to "stabilize severely affected communities in Mayo Suburb through the rehabilitation of water, sanitation and hygiene (WASH) infrastructure, using the ILO's Employment intensive investment Programs (EIIP) approach".

Review of the project proposal, log frame and progress reports indicates that the organization of outcomes, outputs and activities adequately meet the project objectives and both outputs and activities were properly linked and complemented each other. One of the good practices was commissioning an

¹² https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---program/documents/genericdocument/wcms_736562.pdf

¹³ https://sudan.un.org/sites/default/files/2019-10/Sudan_UNDAF_En_2018-2021-E-Ver.pdf

¹⁴ <https://www.jica.go.jp/sudan/english/activities/activity01.html>

assessment and/or a research activity under each outcome that guided the effective implementation of activities, outlined under the proposed outcome. However, monthly, or quarterly review meetings that bring the stakeholders (partners, ministries and donors) to a round table meeting would have enhanced the accountability and commitments of implementing partners and stakeholders. Also, the project design should have considered the hot summer and Ramadan in Sudan as the rehabilitation work performance is reduced in these periods .

ILO has brought its experiences to design a project that not only meets the immediate needs of people in Mayo in terms of access to water, but also generates income for poor people. In this regard, ILO adopted the EIIP program and the Do-nou **Technology** that enabled large-scale immediate job opportunities for vulnerable males and females, rather than using the traditional way of road rehabilitation, in which machines and vehicles would have been used. Using the Do-nou **Technology** is claimed to be cheaper because the labourers are mainly using filled bags with **gravel fill material** to build their road. However, it needs more human resources than the traditional way of rehabilitation work. This match the objective of the project in terms of jobs generation.

Additionally, building institutional capacities of the state actors was the second pillar of the project, which was developed in parallel with creating job opportunities. Those two factors are emphasized by UNDP, UNICEF and WFP that the national and international actors support sustainable livelihoods of the Sudanese in Khartoum and enable reform in the government system¹⁵.

ILO project design took into account lessons from other international agencies that implemented projects in the Mayo area. The ILO project staff utilized local human resources in the rehabilitation process, by training and employing male and female labourers and engineers from the Mayo areas itself, which avoided challenges and conflict with the local communities. The KII revealed that “we learned from UNHCR and UNICEF who implemented rehabilitation projects in the Mayo area. They brought contractors not from the Mayo suburb to implement the rehabilitation work, but they were confronted by the Mayo people and the contractors reported missing tools and raw material”.

Furthermore, looking at the nature of those interventions and connections among those activities, it reveals that ILO project design was guided by the employment and decent work principles, including but not limited to enhancing safety and security in the workplace through applying OSH procedures at construction work, social integration of community residents (employing host and displaced people), equality of opportunity and treatment for all women and men in water pump rehabilitation and feeder road construction. Health and safety of workers was considered not only for those involved in the rehabilitation process, but also as a contributing factor for the government to start thinking of having an OSH policy in the country.

Finally, the project design was ambitious, as one year was not enough to implement the activities adequately. This was one of the driving factors behind requesting a no-cost extension twice. In the project design, ILO recognized the short duration and aimed for a rapid setup and the start of implementation, lending existing and experienced staff in WASH rehabilitation (West Kordofan State and East Darfur State)

¹⁵ <https://www.undp.org/sudan/publications/rapid-assessment-economic-situation-urban-population-khartoum-state>

from other projects such as “PROSPECT”. This implied delays in project implementation but definitely enabled the ILO to meet the project objectives in terms of generating jobs (EIIP) and rehabilitating water hand pumps and road feeders (Do-nou **Technology**). Therefore, in terms of project design, it would have been better for the ILO to consider the restricted funding time frame of the government of Japan and prioritise the type and nature of capacity building programmes to be included in emergency responses.

The ILO office in Sudan did not assign a monitoring and evaluation (M&E) officer for the project, which is not ideal and it would be better to assign an (M&E) officer and create an (M&E) system for the project.

4.3. Effectiveness of the project

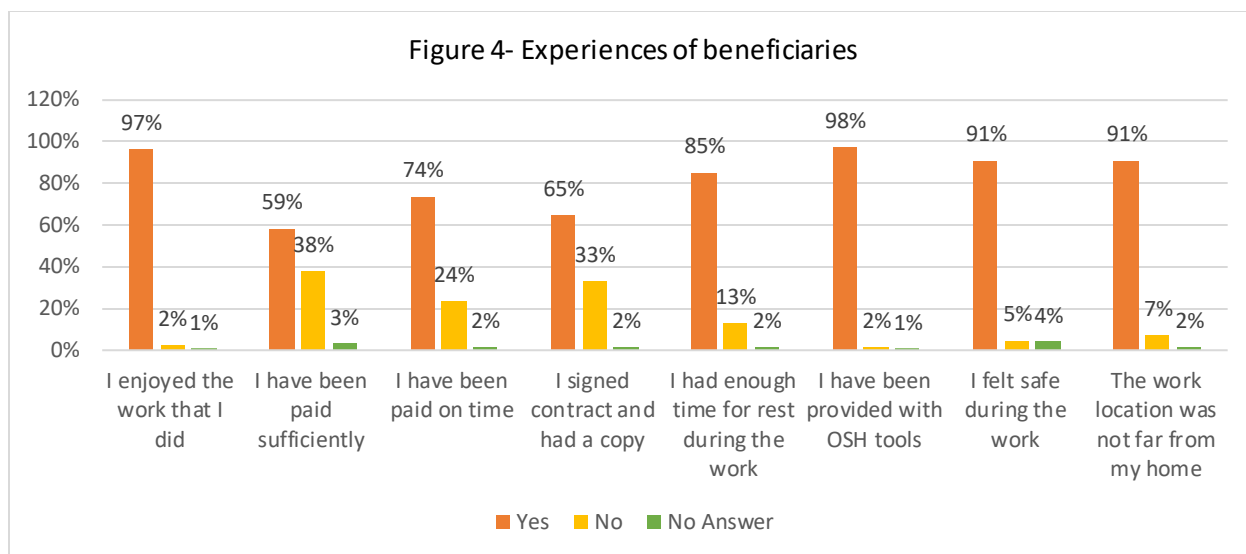
Access to water through intensive employment

The core achievement of the ILOs project was the rehabilitation of 42 water pumps, including 2 submersible pumps with an elevated solar-operated water tank, and 3 pit latrines and rehabilitating, and the construction of 3.2. KM of feeder road. The final evaluation found that the majority of targeted interviewees consider that project achieved the results that responded to the main need of the community. Moreover, all the water pumps were rehabilitated by young female and males from the community of Mayo, utilizing the EIIP.

The EIIP enabled job creation for 500 young males and females in the Mayo area, which was suffering from a lack of job opportunities and loss of income after the economic crisis, the Covid-19 pandemic and the floods. Young men and women had the opportunity to gain skills through vocational trainings in water pump rehabilitation and the Do-nou technology for road construction. Additionally, the FGDs participants at the community level added the project “helped to stop buying water, the community members are now able to reach to other areas easily, especially during the rainy season, students manage to go to their schools more safely and in a shorter time and facilitated the transportation of goods, supplies, and commodities with reasonable transportation costs.”

Thus, the ILO’s project was able to enhance access to water, create skilled young people in hand water pump and road rehabilitation as well as create income for 500 vulnerable families in the Mayo area.

The final evaluation found that the ILO implemented the project effectively. This is because young males and females were asked about their experiences during their involvement in the project and found that the majority enjoyed the work, had enough time for rest during the period of the work, had been provided with OSH tools, felt safe during the work, and work location was not far from (the respondent’s) home (see Figure 4 below). However, 38% (47 out of 123) were not happy with the wages, 24% (29 out of 123 surveyed) were not paid on time and only 33% (41 out of 123) chose NO “signed contract and had a copy”.



Source: final evaluation survey of beneficiaries

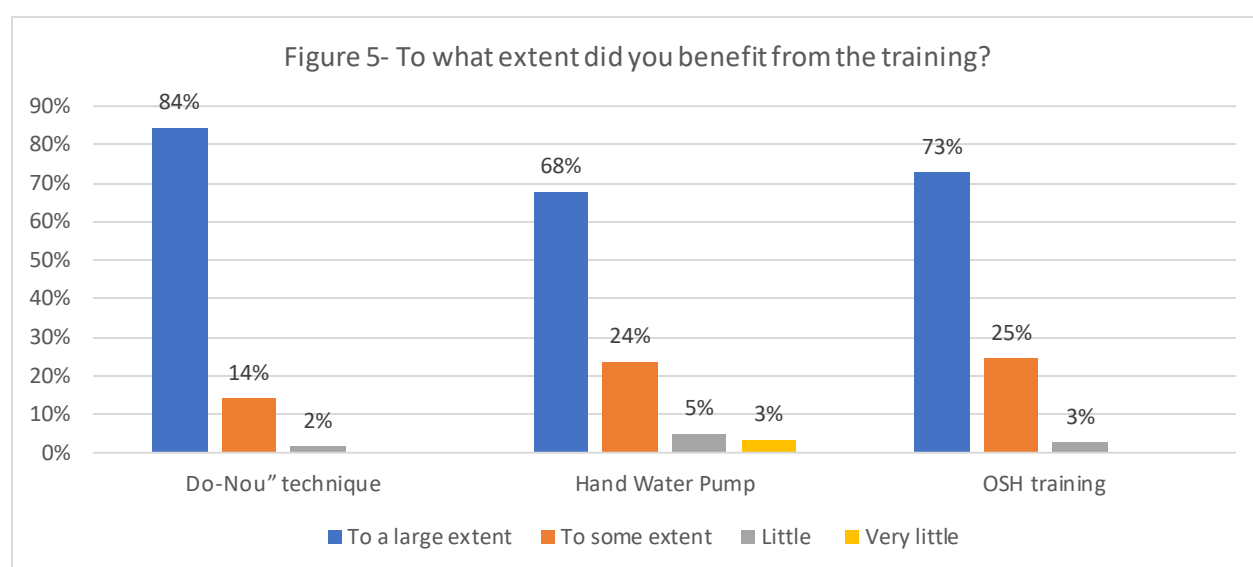
The explanation of for the 2% of the survey who chose No to signed contract and had a copy was found in the FGDs they explained that they had the contract, but they choose not to have it in the survey as the contract signed was not the one they wanted. They explained that the contract was unnegotiable in nature; rather, it was ready to be signed only by the beneficiaries. Also, the wages were low in comparison to the daily rates of labourers.

Additionally, FGD participants mentioned that sometimes there was a delay in paying their wages and the shoes were not suitable for construction work during the hot summer in Sudan, which was addressed by the implementing organizations by replacing the shoes to fit the hot summer and construction work. Finally, the end-of-project evaluation found a similar performance of females and males in water pump rehabilitation and road construction. However, the FGD participants outlined that females' performance and commitment were better than males. According to the CORE organization, the quantity of work output between men and women was different as men were able to compact more Do-nou bags than **women**

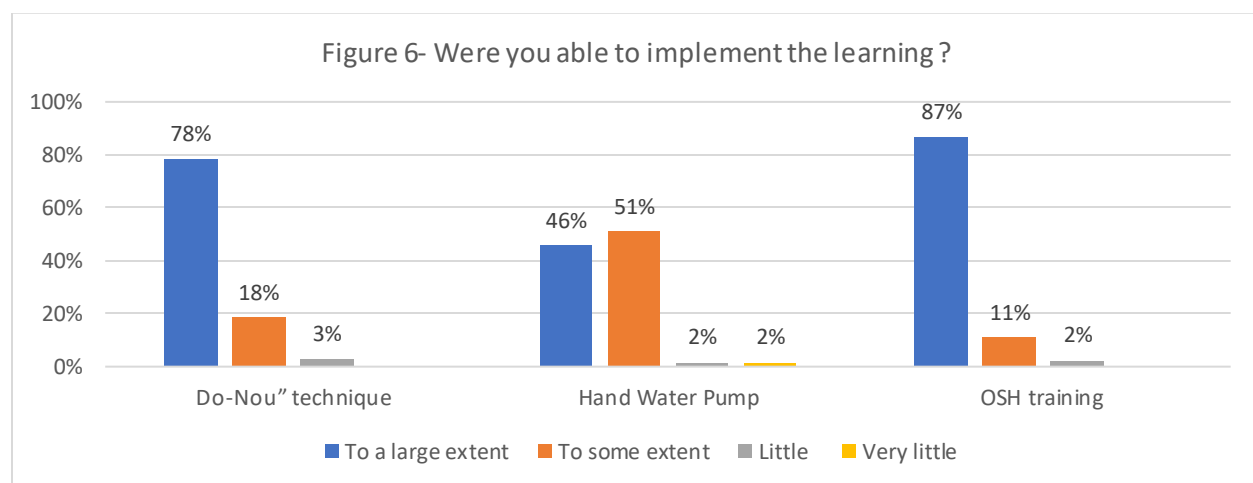
Capacity building of community members

The second element of the ILO's project was capacitating 500 young males and females from the Mayo area to implement the feeder road rehabilitation and the water pump rehabilitation. Young females and males participated in three courses which were: 1) OSH training, targeting 500 males and females, 2) Do-nou technology, targeting 300 males and females, and 3) Hand water pump rehabilitation, targeting 200 males and females.

