



## Terms of Reference

### Individual Consultancy (Sudanese Nationals Only) for Upgrading Informal Apprenticeships Training Systems in East Darfur and West Kordofan, Sudan

**Start Date:** 18.07.2021

**End Date:** 30.06.2022

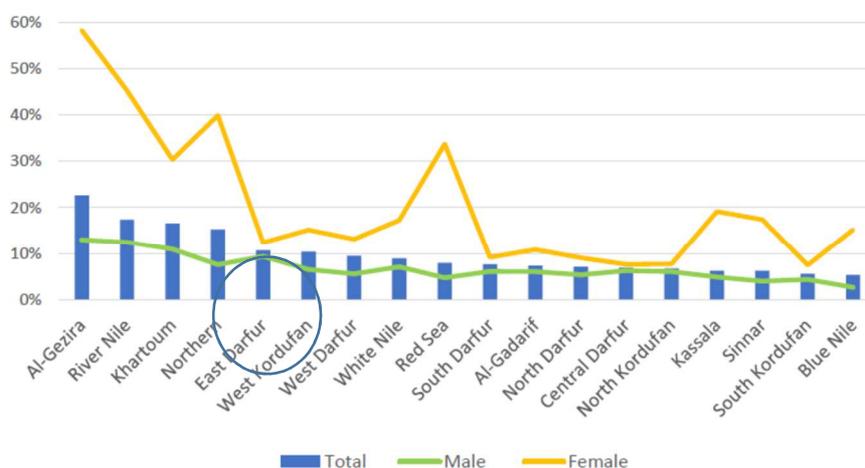
#### PROSPECTS Partnership

Under “Partnership for Improving Prospects for Forcibly Displaced Persons and Host Communities” (PROSPECTS) project supported by the Government of the Netherlands, the ILO also partners with UNICEF, UNHCR, WB and IFC to develop a joint and fully integrated approach to respond to the forced displacement situation. In Sudan, the Partnership, focuses on delivering change within the South Sudanese refugee and host community populations in East Darfur, specifically Assalayaa settlement and El Nimir camp and West Kordofan, specifically along the Keilak-Kharasana corridor and in the remote El Meiram settlements.

#### Background

The development challenges facing Sudan are numerous, but at the heart of the problem is how to sustain and accelerate economic growth, and translate that growth into improved opportunities for the vast majority of the country’s population living under extreme conditions of informality. In Sudan, the formal labour market accommodates only a small and decreasing portion of the economically active population. Salaried jobs offer no answer to the growing demand for more and more jobs. Unemployment among youth, between 15 and 24 years of age (more than 60% of the population) is particularly high and increased by two percentage points between 2009 and 2014 (WB, 2020, see figure below). In the PROSPECTS targeted states of East Darfur and West Kordofan, extreme informality creates some of the highest reported unemployment rates in the country, only preceded by larger urban centres.

**Figure 7. Unemployment rate by state and gender**



Source: WB Staff calculations based on NHBPS 2014/15.

However, it has increasingly become clear that in PROSPECTS operational locations, a majority of the working age Forcibly Displaced Persons (FDP) and Host Community (HC) population - and especially youth - will obtain income/revenue from engagement in the informal economy. In the ILOs recently completed baseline assessment, informal self-employment and/or informal wage employment have been confirmed to be the norm and is also a distinctive feature in the operations of micro and small-scale enterprises that are found in the large and growing informal economy in PROSPECTS locations.

Similar to other locations in Africa, skills and knowledge transfers for both women and men have been identified as playing an important role in raising agro-industrial productivity, improving opportunities for meaningful work, and helping to improve social-economic development; particularly in rural and peri-urban environments. However, unlike other parts of the country, the current TVET system has tended to cater for those who have graduated from formal general education systems as well as for those living in urban locations. For those Forcibly Displaced Persons (FDPs) and Host Community (HC) members living in PROSPECTS locations, they face additional barriers to access technical and trades based training opportunities due to living far away from one of the few operational training centres in the regional capitals of East Darfur or West Kordofan states.

