



# Regional Office for Arab States

## **Term of Reference for consultancy to conduct a mapping exercise for the monitoring system to capture results and linkages among different programmatic channels**

### **1. Background**

Programming in the ILO applies Results-Based Management, defined as an approach to management that directs organizational processes, resources, products and services towards the achievement of measurable outcomes. RBM emphasizes flexibility, collaboration and transparency at all stages of the programming process. It is supported by ILO governance and is an essential part of programming processes throughout the UN system. In addition to the programming cycle, RBM depends on the systematic use of independent evaluation to inform governance and management and to encourage a learning environment.

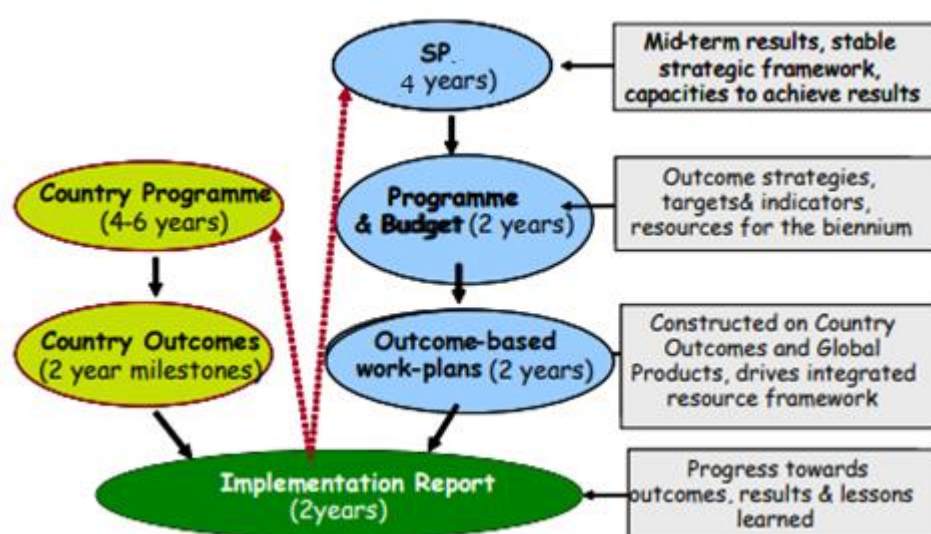
Consequently, the ILO uses a number of principles, products and procedures to prioritize and plan work, to justify resource levels, to monitor implementation and to report on the results achieved. ILO programming products and processes includes the following elements<sup>1</sup>:

- **The Strategic Plan (SP)** is a high-level, visionary document that sets out substantive and organizational steps toward an ILO's strategic vision. It is the ILO's medium-term planning instrument.
- **The Programme and Budget (P&B)** contains concrete details of major policy outcomes and expected strategies guiding the achievement of these outcomes for a specific biennium, and authorizes the relevant regular budget expenditure. The P&B is proposed by the Governing Body to the International Labor Conference and must be adopted through a vote of the Conference before the start of each biennium.
- **The Programme Implementation Report (IR)** completes the biennium programming cycle by providing a detailed statement of how resources were used to achieve results during a specific biennium. It covers both ILO action in support of outcomes and the achievements of constituents based on that support. The IR draws on reporting and analysis of ILO officials both in countries and at Headquarters, as well as on independent evaluations. It is submitted to both the Governing Body and the Conference for their guidance. Independent evaluations are also reported separately to the Governing Body.
- **Decent Work Country Programs (DWCPs)** are the ILO's programming instrument in countries and its contribution to UN-wide programming processes in those countries. DWCPs provide an opportunity for the ILO's constituents to influence specific ILO priorities and activities in countries. The process of developing DWCPs is also an important opportunity for ILO advocacy, in particular in respect of the Organization's core values and fundamental principles. DWCPs are usually aligned with UN Sustainable Development Cooperation Framework (UNSDCF) cycle, which is longer than the P&B cycle.

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<sup>1</sup> ILO, Internal Governance Manual, Programming, Strategic Programming and Management Department

- **Outcome-based work plans (OBW)** ensure Office-wide coherence and collaboration in achieving results. They bring together the outcomes identified in DWCPs and the available resources at Headquarters and in the field structure. They also identify the products of the ILO's global program of research and advocacy.
- **Country Programme Outcomes (CPOs)** establish specific commitments under the country programme priorities and contribute to the achievement of the outcomes that are set out in the P&B. CPOs should derive from DWCP and follow the P&B biennial cycle. The project coordinator should align the project proposal to CPOs.
- Under the broad heading of **resource management** there is specific information on the allocation and management of various types of resources within a biennium. Experience has shown that significant effort is often required to make timely and well-coordinated use of resources under different sources of funds and to report accurately and transparently to senior management and the ILO's governing organs on the use of resources.