The evaluation approached 123 beneficiaries, who received the training and then implemented the work, to reflect on their experiences from the training courses. The survey results showed all three training courses were beneficial for 95% of the beneficiaries and the participants were able to applied the learning at work, as Figures 5 and 6 show below. In comparison among those three trainings, both Do-nou technology and the OSH training were more beneficial for the trainees and were more useful for the trainees to implement their learning at work.



Source: final evaluation survey of beneficiaries

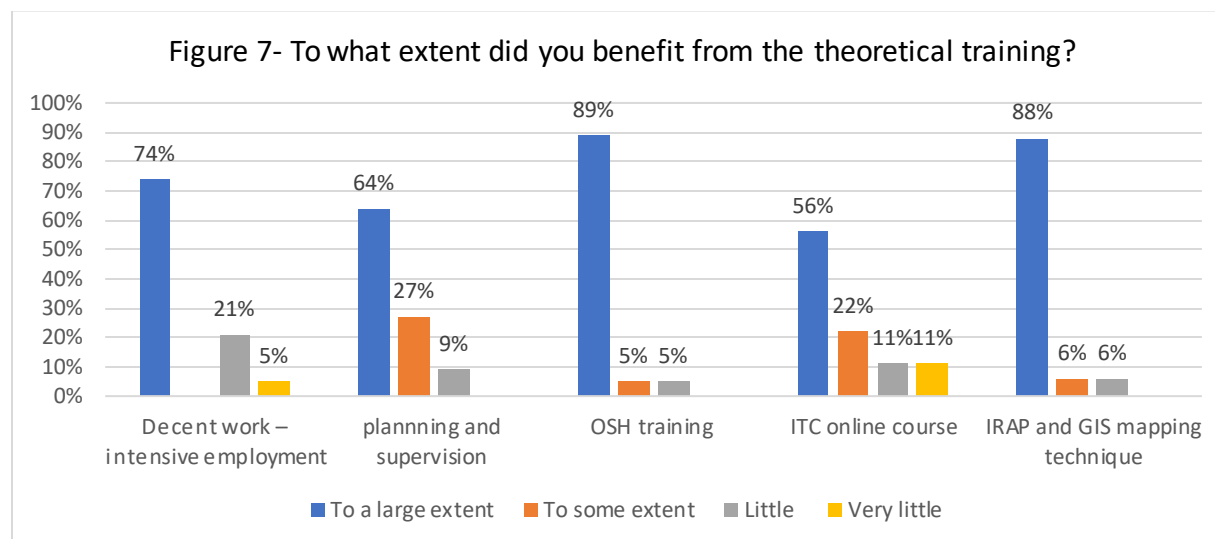


Source: final evaluation survey of government staff

Capacity building of state actors

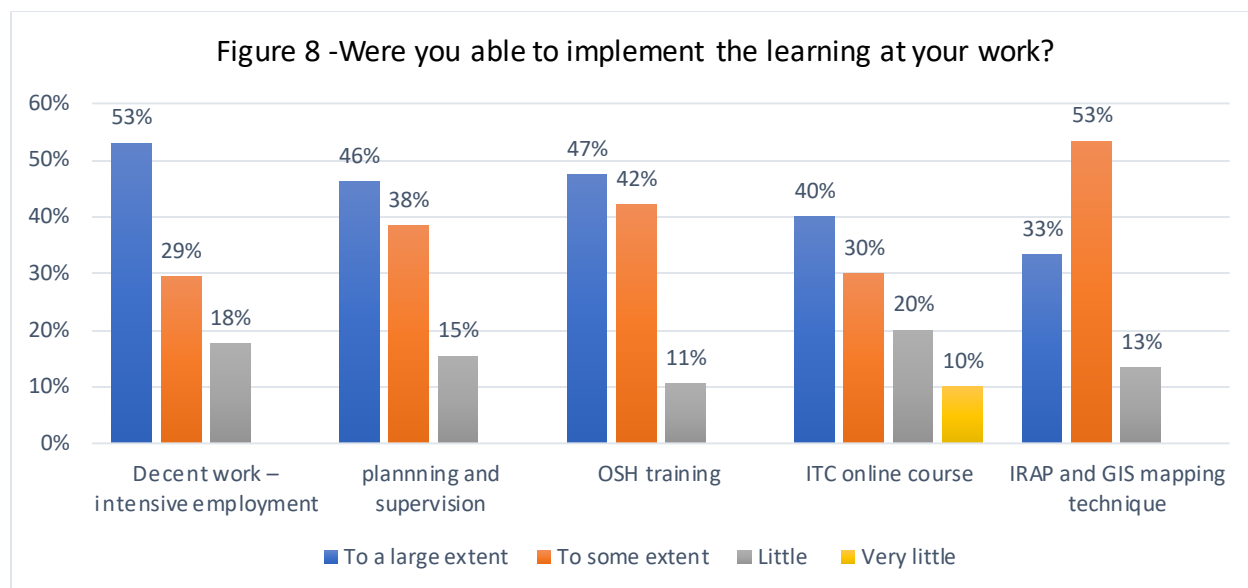
The third element of the project was building the capacity of the government entities on several topics, which included OSH, decent work – EIIP, , IRAP and GIS mapping techniques, and planning and supervision of employment-intensive road maintenance from the project area Mayo.

The end-of-project evaluation found that all trainings, provided by the ILO, were effective considering the survey participants' feedback: more than 80% of the beneficiaries declared have gained an intensive amount of knowledge and were able to implement the knowledge at their work. Moreover, to crosscheck this finding the project evaluation has approached 31 training beneficiaries from LBCU, MoLSD and MoWR. Those beneficiaries were asked to reflect on their experiences in each training through an online survey. The survey results showed that the ILO's trainings were effective, with the maximum learning optimised in OSH training and the lowest learning gained from the online training course (see Figure 7 below).



Source: final evaluation survey of government staff

In addition, the survey participants were asked if they were able to implement the learning at their place of work. The results of Figure 8 show that most of the surveyed people were able to practise their learning at their place of work. Figure 8 also reveals similar results between learning and implementing learning at work (explained above). For example, the ITC's online course, focused on "creating Jobs through inclusive infrastructure investments" conducted by ITC gained lower scores in both learning and implementing learning figures in the survey.



Source: final evaluation survey of government staff

Those positive results were explored further with the training beneficiaries, and it was found that trainees liked the training methodology, mixing the presentation with brainstorming, utilizing group work during the trainings, the training material connection between the theory and practise, especially in planning for rural areas, and the trainers were competent and able to deliver the knowledge smoothly. Finally, the majority were satisfied with the training logistics. However, 6 out of 31 surveyed people also preferred an extended training duration.

A positive unexpected result of the project is the project contribution to a Sudan OSH policy. Develop a national OSH policy was not a planned outcome of the project. However, the benefits of the ILO's training on OSH, and procedures adopted during the implementation of the work in Mayo, motivated the government of Sudan to develop a framework and/or national OSH policy in construction work.

Internal and external factors

The final evaluation identified several factors that contributed to the achievement of the results.

Among the positive factor can be identified the following ones:

One of the good practices was the participation of the relevant actors (MoWR, MOLSD/LBCD, MoH, KRT-Mol) in the selection of beneficiaries (male and female) based on pre-agreed criteria. This resulted in enhancing transparency in the selection of beneficiaries, strengthened ownership of the project among the CORE and LBCU, and including females in significant number, reaching 42% of the participants.

Second, ILO has applied its experiences in Sudan and in the region to maximize the project results including the employment and decent work strategies, experiences in the WASH project, the PROSPECT project and EIIPs enabling the creation of immediate jobs at the time when people in Mayo were striving for jobs and income.

Third, ILO benefited from the experiences of other international aid actors in terms of lessons learned. Therefore, utilizing the EIIP program in the rehabilitation work, instead of bringing contractors to implement the work as the other aid agencies did, enabled ILO to avoid conflict with the local community in Mayo as they do not agree easily on bringing an outsider (contract not from Mayo) to implement the work, which was evident in other rehabilitation work implemented by UN agencies in the area.

Fourth, the ILO office in Khartoum and its proximity to Mayo suburb enabled accessibility of the project staff to work locations and address any immediate issues.

Fifth, the quality of project partners, CORE and SUDO. Both CORE and SUDO had previous experiences and demonstrated their ability to implement their assignments. Also, the way both partners, jointly with the ILO, have engaged with the communities in Mayo, enabled the smooth implementation of project activities (water pump rehabilitation and construction of feeder road).

Sixth, ILO maintained communication and coordination with the implementing partners and the state departments which enabled realizing planned activities. However, more efforts are needed to engage and update the donor on time. Requesting a no-cost extension by the ILO was not predicted by the embassy until the last stage of Year One of the project duration. Therefore, quarterly, or mid-year reviews of the project activities informed to the Embassy would have helped.

Several factors challenged the project implementation. First, the civil protest, and instability in the country that caused a delay in project implementation. The project staff and implementing partners have faced challenges of reaching offices, closing roads, delays in the delivery of raw material to construction sites and delays in wiring the money to Sudan.

Second, the multi-layered procurement process within the ILO caused delays in purchasing material for the project implementation. Therefore, the ILO needs to revise its procurement procedure in the emergency program as humanitarian responses need immediate intervention, supported by emergency response procedures and regulations.

Third, the collection of waste material for the rehabilitation work was not assigned from the beginning. Therefore, the engagement of the community leaders jointly with the departments of government in project design and implementation will mitigate unforeseen challenges.

Fourth, ILO did not have its own bank account for international transactions which caused the ILO to be dependent on the UNDP. This caused a delay in accessing funds and eventually a second request was made for a no-cost extension.

Fifth, conducting detailed assessments before the implementation enabled better budgeting as the delay in transferring the funds to the country was consistent with market inflation and an increase in the prices

of raw materials. However, this eventually resulted in reducing the targeted number of water pumps for rehabilitation.

Sixth, the ILO's project was funded by the Japanese government as an emergency response fund, which created an expectation that the proposal submitted after a detailed assessment of the work should have a project time frame of one year, maximum. However, ILO's approach was to bridge the emergency with development, applying EIIP approach, which requires detailed assessments of the project components and may extend beyond one year due to detailed activities and outputs. Therefore, having an inception phase in the project proposal could have avoided the request of a no-cost extension and would have enabled both ILO and the Embassy of Japan to envision what the project can achieve at what cost and for what time duration.

Partnership strategy

Partnership with CORE enabled implementation of EIIP through the Do-nou technology that utilizes the labour-based rehabilitation approach. Partnership with the CORE, as an international organization, facilitated using Do-nou technology, a technology known for having a friendly approach and reducing differences between male and female rehabilitation work. The technology was used by CORE in previous projects in **Sub-Saharan African countries such as Kenya and Uganda**. Therefore, the partnership with CORE enabled the immediate capacity building of men and women and the implementation of 3.2 KM of feeder road rehabilitation by the community members, which explains why the feeder road rehabilitation by CORE finished on time.

Meanwhile, ILO's partnership with the SUDO enabled smooth community outreach in Mayo to commission the hand water pump rehabilitation. SUDO is an LNGO with extensive knowledge of Mayo communities and their cultural diversity. Another added value for SUDO was their experiences in the rehabilitation of the hand water pumps in the Mayo area, funded by UNICEF, before the ILO's project.