Where vocational training programmes do exist, the quality of training has been sub-optimal, slow to adapt to changes in the market, poorly resourced, and far removed from the project locations. For these reasons, apprenticeship trainings – specifically traditional and informal apprenticeships – have widespread use in Sudan. In the PROSPECTS target states, skills-related data sampling in PROSPECTS locations strongly suggest that traditional kinship-based apprenticeship training system accounts for the most commonly utilized modality for skills acquisition and transfer.

Under the ILOs PROSPECTS skills component, programming has been designed around strengthening informal apprenticeship training structures based on kinship and traditional forms of passing on knowledge and skills from one generation to the next within micro and small-scale enterprises. Under this component the ILO PROSPECTS management team is working towards improving the effectiveness and outcomes for both apprentices, who aim to acquire skills, and Mastercrafts persons, who pass on skills while running their workshops. This could be achieved through the introduction of productivity enhancing technologies, enhanced Master/Apprentice training agreements, product-oriented production and learning techniques, workshop level occupational safety and health commitments, and other incremental improvements to both the production and instructional/learning process. However, in order to obtain the benefits expected from this approach, a number of operational constraints need to be addressed.

It is important to emphasize that under the ILO's PROSPECTS project, the project management team has committed to working in a number of deep field locations in East Darfur and West Kordofan. In these remote locations a number of parameters shape intervention design considerations. First, the skeletal profile of potential Mastercraft Trainers and workshops that are appropriate locations restricts the pool of relevant workshops that are expected to have the necessary technology/equipment profile, reliable power supply, access to inputs and suppliers, market/display space will be small. Second, in these locations, where apprenticeships have been identified, they exhibit features that reflect the closed kinship-based apprenticeship model found in pre-industrial periods. Third, the portfolio of products produced by these workshops is of only basic quality and strongly suggests that skills acquisition will be largely constrained by the knowledge and competencies of the Mastercraft person and any improvements in the competitiveness and quality of those products will require dedicated attention on the Master directly. Fourth, at the workshop level itself, size and physical layout will provide additional limits to instructional outreach opportunities under the informal apprenticeship window. Finally, there is a critical concern that in PROSPECTS operational locations social frictions between FDP and HC further restricts opportunities for the equitable provision of skills upgrading and on-the-job training sessions.

To help improve this traditional/family-type informal apprenticeship training systems, the ILOs PROSPECTS programme seeks to work with locality-centered trades and business associations to jointly develop workshop-centered informal apprenticeship action plan(s) that will identify the trade-based occupational competencies that are required to enhance self-employment or wage employment opportunities with one of the many informal enterprises in PROSPECTS locations.

For the apprentices, that will be engaged under the ILOs informal apprenticeship component, it will mean that significant efforts will also be directed at improving the quality and conditions found under the informal apprenticeship training systems by directing capacity-building initiatives at the Mastercraft person. Given the riskiness of this approach, the Individual National Consultant will concentrate its efforts, initially, on a small number of marketable trades (i.e. metalworking, engine mechanics, and woodworking trades).

### Desired Background, Experience, and Competencies:

The Individual National Consultant should possess the following Background, Experience, and Competencies:

#### **Education**

First level university degree or Diploma in Civil/Construction Engineering or ten years working as a trainer in a vocational training or apprenticeship type capacity;

#### **Experience**

- At least five years' experience working in the building construction sector with proven experience engaged in projects involving metalworking, engine mechanics, single phase electrical systems, plumbing/water works, and/or construction carpentry;
- Experience working with the United Nations, ministries of labour or other government ministries, departments and agencies; and
- Experience working on apprenticeship training systems (either as a trainer or MasterCraft person).

#### **Languages**

Excellent knowledge and command of Arabic and good knowledge of English is a requirement.

#### **Competencies**

- Good knowledge of technical and vocational training as well as the apprenticeship system in Sudan;
- Ability to develop and submit deliverables that are consistent with the PROSPECTS informal apprenticeship objectives
- Ability to provide actionable programming initiatives that support the strengthening of the informal apprenticeship system in PROSPECTS locations;
- Ability to work effectively in a team and excellent interpersonal skills.
- Excellent computer/information application skills, including the use of a GPS handheld data collector;
- Strong written and verbal communication skills, including the ability to write accurate reports to PROSPECTS managers and partners; and
- Ability to work in a multi-stakeholder environment and to demonstrate gender-sensitive and non-discriminatory behaviour and attitudes towards marginalized groups like Refugees, Internally Displaced, Disabled, and those affected by conflict and violence.

