CONSULTANCY TO CARRY OUT A FINAL INDEPENDENT EVALUATION FOR THE UN JOINT PROGRAMME ON GENDER EQUALITY (JPGE)

TERMS OF REFERENCE FOR THE NATIONAL CONSULTANT

1. Introduction

The International Labour Organization (ILO) intends to undertake a final independent evaluation of a component (project) implemented by the ILO Country office for Zimbabwe and Namibia under the UN Joint Programme on Gender Equality (JPGE). The purpose of the evaluation is to measure the project effectiveness and outcomes measured against the goals, objectives, expected results and outputs set forth in the project document. The evaluation will offer strategic direction and recommendations to inform future programmes, sustainability and effectiveness of the JPGE programme approach.

This independent evaluation, builds on internal annual progress reporting and the medium term evaluation conducted for the overall UN Joint Programme on Gender Equality (JPGE).

2. Background information

Joint Programme on Gender Equality: The Joint Programme for Gender Equality (JPGE), 2014-2017 is a Joint Programme that seeks to contribute to gender equality and women’s empowerment in Zimbabwe. This programme was developed as part of the Zimbabwe United Nations Development Assistance Framework 2012-2015 cycle extending into the 2016-2020 cycle. It was developed in close consultation and collaboration with the Government of Zimbabwe, with the Ministry of Women Affairs, Gender and Community Development as the main government counterpart in this programme and civil society organisations. The JPGE brings together UN agencies (ILO, UNDP and UNWOMEN), government, development partners and different gender equality advocates to support the advancement of gender equality and the empowerment of women.

The programme seeks to address four (4) priorities under four (4) pillars as follows: (1) promoting women’s security and combating gender-based violence; (2) women’s political participation and influence; (3) women’s economic empowerment and working conditions; and, and (4) national accountability on gender equality and women’s empowerment.

The total budget for the programme was US$10 million but only USD$5 million dollars was mobilised from the Swedish International Development Agency (SIDA) to support mainly
Pillars 2, 3 and 4 with the ILO getting an initial allocation of USD1, 020,926 to implement a project on women’s economic empowerment and working conditions. Other programme components on Gender-Based Violence that were supposed to be implemented by UNFPA and UNICEF were not funded on the SIDA contribution. The Programme started on the 17 April 2014 for an effective 3 years to 17 March 2017. A no-cost extension was granted by the donor from 17 March 2017 to 31 October 2017. The ILO is expected to receive an additional US$ 80,000 from UNDP to cover technical support costs over this period taking the total budget to US$1,100,926.

Throughout its interventions, the JPGE engages in capacity-strengthening at macro, meso and micro levels and in advocacy at the highest levels to advocate for integration and ownership of gender equality and women’s rights issues into policy and legislative development.

The ILO is contributing to the outcomes under Pillar 3- on **Women’s Economic Empowerment and Working Conditions** as follows:

- Outcome 3.1 – Policies and legislation that support women’s economic empowerment and decent working conditions are adopted and implemented
- Outcome 3.2 – Women’s control and ownership in key economic sectors increased

**Pillar 3- on Women’s Economic Empowerment and Working Conditions**: Out of this a project was developed to deliver results on strengthening women’s economic empowerment and bringing improvements to women’s working conditions through initiatives to increase women’s control and ownership in key economic sectors. The project started on the 01 July 2014 with and end date of 17 March 2017. The project was also extended as part of the Programme no-cost extension to 31 October 2017.

The project is being implemented in 5 selected Districts, namely: Nyanga, Chivi, Gutu, Mutoko, and Murehwa for the women economic empowerment activities and the women workers rights issues and gender mainstreaming being addressed at national policy level and activities. Key activities include skills development, capacity building and facilitating access to financial and technical resources to women entrepreneurs.

The logical framework of the project is linked directly to the parent UN Joint Programme on Gender Equality logical framework under **PILLAR III: WOMEN’S ECONOMIC EMPOWERMENT AND WORKING CONDITIONS**.