Also, working closely with the state departments such as MoLSD, LBCU and MoWR enhanced ownership of the project and motivated the government to adopt the ILO's OSH procedures and knowledge gained from the training to develop an OSH policy at the national level.

4.4. Efficiency

In reviewing the project management of the project, the evaluation found that ILO has utilized financial and human resources efficiently. However, a more adequate M&E approach would have enabled access to information on time and enhanced the decision-making process.

The project staff were a project manager and national coordinator in the field. The project worked in partnership with CORE (a Japanese International - Non-Governmental Organization) and SUDO (a local Non-

Governmental Organization). The national coordinator made the link of the project with the community and the government offices.

Moreover ILO supported the project implementation in the Mayo suburb through technical backstop experts from the ILO Addis Country Office and the DWT-Cairo Office . The final evaluation found this approach was highly effective and crucial to the success of the project for the following reasons: 1) the project was bridging humanitarian response with development which was a novel concept in Sudan; and 2) to implement the EIIP and employment and decent work strategy required experts on the implementation of such a program. For example, SUDO started approaching contractors to implement the water pump rehabilitation immediately after signing the contract with the ILO. However, the ILO EIIP specialists request to stop this approach as it was contradicting the EIIP approach. Also, the backstop specialists were involved in conducting initial assessments and participating in the project coordination meetings, physically and virtually, which enabled the stakeholder to grasp the project goals and strategy. Moreover, the partnership with the CORE and the SUDO enhanced project implementation and reduced costs as the technical backstop experts were not always able to travel to Sudan due to visa issues, and direct implementation would have needed more operational budget and human resources.

Furthermore, the ILO employed a Japanese national officer in Geneva for coordination purposes. This has been useful to maintain communication with the ministry of foreign affairs in Japan. . However, the ILO coordination/cooperation with the Japanese embassy in Khartoum; this was not sufficient. As the embassy representatives stressed delay in accessing information from the ILO office in Khartoum. The final evaluation found two reasons for the such delay : 1) the first coordination with the Japanese embassy in Khartoum was not a clearly assigned role in the project proposal; and 2) there was a lack of an M&E system accessible to project personnel..

Although the project has no M&E officer, the ILO project management in Khartoum generated at least six progress reports/fact sheets, which became more frequent after receiving an extension of the project period and source of information for the project stakeholders, including the Japanese embassy in Khartoum

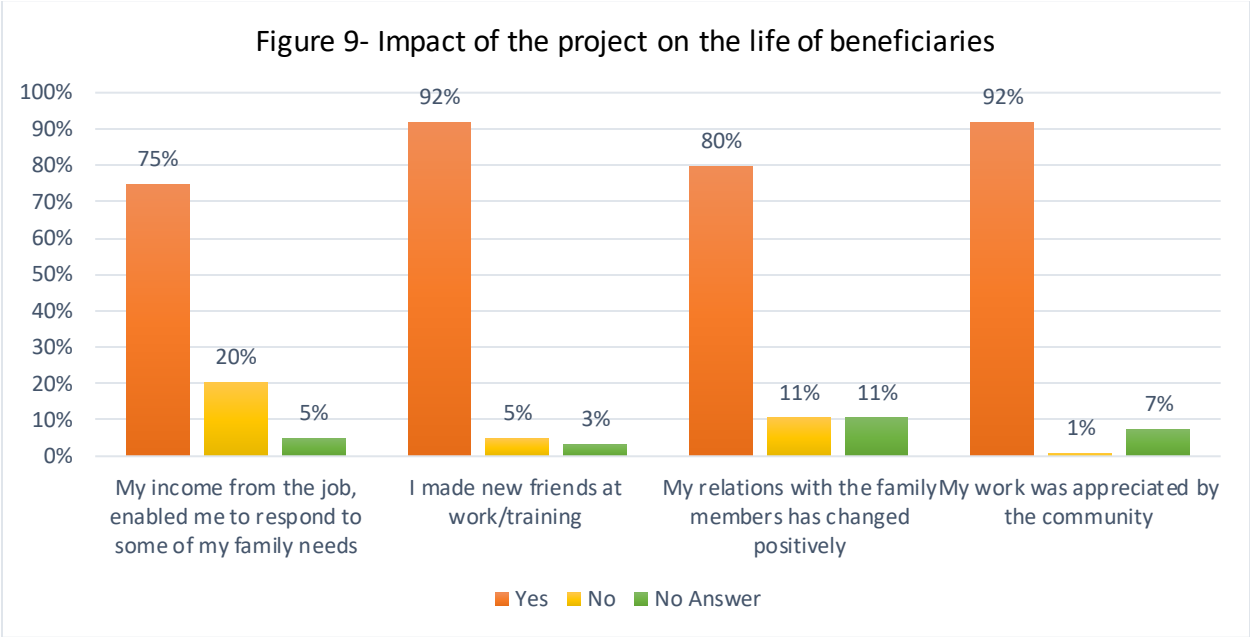
4.5. Project impact orientation and sustainability

The final evaluation identified five components of short/long term impact with possible sustainability following the end of the project. These components are the following.

First, the immediate and most direct impact on the lives of the beneficiaries was the easy access to water at hand water pump stations. Access to water reduces community vulnerability in hygiene and reduces the household cost of buying of water for drinking. The project also rehabilitated 3.2. KM of road. This reduced the time and cost of transportation, as the road is public and used by transportation vehicles. An indirect

impact was improved access to local schools for students, who are able to use the rehabilitated road in their commute with less difficulties during rainy weather.

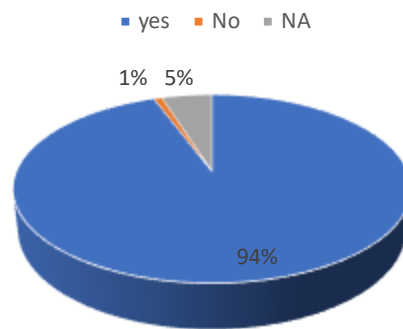
The final evaluation also explored the indirect impacts of the project on the life of the beneficiaries. The results of the survey showed that utilizing the EIIP during the hand water pump and feeder road rehabilitation enabled 75% of surveyed people to respond to the economic needs of their families, 92% were able to make new friends during the trainings and implementation of the work, 80% reported that their relations with the family members has changed positively, and finally, 92% of surveyed people indicated that the community appreciate their work, which contributed to enhancing their social standing in their community.



Source: final evaluation survey of beneficiaries

Second, the final evaluation explored the sustainability of the vocational trainings for young males and females after the end of the project. FGDs and KIIs results revealed that community members could exercise their learning and some people have started working beyond the project activities. SUDO identified nearly 10 beneficiaries of hand pump rehabilitation who are now working with other organisations. Additionally, the survey found that nearly 94% of beneficiaries were able to work/do a similar job for other people/ families/ companies (see Figure 10 below).

Figure 10 - were you able to work/do similar work for others people/ families/ companies



Source: final evaluation survey of beneficiaries

Third, the Do-nou **Technology** was found to be friendly for both males and females. Community members are able to practise the technique in road rehabilitation at a low cost. The Do-nou **Technology** is a sustainable method of road rehabilitation, but only when there is community willingness, motivation, and guidance by community leaders. When it comes to government offices, the Do-nou **Technology** was found to be a useful method for generating income for large scale labourers. However, government offices prefer to use the traditional way of road rehabilitation as it requires less time and effort.

Fourth, The SIYB training was found to be useful and enhanced community awareness of entrepreneurial skills. The final evaluation was not able to assess the impact of the SIYB on the lives of beneficiaries because the training was commissioned at the same period of the evaluation process. However, the project design did not include grants and coaching services for entrepreneurs seeking to start up their businesses, a limitation outlined by the KI and FGD participants.

Fifth, the project evaluation found that the OSH training and practice that took place during the implementation of the project was effective and had two implications: First, the community members captured the importance of OSH procedures in their work, as outlined in the project effectiveness section of this report, which will can be expected to remain sustainable in their everyday life. Second, OSH training and procedures had an impact on the project partners, implementing organizations and government departments. As evidence, the ILO's project was a contributing factor for the government to discuss the first draft OSH policy in Sudan. Furthermore, the end of the project evaluation found that ILO can support the process of policy creation in a participatory approach and create a pool of ToTs for implementation of the new OSH policy.

Finally, training representatives of the Federal Ministries of Labour & Administrative and Khartoum State Ministries, the Kasala State of Sudan and implementing partners found the integrated rural planning (IRAP and QGIS) mapping technique to be useful. The training was followed up by a map plotting exercise using QGIS software (QGIS is free software, unlike GIS). The training was beneficial for the participants; however, it is still too early to identify the impact of the training and tools received by the government. So far there

is one indicator of willingness to use the tool and technique is an initiative from Kasala State to adopt the methodology in their new project.

4.6. Gender and non-discrimination of vulnerable groups

The final evaluation found that ILO has tailored the project towards the needs of vulnerable people, focusing on both women and men, in the following ways:

Geographically, Mayo suburb is considered a vulnerable area with high needs for international aid due to hosting diverse groups of internally displaced people, refugees, and low-income populations. According to the UNHCR, there are nearly 307,606 refugees living in Khartoum, with the majority in the Mayo area¹⁶. Thematically, the “cumulative impact of recurrent flooding contributed to the destruction and damage to water facilities, leaving vulnerable people in urgent need of water, sanitation and hygiene (WASH) services”. Therefore, thematically, the project aimed to respond to the urgent need for access to water which was identified as a priority need in the area after the flood.

Besides the thematic need, reviewed research highlighted the economic challenges of people in the Mayo area, and more precisely, the economic needs of both males and females in the area. During the FGDs, participants stressed their economic needs and outlined that their economic coping mechanisms were exhausted by the Covid-19 pandemic and floods. Consequently, the dropout rate at schools increased, people began skipping meals and families started searching for leftover foods. Therefore, the ILO approach of utilizing the EIIP, in which both males and females were to gain skills and generate incomes, was very targeted and met the needs of the beneficiaries.

Furthermore, the ILO, jointly with CORE and SUDO, have maintained gender participation and engagement in all the project outputs and activities. Maintaining gender involvement was evident from the rehabilitation of water pumps and feeder roads, OSH training, Do-nou **technology** training and SIYB training. In the KIIs, the informants outlined that they agreed with ILO and the government to maintain women's participation in this project. It was difficult to have a 50/50 male/female ratio; however, the project reached a rate of 42% women engagement in the project. Also, another informant stated that women in the Mayo area were enthusiastic to participate and take an active role in the project. Two factors facilitated active women's participation were: 1) the majority of work was commissioned by people in Mayo who knew each other, thus no strangers were involved; and 2) the community characteristic of the Mayo area encourages women's participation.

Finally, in follow-up questions related to the effective role of women in comparison to men during the project implementation (rehabilitation of water pump and feeder road), the final evaluation found no differences in quality of work between males and females. Instead, the interviewees outlined that women were more detailed and concerned about the quality of the finished product than men. Whereas men

¹⁶ [Document - Overview of Refugees and Asylum-seekers Per State - All state Dashboards as 30 September 2022 \(unhcr.org\)](https://data.unhcr.org/en/documents/details/43442)

would compact more Do-nou bags compared to women at any point This is mainly because women were able to capture the most relevant skills during the training sessions and the techniques were women-friendly.

5. CONCLUSION

The final evaluation found the “Building community resilience with young people in Mayo Suburb of Khartoum through improved access to water” project was highly relevant to the needs of the community and in line with the Sudan United Nations Development Assistance Framework (UNDAF).

ILO built on its experiences with the Employment and Decent Work framework, the Employment Intensive Infrastructure Programs (EIIP) and learning from the rehabilitation of water and health facilities in West Kordofan State and East Darfur State

The project design was adequate to meet the project objectives and was guided by employment and decent work principles, including but not limited to enhancing occupational health and safety. However, the project design was ambitious, as one year was not enough to implement all the planned activities which resulted in requesting no-cost extensions twice.

The ILO’s project was able to enhance access to water, create skilled young people in the hand water pump and road rehabilitation as well as create income for 500 vulnerable families in the Mayo area. Additionally, the ILO capacity building of community members was satisfactory, and the beneficiaries were able to utilize their learning at work. Meanwhile, the training provided by the ILO to the representatives of the government and beneficiaries was effective increasing their knowledge on HWP and Do-nou **Technology** and were able to implement the knowledge at their work, in some cases beyond project implementation.