### Objective:

The Objective of this Terms of Reference is to bring in an Individual National Consultant to **support the International Labour Organization in the implementation of its “Upgrading Informal Apprenticeship Training Systems” approach**. This approach will emphasize

- Identifying Mastercraft persons and workshops that are suitable for participating in PROSPECTS,
- Assisting those workshops to upgrade informal apprenticeship training system regimes,
- Improving the productivity and quality of the goods produced in these workshops through capacity-building and technology transfers,
- Exposing Mastercraft persons to benchmark workshops in regional capitals for mimicry and layout adoption, and
- Working with the ILO to open up workshops for apprentices from the wider community, enlarging the close family/kinship circle of learners.

Parallel to these efforts the ILO will be working with Mastercraft persons **to establish a locality-centered and trades-specific Mastercraft Trade Association** that will work to concretize an initial governance and regulatory framework, help codify occupational competencies, and benchmark the learning process.

| Key Deliverables of the Individual National Consultancy <sup>1</sup> :  | Estimated Targets (min.) <sup>2</sup>   | Timeline          |
|---|---|-------------------|
| 1. Inception report detailing refined project work plan and other management arrangements.  | 1 Report  | 29 July 2021      |
| 2. Rapid site recces to identify and map potential Mastercraft Trainers and workshops in PROSPECTS target localities <sup>3</sup> in metalworking, engine mechanics, and woodworking. Work with the PROSPECTS Sudan Local Economic Development Committees (in each project state) to endorse a maximum of 100 Mastercraft workshops for follow up workshop-level and Mastercraft training needs analysis (TNA) <sup>4</sup> .   | Select and endorse 100 MCs in the 3 project localities  | 02 September 2021 |
| 3. Undertake technical assessments of the LEDC selected/endorsed Mastercraft candidates and their workshops via follow up surveys of their workshops. Assessment measures are to include location of workshop, size of productive space, technology profile, occupational safety and health (OSH) risks, environment and waste management considerations, and willingness of the Mastercraft Trainer to provide apprenticeship opportunities to 1-2 non-family apprentices in the community. Findings from the technical assessment will be presented to the Local Economic Development Committees for review and endorsement of a follow up skills and proficiency assessment of the Mastercraft candidate;  | The 100 (first round vetted) Mastercraft workshops in the 3 project localities<br><br>(Assessment to include a reporting by the MC person if they are open to train 1-2 Apprentices from the community) | 21 October 2021   |
| 4. Design for implementation an assessment regime (to be conducted at a selected technical secondary school) that will work to measure the knowledge, skills, equipment and tools proficiencies, and knowledge of basic pedagogical practices that are associated with Mastercraft persons in the three selected trades. Ideally checklist-based, the results of the testing will be able to report knowledge and skill profile and can be used to design technical assistance initiatives that can assist the Mastercraft person to improve the quality of the apprentice's learning experience, strengthen materials sourcing options, set quality benchmarks, identify technology and equipment/tool gaps, highlight OSH deficiencies, enhance the organization and layout of workshops, and address other barriers to raise the productive capacity of workshops in PROSPECTS target locations. During this phase the Individual Consultant will be working (in collaboration with the LEDC) to finalize the list of Mastercraft persons that will be invited to participate in the Upgrading Intervention. | One (1) testing regime for up to 100 Mastercraft persons (25 from each project location) in the three selected trades' fields.  | 25 November 2021  |

<sup>1</sup> Individual National Consultants, interested in this opportunity, are strongly encouraged to review the Further Reading resources found at the end of this ToR to fully understand the approach that the PROSPECTS Sudan programme is promoting and use this review to better structure and guide the budget calculations required for an effective submission.

<sup>2</sup> Note that proposed targets included in the proposal may be higher than those indicated above based on knowledge of prevalence of MCs/Workshops in target localities, but should not be lower than what is indicated.