Source: ILO, Internal Governance Manual, Programming, Strategic Programming and Management Department

## 2. Objectives and Scope of Work

The objective of this assignment is to map various monitoring and reporting channels for P&B outputs, DWCP outcomes, Country Programme Outcomes and Development Cooperation projects. By doing so, this assignment will support ILO ROAS in assessing feasibility and requirements to set up a monitoring system to capture and visualize results among various channels.

The task expected to achieve this objective is to map out programmatic channels for capturing results and contribution of ROAS work towards P&B. As indicated above there are multiple processes and procedures to prioritize, plan and manage ILO's interventions. Some of these processes include reporting on results using several means and formats. The consultant is expected to map all of these programmatic channels that exist to capture results indicating the format of reporting, types of results reported, responsibility of reporting, frequency and supporting technology.

In order to meet the objectives and the tasks above the consultant will work closely with the ILO team and will use both desk review and interviews/meeting with relevant staffs. The desk review will include ILO guidance documents, including:

- Development Cooperation Internal Governance Manual.

- Internal Governance Manual, Programming, Strategic Programming and Management Department
- Reporting guidance including such as reporting guidance to ILO development cooperation management support application.
- ILO's Programme and Budget for 2020-21

### 3. Deliverables

The consultant is expected to deliver the following:

1. Inception report including the methodology, tasks, outline of final report and timeline.
2. Draft final report including mapping
3. Finalized final report including mapping

The report shall present the main findings and reflect on the pathways of change. A suggested outline of report is included below.

- Cover page
- Table of contents
- Acronyms
- Outcomes of the mapping exercise
- Conclusion and recommendations

All deliverables will be submitted in the English language.

### 4. Timeframe

The work will start in September 2021 and will extend over 6 weeks. Proposed timetable included in the table below. Number of actual working days for the consultant is estimated to be 25 days.

Task	Responsibility	End by
Provide the consultant with all relevant documents	Assignment manager	Week 1
Conduct kick off meeting	Assignment manager	Week 1
Submit the inception report to assignment manager	Consultant	Week 1
Conduct interviews/meetings with relevant ILO staffs	Consultant	Week 2-4
Mapping of M&E processes	Consultant	Week 2-4
Submit a draft report to assignment manager	Consultant	Week 5
Share the draft report for all concerned for comments	Assignment manager	Week 5
Send consolidated comments on the draft report	Assignment manager	Week 6
Submit the final report	Consultant	Week 6

### 5. Assignment Management

The assignment will be managed by the Regional M&E Officer at ROAS.

### 6. Official Travel Involved

Consultant is expected to work remotely. No travel is required for this consultancy.

### 7. Frequency of Performance Reviews

Biweekly meetings are to take place to discuss work progress and challenges, present drafts of the deliverables, provide feedback on them.

## **8. Qualifications**

It is expected that this assignment will be implemented by an individual with previous qualifications in M&E mapping. As a minimum, the consultant will need to have the following qualifications:

- Previous experience in developing mapping of similar complexity preferred.
- Holds a university degree in a relevant field.
- A minimum of 5 years of M&E professional experience, preferably for UN agencies.
- Good understanding of programme M&E.
- Excellent analytical and communication skills.
- English language proficiency.

## **9. Payment Schedule**

- i. 25% of the overall fee against finalized inception report
- ii. 75% of the overall fee against finalized final report including mapping

## **10. How to apply**

Inquiries and submission of proposal:

Interested candidate is to submit his/her CV, highlighting relevant experiences. Please specify the daily professional fee based on the estimated number of working days aforementioned.

If the candidate has conducted a similar work in the past, please share the work along with CV and financial offer. This is optional.

Query and questions from potential bidders on any section of this ToR are welcome. Please send relevant questions via email to the following contacts of ILO ROAS.

Contacts:

To: Mr. Hideyuki Tsuruoka, Regional Monitoring & Evaluation Officer <tsuruoka@ilo.org>

Cc: Mr. Oktavianto Pasaribu, Chief Regional Programming Services <pasaribu@ilo.org>; Ms. Hiba Al Rifai, Monitoring & Evaluation Officer <alrifai@ilo.org>

Applications should be submitted by email to same contacts listed above.

The deadline for submission of technical and financial proposals is **29<sup>th</sup> August 2021**.