Several factors contributed to the achievement of the results as a major one is that the relevant actors’ participation in the selection of beneficiaries (male and female) based on previously agreed-upon criteria. This resulted in enhancing transparency in the selection of beneficiaries, enhanced ownership of the project among the ILO, CORE and LBCU and reaching 42% of females.

Other factors challenged the project’s implementation such as the civil protest and instability in the country that caused a delay in project implementation.

The partnership with CORE enabled implementation of EIIP through the Do-nou technology that utilizes a labour-based rehabilitation approach. Meanwhile, ILO’s partnership with the SUDO enabled smooth community outreach in Mayo to commission the hand water pump rehabilitation.

The immediate direct impact on the lives of the beneficiaries was the access to water at hand water pump stations. Access to water reduces community vulnerability in hygiene and reduces the cost to households associated with buying water for drinking. The project also rehabilitated 3.2. KM road which reduced the time and cost of transportation, as the road is public and used by transportation vehicles. An indirect impact was better access to local schools for students, who are now able to use the road in their commute with less difficulties during rainy weather.

The end of the project evaluation was not able to assess the impact of the SIYB on the life of beneficiaries as the training was commissioned during the same period of the evaluation process. The project evaluation found that the OSH training and practice during the implementation of the project was effective and sustainable, as the ILO project was a contributing factor for the Sudanese government to discuss the first draft of OSH policy in the country.

Finally, the QGIS mapping technique was found to be useful, and Kasala State is planning to use the methodology in their new project.

6. LESSON LEARNED

In the design of the projects, two factors were found to be important and affect the project results. One is the nature of the fund. The ILO project was funded by the Japanese Ministry of Foreign Affairs as an emergency response fund to the challenges in Sudan. Whereas, **ILO project design was more comprehensive and sought transition from emergency to development.**

Therefore, the project design included a wide range of activities and outputs that were challenged by the duration of the fund as the second factor. **The duration of the fund was clearly limited by the Japanese ministry of foreign affairs to one year.** Therefore, it was not possible for the ILO to meet the objectives, outcomes and outputs of the project in one year. Consequently, requesting an extension by the ILO was inevitable. Thus, ILO needs another way of designing projects such as dividing the project into cycles of interventions that meet the conditions of the donor and the objectives of the intervention.

On the operational side, the final project evaluation found that **ILO could improve project management practises in terms of deploying more resources.** For example, the ILO did not assign a monitoring and evaluation officer and did not create an M&E system. Also, ILO did not have its own bank account for international transactions and delays in purchasing material occurred during the project implementation that directly affected planned activities and ILOs commitment towards its constituencies.

Furthermore, **the Do-nou technology was effective mean of generating high number of job opportunities and was a low-cost intervention. However, mainstreaming the Do-nou technology in construction sits in Sudan needs to be supported by ILO.** As the preference of the government offices is to use traditional way of road construction and pump rehabilitation though contractors.

7. GOOD PRACTISES

ILO utilized Employment Intensive Infrastructure Programs as a methodology to rehabilitate feeder roads instead of hiring a contractor to implement the job. In his process, ILO jointly with CORE employed the Do-nou Technology, which was found to be an effective means of road rehabilitation for four reasons: One, the Do-nou technology was a low-cost intervention. Second, the Dp-nou generated short-term jobs for nearly 300 young males and females. Third, in the EIIP in partnership with SUDO created jobs for additional 200 young males and females in Mayo area. Fourth, EIIP enabled the creation of opportunities for the host community and displaced women to gain income as the country was facing double economic shocks represented by the adverse impact of floods that followed the pandemic of Covid 19.

Participation of the relevant actors (MoWR, MOLSD/LBCD, MoH, KRT-Mol) in the selection of beneficiaries (male and female) based on pre-agreed criteria. This resulted in enhancing transparency in the selection of beneficiaries, strengthened ownership of the project among the CORE and LBCU

Furthermore, **partnership with Local (SUDO) and international NGOs (CORE) to implement the rehabilitation work that maintained project activities and communication with the targeted community in Mayo without distractions of unrest or demonstrations in the country,**

Additionally, as a part of the decent work principles, ILO has worked on **raising awareness of Occupational Safety and Health (OSH) principles at construction sites through training beneficiaries and government staff.** Consequently, OSH trainings motivated the government of Sudan to develop a national policy of OSH at construction sites which was beyond the project's intended outcomes.

8. RECOMMENDATIONS:

Based on the findings of the data collection and triangulation of the data during the analysis, the end-of-project evaluation identified the following list of recommendations for the project stakeholders:

1. Capacity-building programmes need time and effort. Therefore, it recommended that **ILO prioritise the type and nature of feasible capacity-building programmes in emergency responses that have a restricted time frame.**

| Responsible | Priority | Time Implication | Level of resources required |
|---------------|----------|----------------------------------|-----------------------------|
| ILO and Donor | Medium | Short term/Medium term/Long term | Low |

2. In emergency projects, an inception phase in the project proposal should be included focussing on bridging the emergency with a development project. It may enable both the ILO and the donor to envision what the project can achieve, at what cost, and for what timeframe .

| Responsible | Priority | Time Implication | Level of resources required |
|---------------|----------|----------------------------------|-----------------------------|
| ILO and Donor | Low | Short term/Medium term/Long term | Low |

3. In similar projects it would be better to assign an M&E officer for the project

| Responsible | Priority | Time Implication | Level of resources required |
|-------------|----------|----------------------------------|-----------------------------|
| ILO | Medium | Short term/Medium term/Long term | Low |

4. The ILO should revise its procurement procedures in the emergency programs because humanitarian responses need immediate intervention and rapid responses. Therefore, unique procedures and regulations for emergency responses may assist ILO to meet its commitments on time.

| Responsible | Priority | Time Implication | Level of resources required |
|-------------|----------|----------------------------------|-----------------------------|
| ILO | Medium | Short term/Medium term/Long term | Medium |

5. Support the beneficiaries of the SIYB with grants and coaching services as they are two essential activities that enable entrepreneurs to start up their businesses.

| Responsible | Priority | Time Implication | Level of resources required |
|-------------|----------|-----------------------|-----------------------------|
| ILO | Medium | Medium term/Long term | Medium |

6. Develop OSH policy in Sudan with a clear structure of implementation, role and responsibilities of the inspectors. ILO can support the process of policy creation in a participatory approach and create a pool of ToTs for implementation of the new OSH policy at the national level.

| Responsible | Priority | Time Implication | Level of resources required |
|------------------------------------|----------|-----------------------|-----------------------------|
| ILO, Donor the government of Sudan | Medium | Medium term/Long term | Medium |

7. It recommended for the government of Sudan utilize the Do-nou **Technology** for road rehabilitation in rural areas and suburbs, as the evaluation found it an effective means of road rehabilitation at a low cost and generating income for a wide range of community members.

| Responsible | Priority | Time Implication | Level of resources required |
|-------------------------|----------|-----------------------|-----------------------------|
| The government of Sudan | Medium | Medium term/Long term | Medium |

8. The Kasala State's initiative to utilize the IRAP – GIS technique in their new project is promising. T needs to be support this initiative.

| Responsible | Priority | Time Implication | Level of resources required |
|--------------------------|----------|-----------------------|-----------------------------|
| Kasala State and the ILO | Medium | Medium term/Long term | Medium |

Annex 1: TERMS OF REFERENCE



Final independent evaluation of the Project “Building community resilience with young people in Mayo Suburb of Khartoum through improved access to water”

| | |
|---|---|
| Title of project being evaluated | Building community resilience with young people in Mayo Suburb of Khartoum through improved access to water |
| Project DC Code | SDN/20/03/JPN |
| Administrative Unit | Country Office Addis Ababa |
| Technical backstopping | EMPLOYMENT/DEVINVEST/EIIP and DWT Cairo |
| Donor | Japanese Ministry of Foreign Affairs |
| Project implementation date | April 2021-August 2022 |
| Project budget | 1,914,972 USD |
| Type of evaluation (e.g. independent, internal) | Independent Final Evaluation |
| Date of evaluation | July-August 2022 |
| Evaluation manager | Ahmed Farahat |

1. Background information

Lockdown and confinement measures due to the COVID-19 pandemic have affected almost 2.7 billion workers in the world, according to the ILO’s estimate as of August 4, 2020. These figures include 2 billion workers in the informal sector that are pushed further into unemployment or under-employment. These restrictions have disproportionately affected the livelihoods of the poor in the informal economy in fragile countries without social safety nets.

In this context, Sudan has faced a devastating impact due to the country’s fragile socio-economic infrastructure with a high rate of informality in the labour market. The benefits of humanitarian assistance through cash or goods transfer programs are only temporary. Most of these policies are unlikely to remain in place due to limited fiscal space. For this reason, there is a need on the country to re-open economic activities and get people to work to stimulate the national economy and local labour markets which have contracted dramatically. When people return to work, their safety and health conditions to mitigate the COVID-19 infection risk is crucial, and it highly depends on their ability to

comply with the government's restrictions and sanitary advice, such as frequent hand washing, physical distancing, and sanitizing work sites. However, such advice presumes people's access to water and sanitary facilities, as well as sewage systems, shelters, and housing, despite the fact that in some suburban areas of Khartoum – the epicentre of the pandemic in Sudan – such as Mayo Suburb, these conditions are not a given.

Water access and sanitation infrastructure have been among of the country's most pressing challenges. COVID-19 prevention and mitigation measures, however, have increased the urgency of improving WASH infrastructure to a significant extent. In addition, climate change in Sudan and unprecedented rainfalls in 2019 and 2020 have resulted in an increasing number of natural disasters at historical levels. Due to heavy rainfall, Blue Nile that connects to White Nile in Khartoum recorded the highest water level in 100 years. The 2020 floods have worsened this situation and indicated figures illustrate that the Mayo community has been hit particularly hard. In this context ILO with support of Japan is implementing a project to promote decent work condition in development more needed water and sanitation works to improve life of people.

A. The project has four expected outcomes:

Outcome 1: Access to water facilities enhanced through employment-intensive water rehabilitation works implemented by young female and male workers.

Outcome 2: Skills of government officials, community members, as well as entrepreneurs developed to implement construction works.

Outcome 3: Enhanced awareness on Occupational Safety and Health (OSH) standards for construction works.

Outcome 4: Water governance in the Government enhanced through GIS (Geographic Information System)-powered accessibility maps.

B. Key project results so far as report by the project by May 2022 are:

- Community access to safe water-storage facilities, construction of feeder roads which includes a functional water-drainage system are rehabilitated with employment-intensive methods, targeting the most vulnerable members of the community.
- Employment opportunities for around 500 youth male and female in the target communities.
- Capacity building interventions for governmental and non-governmental partners, and for community members, on vocational and on-the-job training in key topics (Do-Nau Technology, Water pump maintenance, Water Management, OSH and Covid-19, enterprise development through the methodology Start and Improve your Business "SIYB")
- Behavioural and awareness raising for community members through effective partnerships with national and local entities on OSH principles through research on water quality surveillance, drainage, maintenance, and sanitation of water sources in Mayo Suburb is forged.

C. Project implementation strategy

Under the overarching goal of rehabilitating destroyed water-access facilities as well as feeder roads with water drainage systems in Mayo suburb, Khartoum, the project worked to maximize the return of infrastructure investments to workers and generate as many immediate job opportunities for vulnerable

and young community members as possible, while implementing a strong community-based governance system for maintenance and audit.

The project targeted young men and women without jobs in Mayo Suburb, and indirectly governmental and non-governmental entities; including ministries (i.e. Ministry of Labour and Social Development (MoLSD), Ministry of Health (MoH), Khartoum State Ministry of Infrastructure's Urban Planning Unit (KRT-Mol), Ministry of Water Resources Irrigation and Electricity, Drinking Water and Sanitation Unit (MoWR)) as well as micro-finance institutions and local banks.

D. Project contribution to national developments plans, UNDAF, NAPSA, P&B, and CPOs and the SDGs

Transitional Government of Sudan: the second priority expressed in the Framework for the Program of the Transitional Government of Sudan¹⁷, "Addressing the economic crisis and establishing the bases of sustainable development."