<sup>3</sup> East Darfur (Nimir Camp and Assalayaa Settlement) / West Kordofan (Keilak/Kharasana and El Meiram)

<sup>4</sup> See Annex 5 in the guide that provides a basic overview of a Training Needs Assessment required for implementation at selected MasterCraft workshops : [https://www.ilo.org/wcmsp5/groups/public/---africa/---ro-abidjan/documents/publication/wcms\\_171393.pdf](https://www.ilo.org/wcmsp5/groups/public/---africa/---ro-abidjan/documents/publication/wcms_171393.pdf)

|   |   |                        |
|---|---|------------------------|
| <p>5. Mastercraft persons that have been selected/invited to participate in the intervention will work with the Individual Consultant, the ILO, and relevant LEDC members to identify Mastercrafts <b>Occupational Competency requirements by apprenticeship trade</b>. These assessments are to sketch out the profile of the locally sold products and/or services, identify potential areas for production or service upgrading, identify gaps in workshop layout and organization, flag training safety and health concerns for apprentices, and collate any training or instructional resources/approach that have been used by Mastercraft persons to conduct skills trainings. These workshop level assessments will feed into ILO technical assistance and other upgrading efforts that will be designed to improve informal apprenticeship training systems.</p> | <p>Potentially up to 100 assessments of individual Workshop across the 3 localities.</p> <p>Focus on 1.Metalworking<br/>2. Engine Mechanics<br/>3.Woodworking</p> | <p>13 January 2022</p> |
| <p>6. Design instruments for and conduct a trades based ‘situational analysis’ of target occupations (metalworking, engine mechanics, and woodworking) to identify the structure of the local market, material supply streams, condition and profile of tools and equipment, quality ‘deficiencies’ of local products, linkages between workshops, and potential for organization of selected workshops into a locality-centered and trades-specific Mastercraft Trade Association that will become the initial governance and regulatory framework.</p>  | <p>3 Situational Analysis with Recommendations for Assalayaa, Keilak, and Abyei-Muglad localities</p>   | <p>27 January 2022</p> |
| <p>7. Propose a scheme to raise awareness about the important role that a strengthened informal apprenticeship training systems has to expand learning opportunities for non-family learners. The scheme will be oriented to highlight how the expansion of trades-based learnings away from a closed kinship-based system creates important spill-over effects that have historically helped to drive market growth and community development.</p>   | <p>1 scheme</p>   | <p>03 March 2022</p>   |
| <p>8. Through the awareness raising activity, identify a potential pool of non-family apprentices in the locality that can be tested and taken on by MCs (as part of the MCs requirement for participation in the upgrading of traditional/kinship apprenticeship training systems intervention).</p>   | <p>100-200 non-family apprenticeships</p>   | <p>24 March 2022</p>   |
| <p>9. Engage Arabic speaking subject matter experts (local, Khartoum-based, or international) in the aforementioned occupations to design and conduct an instructional skills upgrading training stream for endorsed Mastercraft trainers that includes technical skills and instructional skills training, enhancing knowledge of occupational competencies and benchmarks, equipment-specific proficiency-building, awareness of workshop-centered occupational safety and health standards, and induction into the ILOs modality for upgrading informal apprenticeships systems.</p>   | <p>3 subject matter experts identified and contracted by the ILO</p>  | <p>21 April 2022</p>   |
| <p>10. Work with local LEDC representatives to establish a locality-centered trade association and/or administrations that will form the initial governance and regulatory mechanism that will help to monitor and guide apprentices learning against stated occupational competencies, the extent that these competencies led to self or waged employment in an informal enterprise or commercial sectors, and identify potential risk mitigation or strategic approaches to help address emerging challenges for the trades sector.</p>   | <p>1 LEDC facilitated trade association for Assalayaa, Keilak, and Abyei-Muglad localities</p>  | <p>Every 3 months</p>  |

