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

QUICK FACTS

Countries: Sudan

Evaluation date: 30 November 2022

Evaluation type: Project

Evaluation timing: Final

Administrative Office: ILO- CO Addis

Technical Office: ILO- CO Addis

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Donor(s) & budget: Japanese Ministry of Foreign Affairs – US\$ 1,914,972

Key Words: Education and training, Economic activities, Social policy, social protection and social security and Labour and employment

BACKGROUND & CONTEXT

Summary of the project purpose, logic and structure	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,
Present situation of the project	Interventions under the following four pillars: Access to Water: enhance water access for more than 260,000 inhabitants in Mayo Suburb, Khartoum Capacity building for community Members (vocational trainings, business start-up training), capacity building of state actors. Raise awareness of Occupational Safety and Health (OSH) principles at construction work sites. Enhance Water governance in the Sudanese Government through GIS (Geographic Information System)-powered accessibility maps.
Purpose, scope and clients of the evaluation	The final evaluation 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. The evaluation covered the period April 2021-Novembre 2022 and included all the planned outputs and outcomes under the project. The principal audiences 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-MoI), 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).
Methodology of evaluation	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. The final evaluation had two limitations: time frame allocated for the evaluation was short and demonstrations in Sudan was ongoing which hindered the travel of

the international consultant to the country. Both limitations were mitigated by hiring a national consultant in Sudan to assist the data collection process by conducting face-to-face meetings, deploying virtual meetings and the international consultant competency in both English and Arabic.

**MAIN
FINDINGS
&
CONCLUSIONS**

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, LNGO 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, LESSONS LEARNED AND GOOD PRACTICES

Main findings & Conclusions

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
ILO and Donor	Medium	Short term/Medium term/Long term

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
ILO and Donor	Low	Short term/Medium term/Long term

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

Responsible	Priority	Time Implication
ILO	Medium	Short term/Medium term/Long term

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	Le re
ILO	Medium	Short term/Medium term/Long term	Mo

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
ILO	Medium	Medium term/Long term

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
ILO, Donor and the government of Sudan	Medium	Medium term/Long term

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
The government of Sudan	Medium	Medium term/Long term

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
Kasala State and the ILO	Medium	Medium term/Long term

**Main
lessons
learned and**

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

**good
practices**

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.

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-MoI) 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 of 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.