Government of Japan: The project also follows the directions outlined in the Yokohama Declaration of TICAD 7, which priorities decent job creation and skills development for youth and women through human-centred/human security approach, quality infrastructure investment, and social stability among others.

Contribution to NAPSA: The ILO has made an intervention at TICAD 7 plenary meeting on "*Strengthening Peace and Stability*" regarding its involvement in development cooperation in Africa in the context of fragility, pointing to the fact that the very foundation of the ILO lies in the aftermath of the devastating World War I to promote social justice. It also highlighted the adoption of "[Recommendation No. 205 of Employment and Decent Work for Peace and Resilience](#)" as well as [the ILO's Centenary Declaration for the Future of Work](#), calling for collective actions among all the stakeholders in fragile contexts. As such, the ILO is well positioned to implement the NAPSA initiative through its conflict-sensitive approaches in partnership with the government authorities to ensure social cohesion and stability to prevent social unrest.

United Nations Development Assistance Framework: Furthermore, the project contributes to Sudan's United Nations Development Assistance Framework (UNDAF) 2018-2021 Focus Area 2: "Environment, Climate Resilience and Disaster Risk Management" and Focus Area One 1: "Economic Development and Poverty Reduction". It does this through strengthening governmental capacity offering concrete approaches to respond to and prepare for recurring environmental disasters in a way that strengthens community resilience and actively contributes to job-creation and skills development.

ILO Programme and Budget (P&B) 2020-21 and Country Programme Outputs (CPOs): Outcome 3 "Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all" and Outcome 5 "Skills and lifelong learning to facilitate access to and transitions in the labour market"

¹⁷ <https://www.facebook.com/109855750397935/posts/the-general-framework-for-the-programme-of-the-transitional-government-is-a-culm/162075198509323/>

Sustainable Development Goals: Contributing to Water Infrastructure rehabilitation through, the employment intensive investment approach, combined with quality vocational education, the project responds to SDG 9, 8, 6 and 4.

2. Purpose, objectives, scope and clients of the evaluation

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 a budget of up to USD 5 million and less than 18 months must have to go through a final independent evaluation managed by an ILO certified evaluation manager and implemented by independent evaluator/evaluation teams.

The evaluation will be used, both, for project accountability and institutional learning by the project stakeholders.

The ILO applies the evaluation criteria established by the OECD / DAC Quality Standards for Development Evaluation and the UNEG Code of Conduct for Evaluation in the UN System. This evaluation will follow guidelines on results-based evaluation of the ILO Evaluation Office (EVAL) contained in the “ILO Policy Guidelines for Evaluation (4th edition)”¹⁸ and, more specifically, Policy Guidelines Checklist 3 “Preparing the inception report”; Checklist 4 “Validating methodologies”; and Checklist 5 “Preparing the evaluation report” among the several EVAL checklists¹⁹.

2.1. Evaluation purpose and objectives

The evaluation’s purpose is to provide an objective assessment of the accomplishment of project results in terms of coherence and relevance, efficiency, effectiveness, impact and sustainability. Specifically

- Establish the relevance and coherence of the project design and implementation strategy in relation to the national development frameworks, beneficiary needs and ILO and UN policy frameworks and the SDGs
- Assess the extent to which the project has achieved its stated objective and expected results regarding the different target groups, while identifying the supporting factors and constraints that have led to them, including implementation modalities chosen; and partnership arrangements
- Identify unexpected positive and negative results of the project
- Assess the implantation efficiency regarding financial and human resources (including management arrangements)

¹⁸ Available at: https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm

¹⁹ Available at: https://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm

- Assess the extent to which the project outcomes will be sustainable
- Assess the project immediate and potential long-term impact
- Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes
- Identify lessons learned and good practices to inform the key stakeholders (i.e. national stakeholders, the donor and ILO) for future similar interventions

2.2. Scope

The evaluation will cover the period April 2021-August 2022. The evaluation will cover all the planned outputs and outcomes under the project. The evaluation will discuss how the project has addressed the ILO cross-cutting themes including gender equality and non-discrimination, social dialogue and tripartism, international labour standards, and just transition to environmental sustainability.

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

2.3 .Clients

The principal audiences for this evaluation are the Governments of Sudan, Ministry of Labour and Social Development (MoLSD), Ministry of Health (MoH), Khartoum State Ministry of Infrastructure's Urban Planning Unit (KRT-Mol), Ministry of Water Resources Irrigation and Electricity, Drinking Water and Sanitation Unit (MoWR) as well as micro-finance institutions, local banks, local authorities and communities, the social partners, and the ILO (ILO CO in Addis, DWT Cairo and ILO DEVINVES in HQ as well as other relevant ILO departments and branches).

3. Evaluation criteria and questions (including Cross-cutting issues/ issues of special interest to the ILO)

The evaluation will be based on the following evaluation criteria following the DAC evaluation criteria: strategic relevance, coherence (including validity of project design), effectiveness, efficiency, impact and sustainability plus specifically gender and non-discrimination of vulnerable groups (i.e. people with disabilities and youth).

The ILO cross-cutting themes including, in addition to gender and non-discrimination, social dialogue and tripartism, international labour standards, and just transition to environmental sustainability should be integrated in the evaluation questions and throughout the evaluation process including in the evaluation analysis.

Relevant data should be sex-disaggregated and specific strategic needs of women and men should be considered throughout the evaluation process, including the evaluation questions.

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

.1. Relevance and strategic fit:

1. Were the project objectives consistent with the national key partners' policies and the country needs at national and local level, including specifically target men and women and other specific groups?
2. How did the project contribute to the relevant International Labour Organisation Programme & Budget Outcomes, the Abidjan Declaration and development priorities in Sudan and to the UN UNDAF and Japan policies to support Sudan?
3. To what extent did the project build on previous experience of the ILO in Sudan, and relevant experience of other local and international organizations in Sudan?
4. How does the project address ILO cross cutting themes?

.2. Validity of project design and coherence:

1. Was the project design adequate to meet project objectives? Do outputs causally link to the intended outcomes and objectives and considering external factors?
2. Has the project formulated a good theory of change considering its short timeframe?
3. To what extent was the project design adequate and effective in the coherence and complementarity between the different project components?
4. To what extent did the project build on the comparative advantage of the ILO in the field of basic services and access to water and decent work promotion?

.3. Effectiveness of the project in relation to the expected results:

1. To what extent have the project objectives been achieved?
2. Have unexpected positive and negative results took place
3. What were the main internal and external factors that influenced the achievement or non-achievement of results?
4. Has the partnership strategy of the project effective towards the expected results?

.4. Efficiency of the resources:

1. Are the financial and human resources made available to the project used efficiently regarding obtained outputs?
2. Have the project developed an M&E strategy that enhance accountability, learning and feed into management?
3. How have the roles and responsibilities between the project and key partners at the national and regional levels regarding planning and M&E of the project worked?

.5. Orientation to impact and sustainability of the project:

1. What can be identified as project sustainable impacts in the target groups and other actors as relevant? Are the results integrated or likely to be integrated into national institutions, target populations, and will partners be able to sustain them beyond the project (institutionalisation of project components)?
2. What measures and actions have been put in place to ensure ownership of the project's results at national level and within governorates?
3. Can the project's approach or parts of it, and results be replicated or amplified by national partners or other actors considering institutional and financial dimensions?

.6. Gender and non-discrimination of vulnerable groups:

1. To what extent has the project identified and integrated into its actions the operational and strategic needs and priorities for men, women, and vulnerable groups?
2. How has the project been able to meet the specific needs of men, women and vulnerable groups?
3. Do the tools developed by the project integrate gender and non-discrimination issues?

4. Methodology

The specific development of the evaluation methodology will be defined in consultation between the evaluator/ evaluation team/ and the evaluation manager and will be described in detail in the inception report to be submitted by the evaluation team.

The methodology should be participatory and include a mix-methods approach, with analysis of both quantitative and qualitative data and use of triangulation. It should also be able to capture the intervention's contributions to the achievement of expected and unexpected outcomes.

Due to the onset of the COVID-19 pandemic and its impact on the world of work, this evaluation will be conducted in the context of criteria and approaches outlined in the ILO internal guide: Implications of COVID-19 on evaluations in the ILO: An internal Guide on adapting to the situation (version March 25, 2020). All COVID 19 sanitary measures must be followed during the evaluation.

The project team will develop and avail to the evaluation team a database with contact details of ILO constituencies and stakeholders and will work closely with the evaluator/ evaluation team to make the virtual/face-to-face meetings available covering also the final beneficiaries.

For required quality control of the whole process, the evaluator/ evaluation team will follow the EVAL evaluation policy guidelines and the ILO/EVAL checklists available in the Annex II.

The evaluator/ evaluation team is encouraged to propose alternative mechanism or techniques for the data collection phase. These will be discussed with the project and the evaluation manager at the Inception phase. Any alternative should be reflected in the Inception report.

The approval of the inception report by the evaluation manager is a requisite to move to the data collection phase.

The evaluation methodology will include:

- **Desk review:** desk review of all relevant documents: project document and its logical framework, funding agreement, relevant minute sheets, implementation plan, performance evaluation plan, progress reports, other relevant documents and studies.
- **Meetings with the project staff:** the evaluator/ evaluation team will meet the project staff to reach a common understanding for the evaluation process.
- **Meetings with backstopping units and the donor:** the evaluator/ evaluation team will meet with the technical backstopping in the Addis Ababa Country Office, DWT Cairo and in HQ. These meetings aim to reach a common understanding in relation of the technical and financial status of the project.
- **Field visits, collection of data, and interview with stakeholders:** the evaluator/ evaluation team will meet with the national and local key partners and beneficiaries of the project. The evaluator/ evaluation team will meet with number of project beneficiaries and organize focus group discussions with them.
- **Debriefing phase:** at the end of the fieldwork the evaluator/ evaluation team will organize a debriefing meeting for the key national partners and relevant stakeholders, ILO and the donor to present and discuss the preliminary findings and the lessons learned. The virtual/face-to-face workshop will be in Arabic and English with interpretation.
- **Submission of the first draft of the report:** the evaluation team leader will submit the first draft of the report to the evaluation manager, who will circulate it to the backstopping units, the donor, the key national partners, and relevant stakeholders for comment
- **Collection of feedback on the first draft:** the evaluation manager will collect the feedback on the first draft, consolidate and submit it to the team leader
- **Submission of the final report:** the team leader will incorporate the feedback as appropriate, and send the final report to the evaluation manager.
- **Dissemination:** the evaluation report will be submitted to the key stakeholders by the Country Office and uploaded in the EVAL public repository of evaluation reports (e-discovery)

The evaluation team should develop the final evaluation methodology in consultation with the evaluation manager. The methods should be selected for their rigor and their ability to produce empirical evidence to meet the evaluation criteria, answer the evaluation questions and meet the objectives of the evaluation.

During the data collection process, the evaluation team will compare and cross-validate data from different sources (project staff, project partners and beneficiaries) to verify their accuracy, and different methodologies (review documentary, field visits and interviews) that will complement each other.

The evaluation team will ensure that women's views and perceptions are also reflected in databases, interviews and that gender-specific questions are included in the questionnaires.

5. Main deliverables

All deliverables of the evaluation mission are guided by the ILO EVAL Policy and a number of guidance notes, checklists, and templates. All evaluation documents are included in the following link:

https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_206158.pdf

In particular, this evaluation must make use of Checklist 3 “Preparing the inception report”; Checklist 4 “Validating methodologies”; Checklist 5 “Preparing the evaluation report” and Checklist 6 “Rating the quality of evaluation report”.