|  |   |                |
|--|---|----------------|
| 11. Monitor learning outcomes jointly with the established Local Economic Development Committee and the localities' Mastercraft Trade Association, in accordance with designed mechanism and provide progress reports on (MCs and apprentices) participating and completing the activity. Efforts will also need to be made to link training with changes in self/employment status or number of working hours worked by graduates from PROSPECTS supported Mastercraft/Apprenticeship training programming. | Quarterly-prepared Monitoring Plan(s)   | Every 3 months |
| 12. Arrange and administer a transparent process to distribute occupation-specific equipment kits to MCs who have completed the training programme, based on expressed equipment needs by the MCs and also facilitate upgrade of the workshops   | 1 final report                          | 12 May 2022    |
| 13. Conduct post-training surveys with MCs and apprentices, including on experiences working with members of the other communities.  | TBC                                     | 26 May 2022    |
| 14. Upon project completion, submit a final implementation report, detailing relevant information (e.g. no of beneficiaries, challenges faced, lessons learned) and detailed spending to-date as agreed with the ILO. Furthermore, the final report should provide suggestions for an "adaptation" of the aforementioned guide to the local context in Sudan.  | 100 kits (tailored to individual needs) | 30 June 2022   |

### Reporting lines

The selected Individual National Consultant will work under the direct supervision of the PROSPECTS team in Khartoum Sudan. This includes regular planning and progress meetings, joint discussions and agreement on best approaches and regular progress reports. The selected Individual Consultant will agree with the PROSPECTS teams on aspects of the methodology that have to be adjusted in the context of Sudan.

### Submission of Proposals and Selection Criteria for Shortlist

The interested Individual National Consultant should submit a technical and financial proposal no later than 08 July 2021, 4pm [CAT].

The financial proposal is to include a cost breakdown of professional fees and activity costs by deliverable in USD. The financial offer is to exclude the procurement equipment kits and should not include any financial incentives for the beneficiaries for participation in the apprenticeship training scheme.

The technical proposal should lay out, in detail, the comparative advantage of the Individual National Consultant in implementing the aforementioned deliverable and provide a detailed implementation work plan respecting the planned intervention end date of 30 June 2022. The ILO will not consider incomplete submissions. All responses and supporting documentation received will be treated as strictly confidential and will not be made available for the public.

The selection process shall take into consideration the followings:

- A. Demonstrated understanding of the TORs;
- B. Professional capacity to carry out the activities and/or produce the outputs, and manage the funds entrusted to them; including:
  - o CV demonstrating technical expertise in the requested programme intervention areas; and
  - o Detailed overview of proposed internal logistical/travel arrangements.
- C. Soundness of the proposed work-plan and timeline(s);
- D. Proposed project management arrangements ;
- E. Proposed reporting framework; and
- F. The financial proposal

IMPORTANT: The interested Individual Consultants are requested to provide a financial offer that is deliverable based AND includes ONLY professional fees related to the activity. Number of field mission dates are also to be accounted and reported at the activity level. The following Table has been prepared to assist Consultants in reporting their respective financial offers using the Table as guide:

| ID | Activity Deliverables for Consultancy ( <i>See Full Description of Expected Deliverables in Objective Section</i> )  | Total Activity Deliverable Days | Total Number of Mission Days | Deliverable Activity Cost* |
|----|--|---------------------------------|------------------------------|----------------------------|
| 1  | Inception report detailing refined project work plan and other management arrangements.  |                                 |                              |                            |
| 2  | Rapid site recces to identify and map potential Mastercraft Trainers and workshops in PROSPECTS target localities in East Darfur and West Kordofan. Work with the PROSPECTS Sudan Local Economic Development Committees (in each project state) to endorse a maximum of 100 Mastercraft workshops.   |                                 |                              |                            |
| 3  | Undertake technical assessments of the LEDC selected/endorsed Mastercraft candidates and their workshops via follow up surveys of their workshops.   |                                 |                              |                            |
| 4  | Design for implementation an assessment regime that will work to measure the knowledge, skills, equipment and tools proficiencies, and knowledge of basic pedagogical practices.   |                                 |                              |                            |
| 5  | Mastercraft persons that have been selected/invited to participate in the intervention will work with the Individual Consultant, the ILO, and relevant LEDC members to identify Mastercrafts <b><i>Occupational Competency requirements by apprenticeship trade.</i></b>   |                                 |                              |                            |
| 6  | Design instruments for and conduct a trades based 'situational analysis' of target occupations (metalworking, engine mechanics, and woodworking) to identify the structure of the local market, material supply streams, condition and profile of tools and equipment, quality 'deficiencies' of local products, linkages between workshops, and potential for organization of selected workshops into a locality-centered and trades-specific Mastercraft Trade Association that will become the initial governance and regulatory framework. |                                 |                              |                            |
| 7  | Propose a scheme to raise awareness about the important role that a strengthened informal apprenticeship training systems has to expand learning opportunities for non-family learners.  |                                 |                              |                            |
| 8  | Through the awareness raising activity, identify a potential pool of non-family apprentices in the locality that can be tested and taken on by MCs.  |                                 |                              |                            |
| 9  | Engage Arabic speaking subject matter experts (local, Khartoum-based, or international) in the aforementioned occupations to design and conduct an instructional skills upgrading training stream for endorsed Mastercraft trainers.   |                                 |                              |                            |
| 10 | Work with local LEDC representatives to establish a locality-centered trade association and/or administrations that will form the initial governance and regulatory mechanism that will help to monitor and guide apprentices learning.  |                                 |                              |                            |
| 11 | Monitor learning outcomes jointly with the established Local Economic Development Committee and the localities' Mastercraft Trade Association, in accordance with designed mechanism and provide progress reports on (MCs and apprentices) participating and completing the activity.  |                                 |                              |                            |