The expected deliverables are:

a) An inception report²⁰, including to validate evaluation methodology²¹ (only in English)

b) A draft evaluation report²² structured as follows:

Title page with key project and evaluation data

Executive Summary

Table of Contents

List of Tables

List of Figures

List of Acronyms

Project Background: explanation of the project’s purpose, logic and structure and objectives

Evaluation Background: overview of the purpose, scope, clients of the evaluation, time period, geographical coverage and groups or beneficiaries of the evaluation

Methodology: description of the evaluation’s methodology for data collection and analysis and all methodological limitations and how have been mitigated

Main Findings: per evaluation criteria (answering the evaluation question in a consolidated manner by criteria, and not necessarily each question individually)

Conclusions

²⁰ Checklist 3: Writing the Inception Report: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165972.pdf

²¹ Checklist 4: Validating methodologies: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_166364.pdf

²² Checklist 5: Preparing the Evaluation Report: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165967.pdf

Recommendations (maximum 12 and including to all key stakeholders /per recommendations: to whom is addressed, level of resources required, priority and timing))

Lessons learned and good practices (specific ones)

Annexes²³:

1. Terms of Reference
2. Evaluation matrix
3. List of persons interviewed (no phones or emails should be included)
4. Data collection instruments
5. Bibliography
6. Lessons learned template (one per lesson)
7. Emerging good practice template (one per practice)

c) The final evaluation report²⁴

d) In addition to the evaluation report, the team leader will use the ILO templates to prepare the Evaluation Summary²⁵

The report will be submitted, at minimum, in English as MS Word Document and the quality of the report will be assessed against the referenced EVAL Checklists 5 & 6.

If possible, the team leader will submit the draft and final evaluation reports in Arabic (alternatively the translation on Arabic will be developed by the project under supervision of the evaluation manager)

6. Management arrangements and work plan (including timeframe)

The team leader will report to the evaluation manager (Ahmed Farahat, ILO Cairo Office) and should discuss any technical and methodological matters with the evaluation manager should issues arise. The national team member will report to the team leader. The project team will provide the required direct administrative and logistical support including transportation, interpretation when required? facilitation of contacts and the organisation of workshops.

EVAL publishes the report in i-eval Discovery and informs the ILO responsible official for the submission of the approved report to the key stakeholders, including the donor.

It is expected that the work will be carried out over a period of 7 weeks, according to the below timetable. The consultant is expected to dedicate 23 working days to the evaluation (to be expanded if the team leader will produce the evaluation report in English and Arabic).

²³ Guidance Note 3: Evaluation Lessons Learned and Emerging Good Practices:

https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165981.pdf

²⁴ Checklist 6: Rating the quality of evaluation reports: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165968.pdf

²⁵ Checklist 8: Preparing the evaluation summary for projects: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_166361.pdf

Tentative Work plan

| Task | Responsibility | Deliverable | Team leader work days | Team member work days | Tentative dates |
|--|----------------------------|-------------------------------|-----------------------|-----------------------|-------------------------|
| Preparation of TOR with stakeholders inputs and selection of the Evaluator/ evaluation team | Evaluation Manager | | | | June 30, 2022 |
| Briefing with Evaluation Consultant | | | | | 7 July |
| Desk Review | Evaluator/ evaluation team | Inception Report | 5 | 2 | 8-13 July 2022 |
| Field Mission | | Presentation on main findings | 10 | 10 | 24 July – 4 August 2022 |
| Stakeholders' Workshop | | | 1 | 1 | 9 August 22 |
| Report Drafting and approval by the evaluation manager (additional 3 days to be considered if the report will be produced in English and Arabic) | | Draft Report | 5 | 2 | 14 August |
| Circulation of draft Evaluation report by stakeholders | Evaluation Manager | | 0 | | 14-22 Aug, 2022 |
| Consolidation of comments by Evaluation Manager | | | | | |

| | | | | | |
|--|----------------------------|------------------------------------|----|----|--------------------|
| Finalising Evaluation report by Evaluator/ evaluation team and submission to evaluation manager (additional 3 days to be considered if the report will be produced in English and Arabic) | Evaluator/ evaluation team | Final Report Evaluation Summary | 2 | | 25 Aug., 2022 |
| | | | | | |
| Review by SMEO and approval of Final report and send to EVAL for e-discovery | RSMEO | | | | 25-30 August, 2022 |
| Total Working Days | | | 23 | 15 | |

7. Profile of the evaluation Consultant/ Evaluation team

A) Sole Evaluator (if based in Khartoum) or virtual team leader

- Advanced university degree in economics, development, social sciences or relevant graduate qualification.
- Professional experience specifically in implementing and evaluating international development initiatives in socio-economic development, 7-10 years.
- A technical experience in public works and local development will be an asset.
- Proven experience with logical framework and theory of change approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing.
- Knowledge and experience of the UN System and of the ILO would be an advantage.
- Work experience in East Africa region, and especially Sudan will be an asset.
- Fluent in English, Arabic will be in asset.
- Excellent communication and interpersonal skills.
- Excellent analytical writing skills in English.
- Demonstrated ability to deliver quality results within strict deadlines.

B) Local Consultant as evaluation team member under the virtual team leader or ,:

- University degree in economics, development, social sciences, or relevant graduate qualification.

- Professional experience specifically in implementing and evaluating development initiatives, as team member or sole evaluator, in socio-economic development, 3-5 years
- A technical experience in public works and local development will be an asset
- Proven experience data collection, quantitative and qualitative methods and information analysis and report writing skills.
- Knowledge and experience of the UN System and of the ILO would be an advantage.
- Work experience in Sudan.
- Fluent in both Arabic and English languages.
- Excellent communication and interpersonal skills:
- Good analytical writing skills in English.
- Demonstrated ability to deliver quality results within strict deadlines.

8. Legal and ethical matters

The evaluation will comply with UN Norms and Standards. The ToR is accompanied by the code of conduct for carrying out the evaluations. UNEG ethical guidelines will be followed. It is important that the evaluator/ evaluation team has no links to project management or any other conflict of interest that would interfere with the independence of evaluation.

9. Budget

A budget under the full control of the evaluation manager will cover:

For the evaluator/evaluation team:

- Fees for 23 day for the team member (to be expanded if the report will be delivered in English and Arabic)
- Fees for the 15 days for the team member
- DSA and travel as per ILO regulations

For the evaluation exercise as a whole:

- Interpretation and translation
- Field visit logistics-
- Stakeholders' workshop
- Any other miscellaneous costs

Annex 2: EVALUATION MATRIX

| Criteria/Questions | Indicator | Data sources | Means of data collection |
|---|--|--|--|
| Relevance and strategic fit | Consistency of the project objectives with the <ul style="list-style-type: none"> - the national policies - country needs, including men and women | <ul style="list-style-type: none"> - Project documents and reported published online - Beneficiaries (Men and women) - KEY Government partner | <ul style="list-style-type: none"> - Desk review - KII with KEY government partner - Focus groups discussion with men and women |
| | Contribution of the project towards: <ul style="list-style-type: none"> - The ILO program programmes - The Abidjan Declaration and development priorities in Sudan - The UN UNDAF and Japan policies to support Sudan | Project documents ILO Sudan and Cairo | Desk review KII with |
| | Build on the experience of the ILO and other organization in Sudan and Africa | Project documents and published reports | Desk review |
| | Addressed ILO cross cutting themes | Project documents ILO Sudan and Cairo | Desk review and KII |
| Validity of project design and coherence | Adequate formulation of objectives and design of the outputs and outcomes | Project documents KEY partners | Desk review and KII |
| | Realistic Theory of change of one year project | Project document | Desk review |
| | Coherence of and linkages among the project components | Project document ILO Sudan and Cairo | desk review and KII |
| Effectiveness of the project in relation to the expected results | Realized objectives <ul style="list-style-type: none"> - Access to water Facilities - Youth employment- | Beneficiaries (Men and women) KEY Government partners | Focus group discussions with beneficiaries |

| | | | |
|---|---|--|--|
| | intensive water rehabilitation - Skills of government officials - Skills community members - Entrepreneurs skills - (OSH) standards for construction - Water governance - GIS powered accessibility maps (IRAP) - Employment-intensive and Decent work and | Staff of Government and NGOs | Focus group discussion with the staff of government KIIs Online Survey |
| Efficiency of the resources | M&E framework contributed better project management and accountability | Project documents | Desk review |
| | Coordination among Key partner | ILO and key partners | KIIs |
| Orientation to impact and sustainability of the project | Possible impact - Access to water Facilities - Entrepreneurs skills - (OSH) standards for construction - Water governance - GIS powered accessibility maps (IRAP) - Employment-intensive and Decent work and | Desk review of project document Key Government partners and NGOs Beneficiaries | KIIs Desk review Focus group discussions |
| | Ownership of the project's results | Key Government partners and NGOs | KIIs and Desk review |
| | Sustainability of - Access to water Facilities - Entrepreneurs skills - (OSH) standards for construction - Water governance | Key Government partners and NGOs | KIIs Focus group discussions |

| | | | |
|---|---|---|--|
| | <ul style="list-style-type: none"> - GIS powered accessibility maps (IRAP) - Employment-intensive and Decent work and | | |
| | Replication of project components | Key Government partners and NGOs | KIIs Desk review Focus group discussions |
| Gender and non-discrimination of vulnerable groups | Gender and needs of vulnerable people addressed and incorporated into the project activities | Key Government partners and NGOs | KIIs Desk review Focus group discussions |
| | inclusive approach in targeting community members in Mayo | Project documents Key Government partners and NGOs | KIIs Desk review Focus group discussions |

Annex 3: DATA COLLECTION TOOLS

Guiding questions for the Key informants' interviews

A- Ministry of Water Resources Irrigation and Electricity

Name:

Age:

Gender:

Position:

- 1- To what extent the project addressed the needs and priority in the country, including the need of men and women?
- 2- Are there any other actors/organizations working in “employment/ access to water” in Sudan? If yes: name it, please. And what is the difference between the ILO approach and methodology from others?
- 3- How has access to water facilities been enhanced in Mayo areas?
 - What is the number of rehabilitated points/stations
 - What is the length of the road rehabilitated)?
 - What is the number of families, individuals, children, and schools, that have access to water facilities (before and after the rehabilitation)
- 4- What is the differences in the amount of water (before and after the rehabilitation)
- 5- How do you assess the quality of installed
 - o hand water pump
 - o submersible pumps with an elevated solar-operated water tank
 - o 3 pit latrines
- 6- What were the most and least beneficial training that you/your staff participated? Why?
- 7- What's it's the benefit of the GIS - IRAP?
 - Are you going to use it in other projects? why?
- 8- What changes did the project made in the life of people? (were not able or have before the project implementation such as (Access to water, Entrepreneurs' skills, health and safety)
- 9- To what extent young men and women were fitting (have enough skills) to accomplish the rehabilitation work and feeder road?
- 10- Were there differences between men and women during the implementation (for example performance/quality of work/commitment)
- 11- What were the benefits of the OSH tools during the implementation of the work?
- 12- Are there any new practices/procedures that will be taken by the ministry/NGO in regard to OSH?
- 13- What (changes/new practices/ policies) did the project made to your organization? (were not able or had before the project implementation such as (OSH standards, Water governance, IRAP, Employment-intensive and Decent work)
- 14- Would your organization be able to replicate and sustain some of the new practices/knowledge gained in implementing the ILO project? if yes, then list them and tell how
- 15- Have you participated in the coordination meeting? Which one? Was it useful? Yes or not, please explain your perspective.
- 16- If you do the same project again, what will you change and why?
 - 1- What are your recommendations for
 - The donor and the ILO
 - The NGOs

Guiding questions for the Key informant's interviews

B- Ministry of Labour and Social Development - LBCU

Name:

Age:

Gender:

Position :

- 1- To what extent the project addressed the needs and priority in the country, including the need of men and women?
- 2- Are there any other actors/organizations working in “employment/access to water” in Sudan? If yes: name it please? And what is the difference between the ILO approach and methodology from others?
- 3- Has the project missed any other priority needs of women and men in response to “access to water and employment” ? if yes: then explain.
- 4- How do you assess the concept of “employing young men and women” in implementing the rehabilitation of water facilities and road construction”? why? would you give examples (men and women)
- 5- Apart from the income, was “employing men and women” beneficial for young men and women at that time? Why and how it was beneficial?
- 6- Would you tell us about the study tour to Jordan(EIIP and decent works)? How beneficial was it for the ministry?
- 7- After the tour to Jordan, Are there any changes (new practice, policy, regulation, order) occurring in your and outside the ministry?
- 8- What is the status of the discussion on “Employment Promotion and decent work” in Sudan? Is there any action plan? If yes, then who is involved and what’s the status of implementation?
- 9- What’s the status of the “mainstream employment-intensive” action plan?
- 10- To what extent Mayo men and women are enthusiastic to be entrepreneurs? What was ILO's contribution in this regard?
- 11- What (changes/new practices/ policies) did the project made to **your organization**? (were not able or have before the project implementation such as (OSH standards, Water governance, IRAP, Employment-intensive and Decent work) please be specific, (not training and knowledge or skills)
- 12- *What changes did the project made **in the life of people**? (were not able or have before the project implementation such as (Access to water, Entrepreneurs' skills, health and safety) please be specific , (not training and knowledge or skills)*
- 13- What benefits / learning did the ILO (bring to Sudan in this project?
- 14- What benefits/learning did the ILO bring to the Mayo community in this project?
- 15- What benefits/learning did the ILO bring to your ministry? (for example, OSH, IRAP, workshops, online course, study trips or any other matter)
- 16- Would your organization be able to replicate and sustain some of the new practises / knowledge gained in implementing the ILO project? if yes, then list them and tell how
- 17- Have you participated in the coordination meeting? Which one? Was it useful? Yes or no, please explain your perspective.
- 18- If you do the same project again, what will you change and why?
- 2- What are your recommendations for
 - The donor, The ILO and The NGOs

Guiding questions for the Key informants interviews

C- SUDO, CORE, Ministry of Water Resources Irrigation and Electricity, Ministry of Health and Khartoum State Ministry of Infrastructure's Urban Planning Unit (KRT-Mol)

Name:

Age:

Gender:

Position :

- 1- To what extent the project addressed the needs and priority in the country, including the need of men and women?
- 2- Are there any other actors/organizations working in "employment/access to water" in Sudan? If yes: name it please? And what is the difference between the ILO approach and methodology from others?
- 3- Has the project missed any other priority needs of women and men in response to "access to water and employment" ? if yes: then explain.
- 4- How has access to water facilities been enhanced in Mayo areas?
- 5- How the project contributed to the economy of the Mayo area/ people?
- 17- What were the most and least beneficial training that you/your staff participated in? Why?
- 18- How beneficiaries (men and women) (300 for road and 200 for water facilities) were identified?
- 19- To what extent young men and women were fitting (have enough skills) to accomplish the rehabilitation work and feeder road?
- 20- Are there any new practices/procedures that will be taken by the ministry/NGO in regard to OSH?
- 21- Have you heard about the GIS - IRAP? If yes then
 - How did you use it during the project?
 - Are you going to use it in other projects? why?
- 22- What changes did the project made in the **life of people**? (were not able or have before the project implementation such as (Access to water, Entrepreneurs' skills, health and safety)
- 23- What (changes/ new practices/ policies) did the project made for **your organization**? (were not able or had before the project implementation such as (OSH standards, Water governance, IRAP, Employment-intensive and Decent work)
- 24- Would your organization be able to replicate and sustain some of the new practises /knowledge gained in implementing the ILO project? if yes, then list them and tell how
- 25- Have you participated in the coordination meeting? Which one? Was it useful? Yes or no, please explain your perspective.
- 26- If you do the same project again, what will you change and why?
 - 3- What are your recommendations for
 - The donor
 - The ILO
 - The NGOs
 - The government

Guiding questions for the Focus Group Discussion with beneficiaries

A- Young Men and Women beneficiaries

Attendance sheet

| No | Name | Age | Job | Background education | Gender |
|----|------|-----|-----|----------------------|--------|
| 1. | | | | | |
| 2. | | | | | |
| 3. | | | | | |
| 4. | | | | | |
| 5. | | | | | |
| 6. | | | | | |
| 7. | | | | | |

- 1- To what extent the project addressed your needs?
- 2- Were there any other priorities for the community? Please explain
- 3- Are there any other organizations, working in the Mayo area? please give the name and what are they doing?
- 4- Would share your experience in joining the training, was it beneficial? Please explain which training and how was beneficial. (please remember the Hand Water Pump, “Do-Nou” technique, OSH)

| Good things/ you liked | Not so good things / you did not like |
|------------------------|---------------------------------------|
| 1- | 1- |
| 2- | 2- |

- 5- Would you share your experience in implementing the water rehabilitation units and the road construction? let's divide the answer into two sections

(note: this include, working hours, breaks, treatment of supervisors and colleagues, payments of their wages and on time, contracts, teamwork, safety during work, tools they used, Etc)

| | Good things/ you liked | Not so good things / you did not like |
|----------------------------|------------------------|---------------------------------------|
| water rehabilitation units | 3- 4- 5- | 3- 4- 5- |
| Road construction | | |

- 6- Were there differences between men and women during the implementation (for example performance/quality of work/commitment)
- 7- How the ILO project helped you and your family needs? Please demonstrate by example: what was your situation before the project and after the project (income, access to water, etc.)
- 8- What happened to you after the project (Or) what are you going to do after the project? (checking intention of entrepreneurship)
- 9- Apart from the project, have you done/ started doing work for other families/companies' colleagues?
- 10- What are your recommendations for the ILO and the government?
 - ILO
 - Government

Guiding questions for the Focus Group Discussion with beneficiaries

B- Beneficiaries of trainings form MoLAR /LBCU and (MoWR)

| No | Name | Age | Job | Background education | Gender |
|----|------|-----|-----|----------------------|--------|
| 1 | | | | | |
| 2 | | | | | |
| 3 | | | | | |
| 4 | | | | | |
| 5 | | | | | |
| 6 | | | | | |
| 7 | | | | | |
| 8 | | | | | |
| 9 | | | | | |
| 10 | | | | | |

- 1- To what extent the training was beneficial? And why (the participants will answer based on the following topics)
 - Decent work – intensive employment
 - planning and supervision
 - OSH
 - ILO training in Jordan
 - ITC online course
 - IRAP and GIS mapping technique
- 2- Where there new knowledge in those trainings? If so: can you list them
- 3- What did you like and not like about those trainings? Why (think about the following:
 - Duration of the training
 - Timing of the training
 - Training material
 - Trainer
 - Participants
 - Appropriate to Sudan
- 4- Were you able to use learning from the training in your job? Yes, how demonstrate by example, no why
- 5- Would the ministry/ your department will use those learning in another project?
- 6- What benefits/learning did the ILO (bring to Sudan in this project?
- 7- What benefits/learning did the ILO bring to the Mayo community in this project?
- 8- What benefits/learning did the ILO bring to your ministry? (for example, OSH, IRAP or any other matter)
- 9- If you do the same training/ project again, what will you change and why?
- 10- Has the project missed any other priority needs of women and men in response to “access to water and employment”? if yes: then explain.
- 11- What are your recommendations for the ILO and the government?
 - ILO , NGOs and Government

Survey Questioner

A- Beneficiaries at community level

| | |
|---|--|
| Current job | |
| | |
| 1- Gender | |
| Male | |
| Female | |
| 2- Age | |
| 18 – 24 | |
| 25 – 30 | |
| 31 – 39 | |
| 40 – 49 | |
| 50 and above | |
| 3- Education | |
| Cannot read and write | |
| Read and write | |
| Completed secondary/vocational school | |
| Completed collage – university | |
| 4- Residency Status | |
| Host member | |
| IDP | |
| Refugee | |
| Other | |
| 5- How did you know about rehabilitation of water and road project? | |
| Friends and relatives | |
| Workmate | |
| Announcement (website, publications, social media) | |
| Employer | |
| Other (please specify) | |
| 6- Please provide the reasons for joining the program | |
| To enhance my current technical skills | |
| To develop new technical skills | |
| To find a short-term job | |
| To find a long-term job | |
| To start my own business | |
| | |

| | | | |
|---|-----|-----------------------|--------------------|
| 7- To what extent did you benefit from the theoretical training | | | |
| | OSH | Hand Water Pump (HWP) | “Do-Nou” technique |
| To a large extent | | | |

| | | | |
|----------------|--|--|--|
| To some extent | | | |
| Little | | | |
| Very little | | | |
| NA | | | |

| 8- Please rate the following with number between 1 to 5 (5 is very good, 1 is so bad) | | | |
|---|-----|-----------------------|--------------------|
| | OSH | Hand Water Pump (HWP) | "Do-Nou" technique |
| Training duration (days and hours) | | | |
| Timing (morning, afternoon) of the training | | | |
| Training material | | | |
| Trainer | | | |

| 9- Were you able to implement the learning at your work? | | | |
|--|-----|-----------------------|--------------------|
| | OSH | Hand Water Pump (HWP) | "Do-Nou" technique |
| To a large extent | | | |
| To some extent | | | |
| Little | | | |
| Very little | | | |
| NA | | | |

| 10- Please pick up the right answer to the following argument that corresponds to your perspective. | | | | |
|---|--|-----|----|-----------|
| | | Yes | No | No Answer |
| A | I enjoyed the work that I did | | | |
| B | I have been paid sufficiently | | | |
| C | I have been paid on time | | | |
| D | I signed contract and had a copy | | | |
| E | I had enough time for rest during the work | | | |
| F | I have been provided with OSH tools | | | |
| G | I felt safe during the work | | | |
| H | The work location was not far from my home | | | |
| I | My income from the job, enabled me to respond to some of my family needs | | | |
| J | I made new friends at work/training | | | |
| K | My relations with the family members has changed positively | | | |
| M | My work was appreciated by the community | | | |

| 11- were you able to work/do similar work for others people/ families/ companies ? | |
|--|--|
| yes | |
| No | |
| NA | |

| 12- what will you do after the project | |
|--|--|
| Start my own business | |
| Look for another job in another sector of work | |
| Look for a job in the same sector of work | |
| Do nothing | |

13- Any concern or comments

14- what are your recommendations for the ILO/ NGO

15- what's your recommendations for the Government

Survey Questioner

B- beneficiaries of the trainings

| | |
|---|--|
| 1- Current job | |
| | |
| 2- Gender | |
| Male | |
| Female | |
| 3- Age | |
| 18 – 24 | |
| 25 – 30 | |
| 31 – 39 | |
| 40 – 49 | |
| 50 and above | |
| 4- Education | |
| Cannot read and write | |
| Read and write | |
| Completed secondary/vocational school | |
| Completed collage – university | |
| 5- Residency Status | |
| Host member | |
| IDP | |
| Refugee | |
| Other | |
| 6- How did you know about ILO program? | |
| Friends and relatives | |
| Workmate | |
| Announcement (website, publications, social media) | |
| Employer | |
| Other (please specify) | |
| 7- Please provide the reasons for joining the program | |

| | |
|--|--|
| To enhance my current technical skills | |
| To develop new technical skills | |
| To find a short-term job | |
| To find a long-term job | |
| To start my own business | |
| | |

| 8- To what extent did you benefit from the theoretical training | | | | | |
|---|-----|------------------------------------|-------------------|--------------------------------|--------------------------|
| | OSH | Decent work – intensive employment | ITC online course | IRAP and GIS mapping technique | Planning and supervision |
| To a large extent | | | | | |
| To some extent | | | | | |
| Little | | | | | |
| Very little | | | | | |
| NA | | | | | |

| 9- Please rate the following with number between 1 to 5 (5 is very good, 1 is so bad) (0 if not applicable) | | | | | |
|---|-----|------------------------------------|-------------------|--------------------------------|--------------------------|
| | OSH | Decent work – intensive employment | ITC online course | IRAP and GIS mapping technique | Planning and supervision |
| Training duration (days and hours) | | | | | |
| Timing (morning, afternoon) of the training | | | | | |
| Training material | | | | | |
| Trainer | | | | | |
| Training duration (days and hours) | | | | | |

| 10- Were you able to implement the learning at your work? | | | | | |
|---|-----|------------------------------------|-------------------|--------------------------------|--------------------------|
| | OSH | Decent work – intensive employment | ITC online course | IRAP and GIS mapping technique | Planning and supervision |
| To a large extent | | | | | |
| To some extent | | | | | |

| | | | | | |
|-------------|--|--|--|--|--|
| Little | | | | | |
| Very little | | | | | |
| NA | | | | | |

| |
|---|
| 11- What did you like about the trainings |
| |

| |
|--|
| 12- What did you not like about the training |
| |

| |
|-------------------------------------|
| 13- Your recommendation for the ILO |
| |