|                                       |   |  |  |  |
|---------------------------------------|---|--|--|--|
| 12                                    | Arrange and administer a transparent process to distribute occupation-specific equipment kits to MCs who have completed the training programme.   |  |  |  |
| 13                                    | Conduct post-training surveys with MCs and apprentices, including on experiences working with members of the other communities.   |  |  |  |
| 14                                    | Upon project completion, submit a final implementation report, detailing relevant information (e.g. no of beneficiaries, challenges faced, lessons learned) and detailed spending to-date as agreed with the ILO. |  |  |  |
| <b>Totals Activity Days and Costs</b> |   |  |  |  |

\*Deliverable Activity Cost = Daily Professional Fees X Total Activity Deliverable Days

*Note: Both the technical and financial proposals should reflect planning to mitigate against relevant risks.*

All interested Individual National Consultants can send questions to the ILO's Procurement Unit in Addis Ababa, Ethiopia ([ADDIS\\_PROCUREMENT@ilo.org](mailto:ADDIS_PROCUREMENT@ilo.org)) until 27 June 2021. Questions will be answered and shared with the interested Individual National Consultants by Close of Business on 08 July 2021.

### Payment Schedule

- 1st payment will be 10% of the total budget and to be disbursed once a detailed inception report is provided.
- 2nd payment will be 20% of the total budget and will be disbursed on completion and submission of deliverables 2-4.
- 3<sup>rd</sup> payment will be 30% of the budget which is to be disbursed upon satisfactory progress on deliverables 5-8
- 4th payment will be 30% of the budget which is to be disbursed upon satisfactory progress on deliverables 9-13.
- 5th payment of 10% is to be disbursed upon the submission of the final project report.

### SELECTION CRITERIA

The successful candidate will have a mix of expertise and qualifications in the focus areas related to this assignment. Evaluation of the suitability of the Consultant to work on this assignment will be made against the following technical criteria:

| Evaluation Criteria  | Maximum mark |
|--|--------------|
| <b>A. Expertise/Qualification</b>  |              |
| First level university degree or Diploma in Civil/Construction Engineering or ten years working as a trainer in a vocational training or apprenticeship type capacity;   | 10           |
| At least five years' experience working in the building construction sector with proven experience engaged in projects involving metalworking, engine mechanics, single phase electrical systems, plumbing/water works, and/or construction carpentry; | 10           |
| Experience working with the United Nations, ministries of labour or other government ministries, departments and agencies; and   | 10           |
| Experience working on apprenticeship training systems (either as a trainer or MasterCraft person);   | 5            |
| Fluency in Arabic and a good working knowledge of English is a must.   | 5            |

|   |            |
|---|------------|
| <b>Maximum Points</b>   | <b>40</b>  |
| <b>B. Proposed approach to deliver the ToR's scope of work</b>  |            |
| Applicant demonstrates (via submitted technical proposal) their expertise working as a Subject Matter Expert in the technical, vocational, and apprenticeships field(s). The technical proposal includes a realistic action/work plan and is aligned with ILO's PROSPECTS informal apprenticeships objectives in East Darfur and West Kordofan. The evaluation to assess the understanding of scope, objectives and completeness of response. | 30         |
| Demonstrated understanding of the TORs, showing clear linkages between the Consultants proposed approach, the ILO's planned activities/objectives, as well as an awareness of the operational challenges and contextual features of our operational environment in East Darfur and West Kordofan.   | 30         |
| <b>Maximum Points</b>   | <b>60</b>  |
| <b>Total for Both Section A (40 Points) and Section B (60 Points)</b>   | <b>100</b> |
| Minimum Acceptable Score for the Proposal to be considered for financial evaluation.  | 50         |

### Note to Consultants

- All CVs submitted should include the Date of Birth and confirmation of Sudanese Nationality (or ability to legally work in Sudan);
- Consultant should quote in USD prices and/or using prices calculated using the Official UN Exchange Rates for the country;
- Consultants should indicate a proposed Start and End Date for completion of the Deliverables requested by the ILO;
- Candidates should be prepared to submit a copy of their national Passport upon Notification of Award;
- Candidates planning field visits, movements, and/or DSA travel dates are required to completed the UN BSAFE security training course upon Notification of Award. Failure to complete the course will prevent the finalization of contracting between the Consultant and the ILO;
- Professional Fees should include all costs associated with the Activity Deliverable;
- Consultants are responsible for arranging their own travel arrangements to project sites;
- Consultants agree to be paid based upon compliance with UN Harmonized DSA rates set for the country;
- Consultants agree that all mission costs will be based upon the most economical direct fares AND that any travel-related costs cannot exceed those payable to an ILO official on the same itinerary;
- All mission cost days will be paid based upon actual receipts paid by the Consultant and actual travel/mission dates;
- Consultants are not to add the VAT to their financial offer unless they are a VAT Registered Individual with the Sudanese VAT Authority;
- Consultants should be aware that all intellectual property rights arising from the contract are vested with the ILO however authorship will be acknowledged by the ILO; and
- Consultants will bear all charges levied by their own bank in receiving of managing funds transferred by ILO.
- The consultant must adhere to Covid-19 measures and to factor that in his/her training approach

## Further Reading

International Labour Organization (2012) Upgrading Informal Apprenticeships A resource Guide for Africa. Available online at: [https://www.ilo.org/skills/pubs/WCMS\\_171393/lang--en/index.htm](https://www.ilo.org/skills/pubs/WCMS_171393/lang--en/index.htm)

International Labour Organization (2011) Skills for Employment Policy Brief: Upgrading Informal Apprenticeship Systems. Available online at: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/---ifp\\_skills/documents/publication/wcms\\_167162.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---ifp_skills/documents/publication/wcms_167162.pdf)

De la Croix, D., Doepke, M., and Mokyr, J.,(2017) 'Clans, Guilds, and Markets : Apprenticeship Institutions and Growth in the Pre-Industrial Economy'. Available online at: [delaCroix Doepke Mokyr 0317.pdf \(northwestern.edu\)](https://www.northwestern.edu/econometrics/wp/papers/0317/delaCroix_Doepke_Mokyr_0317.pdf)

Belfanti, Carlo Marco. 2004. "Guilds, Patents, and the Circulation of Technical Knowledge." *Technology and Culture* 45 (3): 569–89. Available online at: <https://iris.unibs.it/retrieve/handle/11379/24823/1577/TechandCultt.pdf>

Walter, R. (2008) 'Towards a Renewal of Apprenticeship in West Africa: Enhancing the Professional Integration of Young People'. An AFD publication.

Adams, A., Johansson de Silva, S., and Razmara, S. (2013) 'Improving Skills Development in the Informal Sector: Strategies for Sub-Saharan Africa'. World Bank Press.

De Munck, Bert, and Hugo Soly. 2007. "Learning on the Shop Floor in Historical Perspective." In *Learning on the Shop Floor: Historical Perspectives on Apprenticeship*, edited by Steven L. Kaplan Bert De Munck and Hugo Soly, 3–32. Available through PROQUEST.