| |
|---|
| 14- <u>Your recommendation for the government</u> |
| |

Annex 4 : LIST OF INTERVIEWEES

| | Name | Stakeholder | Gender |
|-----|-------------------------|---|--------|
| 1. | Minoru yamaguchi | Embassy of Japan | Male |
| 2. | ITO HARUKA | Embassy of Japan | Female |
| 3. | Wigdan adam | SUDO | Female |
| 4. | yuka Iwamura | CORE | Female |
| 5. | George kalumam | CORE | Male |
| 6. | Raju Shrestha | ILO | Male |
| 7. | Mohammed HINDI | ILO | Male |
| 8. | Ahmed Atia | ILO | Male |
| 9. | Tomoki Watanabe | ILO | Male |
| 10. | Henry Danso | ILO | Male |
| 11. | Nogod Mohamed Nogod | Ministry of Labour and Social Development | Male |
| 12. | Asrar Abul Qasm | Ministry of Health | Female |
| 13. | Safaa Hassan Jafar | Ministry of roads and bridges | Female |
| 14. | Wala Sati | Water Resources Irrigation and Electricity - Khartoum state | Female |
| 15. | Mustafa Sulieman Yahiya | MoLAR /LBCU and (MoWR) | Male |
| 16. | Noha Alamin Mansoor | MoLAR /LBCU and (MoWR) | Female |
| 17. | Somia Mohamed Salih | MoLAR /LBCU and (MoWR) | Female |
| 18. | Samah Aljiely Abdehalim | MoLAR /LBCU and (MoWR) | Female |
| 19. | Nogod Mohamed Nogod | MoLAR /LBCU and (MoWR) | Male |
| 20. | Amira Ibrahim Abdallah | MoLAR /LBCU and (MoWR) | Female |
| 21. | Noor Bashir Khalil | | Female |
| 22. | Fadol Kody Ismail | Project Beneficiary | Male |
| 23. | Hasan Mohamed Kalol | Project Beneficiary | Male |
| 24. | Khamis Mahmoud Maki | Project Beneficiary | Male |

| | | | |
|-----|-------------------------|---------------------|--------|
| 25. | Sabeir Abdallah | Project Beneficiary | Male |
| 26. | Nadia Mosa Harroun | Project Beneficiary | Female |
| 27. | Abdalla Eisa | Project Beneficiary | Male |
| 28. | Al tahir Jageel aldo | Project Beneficiary | Male |
| 29. | Mazen Nawai | Project Beneficiary | Male |
| 30. | Mohamed Hamad Wadi | Project Beneficiary | Male |
| 31. | Hasan Adam Abdo | Project Beneficiary | Male |
| 32. | Omer Kamal Omer | Project Beneficiary | Male |
| 33. | Gasm Allah Ahmed | Project Beneficiary | Male |
| 34. | Julia Amanual | Project Beneficiary | Female |
| 35. | Deing Ashin Ashin | Project Beneficiary | Male |
| 36. | Makarim Ibrahim Ahmed | Project Beneficiary | Female |
| 37. | Tasabih Al nour Abdalla | Project Beneficiary | Female |
| 38. | Aisha Abakar Mohamed | Project Beneficiary | Female |
| 39. | Zainb Ibrahim Osman | Project Beneficiary | Female |
| 40. | Aisha Yousif Abakar | Project Beneficiary | Female |
| 41. | Amina Osman Abadalla | Project Beneficiary | Female |
| 42. | Najwa Mosa Ahmed | Project Beneficiary | Female |
| 43. | Samia Gamar Aldeen | Project Beneficiary | Female |
| 44. | Badria Abdallah | Project Beneficiary | Female |
| 45. | Mashair Ishag | Project Beneficiary | Female |
| 46. | Eiman Mosa | Project Beneficiary | Female |
| 47. | Nada Abdallah Ibrahim | Project Beneficiary | Female |
| 48. | Najat Yousif Al tahir | Project Beneficiary | Female |
| 49. | Hekma Abdalla Belal | Project Beneficiary | Female |
| 50. | Fiha Abdallah Abdegadir | Project Beneficiary | Female |
| 51. | Ador Ramadan Alfundi | Project Beneficiary | Male |
| 52. | Ramani Mangusto Khalil | Project Beneficiary | Male |

| | | | |
|-----|------------------------|---------------------|--------|
| 53. | Amira Ali Tooto | Project Beneficiary | Female |
| 54. | Rim Mohamd Alfaki | Project Beneficiary | Female |
| 55. | Jumiz Ismail | Project Beneficiary | Female |
| 56. | Jamila Hassan Mosa | Project Beneficiary | Female |
| 57. | Mohand Fiasal | Project Beneficiary | Male |
| 58. | Mashair Omar Hamad | Project Beneficiary | Female |
| 59. | Eilaf Mosa Naam | Project Beneficiary | Female |
| 60. | Mahasin Ishag Ibrahim | Project Beneficiary | Female |
| 61. | Mohamed Abakar Mohamed | Project Beneficiary | Male |
| 62. | Nada Jumma | Project Beneficiary | Female |
| 63. | Polas Hussien Abas | Project Beneficiary | Male |
| 64. | Ester Mubarak Abdo | Project Beneficiary | Female |
| 65. | Sohair Abadalla Mosa | Project Beneficiary | Female |
| 66. | Wisal Mohamed | Project Beneficiary | Female |
| 67. | Om hani Mosa | Project Beneficiary | Female |
| 68. | tebian Daniel | Project Beneficiary | Female |
| 69. | Thoria Ibrahim | Project Beneficiary | Female |



ANNEX 4 Good practices and lessons learned

Building community resilience with young people in Mayo Suburb of Khartoum through improved access to water

Project DC/SYMBOL:

Name of Evaluator:

Nazar Jamil

Abdulazeez

Date: 18th January 2023 .

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

| | |
|---|--|
| GOOD PRACTICE ELEMENT | <p>Employment Intensive Infrastructure Programs (EIIP)</p> <p>Occupational Safety and Health (OSH)</p> <p>Partnership with local and international NGOs</p> <p>Women participation</p> |
| Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.) | <p>First: ILO utilized Employment Intensive Infrastructure Programs to rehabilitate hand water pumps and feeder roads instead of hiring a contractor to implement the job, which resulted in:</p> <ol style="list-style-type: none"> 1- Enhance access to water in the Mayo suburb 2- Generate income for nearly 500 young males and females 3- Develop vocational skills of young male and female in rehabilitating hand water pump and feeder road rehabilitation <p>Second: raising awareness of Occupational Safety and Health (OSH) at principles at construction sites through training beneficiaries and government staff that motivated the government of Sudan to develop a national policy of OSH at construction sites</p> <p>Third: partnership with Local (SUDO) and international NGO (CORE) to implement the rehabilitation work that resulted in practicing Du-Nou technology, which is a labour-based approach and is a low cost intervention</p> <p>Fourth: ILO created an opportunity for women participation in training and project implementation that enhanced their social location and were able to generate income for their families</p> |
| Relevant conditions and Context: limitations or advice in terms of applicability and replicability | <p>Utilizing the EIIP and the participation of women was a wise approach of the ILO as the country was facing double economic shocks represented by the adverse impact of floods that followed the pandemic of Covid 19.</p> <p>The Do-nou Technology was found to be an effective means of road rehabilitation, the government offices prefer the traditional way of road construction, the contracting company instead of contracting a large number of labour. Also, this technique is not proper for the rehabilitation</p> |

| | |
|--|--|
| | of urban areas |
| Establish a clear cause-effect relationship | <ol style="list-style-type: none"> 1. Training and hiring five hundred (500) male and female workers from the Mayo suburb by both CORE and SUDO resulted in enhancing access to water and generating income for 500 workers and their families 2. Raising awareness of government staff OSH principles and employing those principles during the rehabilitation work, motivated the government to adapt the concept of OSH in a policy at construction sites. 3. Partnership with CORE and SUDO, enabled both organizations to use their previous experiences (Do-Nuo) in the ILO's labour-based approach 4. Women quota as part of beneficiary selection criteria, enabled women participation |
| Indicate measurable impact and targeted beneficiaries | <ol style="list-style-type: none"> 1- Rehabilitation of 42 water pumps, including 2 submersible pumps with an elevated solar-operated water tank, and 3 pit latrines and rehabilitating, and the construction of 3.2. KM of feeder road 2- 75% of surveyed people were able to respond to the economic needs of their families 3- 92% of surveyed people were able to make new friends during the trainings and implementation of the work 4- 80% of surveyed people reported that their relations with the family members has changed positively 5- 92% of surveyed people indicated that the community appreciate their work, which contributed to enhancing their social standing in their community. 6- 94% of surveyed people were able to work/do a similar job for other people/ families/ companies 7- the ILO's project contributed to motivate drafting OSH policy in Sudan 8- 42% of the project beneficiaries were female 9- At least 10 project beneficiaries were hiring by other international agencies as skilled labour in rehabilitation of hand water pump |
| Potential for replication and by whom | <ol style="list-style-type: none"> 1- Utilizing the Du-Nou technology by Kasala state in rehabilitation of road 2- Deploying OSH principles at construction sites by the government, CORE and SUDO 3- Project beneficiaries to be hired by other organizations working on hand water pump rehabilitation |
| Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework) | <p>First, the ILO Programme and Budget 2020-2021</p> <ul style="list-style-type: none"> - Outcomes number three "Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all" - Outcome six "the gender equality and equal opportunities and |

| | |
|--------------------------------------|---|
| | <p>treatment for all in the world of work”</p> <ul style="list-style-type: none"> - Outcomes five, six and eight in terms of skills building of targeted beneficiaries, gender equality approach and capacity building of state actors to support the protection of workers <p>Second, the Sudan United Nations Development Assistance Framework, outcome two of the UNDAF “By 2021, people’s resilience to consequences of climate change, environmental stresses and natural hazards is enhanced through strengthened institutions, policies, plans and programmes”</p> <p>Third, the government of Japan program “the supplementary budget for the humanitarian response programme”</p> |
| Other documents or relevant comments | |



Building community resilience with young people in Mayo Suburb of Khartoum through improved access to water

Project DC/SYMBOL:

Name of Evaluator:

Nazar Jamil

Abdulazeez

Date: 18th January 2023 .

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

| LESSON LEARNED ELEMENT | Project design Do-nou technology SIYB training |
|--|--|
| Brief description of lessonslearned (link to specific action or task) | <p>A. Project design needs to prioritise the need of targeted communities and to be achievable in a timely manner. ILO designed a four pillars project that constituted of 1) rehabilitation of 40 Hand water pumps and 3.2KM of feeder roads through EIIP methodology, capacity building of both community members and government officials, raising awareness of Occupational Safety and Health (OSH) principles at construction work sites and finally, enhance Water governance in the Sudanese Government through GIS (Geographic Information System)-powered accessibility maps. Activities outlined under those pillars were diverse and could have not been achieved in a one-year project. For example, the ILO office conducted the SIYB training in the last month of the second extension period of the project, when the evaluation process was going on.</p> <p>B. Do-nou technology was effective mean of generating high number of job opportunities and was a low-cost intervention. However, mainstreaming the Do-nou technology in construction sits in Sudan needs to be supported by ILO. As the preference of the government offices is to use traditional way of road construction and pump rehabilitation though contractors.</p> <p>C. Delay in conducting the SIYB training as the training was conducted at the end of the project instead of organizing such a training immediately after the EIIP field activity, enabling the beneficiaries to start-up their own projects</p> |
| Context and any relatedpreconditions | |
| Targeted users /Beneficiaries | <p>A- ILO project management</p> <p>B- Beneficiaries of the Do-nou technology, government offices and international aid organizations</p> <p>C- Beneficiaries of the EIIP who received the SIYB trainings</p> |

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| Challenges /negative lessons -Causal factors | <p>A- ILO had to request extension of the project twice</p> <p>B- The Do-nou technology in mayo area will remain a pilot project and the chance of duplicating such the technology without ILO advocacy is low</p> <p>C- The EIIP have missed the opportunity to receive consultation, coaching and advises to start-up their own business as the SIYB training was at the last month of the project duration</p> |
| Success/ Positive Issues -Causal factors | Do-nou technology found to be effective and generate high number of jobs. Beneficiaries were able to learn and utilize the technology in road rehabilitation |
| ILO Administrative Issues (staff, resources, design, implementation) | ILO needs to assign monitoring and evaluation officer and create a monitoring and evaluation system during the project implementation that enhance accountability, transparency, better use of resources and improve decision making |