**Outcome 1**: Increased capacity of women and women’s groups to identify and exploit economic opportunities for employment and self-employment for women

<table>
<thead>
<tr>
<th>Description of Indicators</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Skills development programmes targeting women are designed and organized on the basis of assessments of labour market opportunities especially in the rural areas.</td>
<td>Three(3) programme developed for 700 women</td>
</tr>
<tr>
<td>2. Legislation and/or policy relevant to the economic empowerment of women are reviewed</td>
<td>One(1) policy/legislation reviewed</td>
</tr>
<tr>
<td>3. Beneficiaries placed in wage- or self-employment on completion of skills training, as reflected through post-training support</td>
<td>560 women placed in self and or wage employment and linked to existing micro-finance funds.</td>
</tr>
</tbody>
</table>
• **Output 1.1**: Skills gap analysis (training needs assessment completed) and economic opportunities identified
• **Output 1.2**: Training programmes designed and delivered for women to meet local economic opportunities
• **Output 1.3**: Post training support for wage and self-employment delivered to training beneficiaries
• **Output 1.4**: Knowledge and awareness raising campaigns/dialogue conducted towards women economic empowerment (inc. financial inclusion of women) among women, policy makers and other stakeholders
• **Output 1.5**: Sensitization programme/workshops organized to raise awareness among stakeholders on the tools and methodologies for women economic empowerment (inc. financial inclusion of women).
• **Output 1.6**: Inputs and positions developed by tripartite partners for consideration in legislation and policy reviews and programmes related women economic empowerment

**Outcome 2: Capacities for promotion of women workers’ rights is strengthened**

<table>
<thead>
<tr>
<th>Description of Indicators</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. A capacity-building activity for relevant officials on the enforcement and/or promotion of non-discrimination laws and policies is implemented.</td>
<td>Two(2) plans developed</td>
</tr>
<tr>
<td>2. Legislation, regulations, or policies, or national or sectoral programmes/strategies, are adapted to improve working conditions, including for women workers, in one or more specific areas: maternity protection, work–family reconciliation, domestic work, OSH, HIV/AIDS, working time and work organization</td>
<td>One(1) position paper on WWRs developed; Legislation/policies and programmes including Labour laws and regulations adapted to integrate working conditions clauses</td>
</tr>
<tr>
<td>3. An awareness-raising strategy on non-discrimination/women workers’ rights and improving working conditions is launched by one or more constituents, in one or more specific areas: maternity protection, work–family reconciliation, domestic work, OSH, HIV/AIDS, working time and work organization.</td>
<td>At least two(2) awareness-raising strategies on non-discrimination/women workers’ rights and improving working conditions</td>
</tr>
</tbody>
</table>

- **Output 2.1**: A situational study on maternity protection, work–family reconciliation, and domestic work, OSH, HIV/AIDS, working time and work organization for women in Zimbabwe is conducted.
- **Output 2.2**: Employers and workers organisations trained/sensitised to promote equality (non-discrimination) and working conditions for women and their views integrated into sectoral policies, strategies and programmes, legislation and regulations..
- **Output 2.3**: A training strategy for improving working conditions is implemented by one or more of the tripartite constituents in one or more specific areas: maternity protection, work–family reconciliation, domestic work, OSH, working time and work organization.
- **Output 2.4**: Sensitization workshops on tools and methodologies for improving women workers’ rights including promotion of Equality and other relevant ILO Conventions conducted.
- **Output 2.5**: Inputs and positions developed by tripartite partners for consideration in legislation and policy reviews and programmes related to women workers’ rights and working conditions.

**Strategy approach:** The strategy for delivering the Pillar on Women’s Economic Empowerment and Working Conditions within the JPGE has three specific approaches; (i) capacity strengthening, (ii) building the knowledge base and advocacy (iii) skills development for women’s economic empowerment. The intervention strategies under Pillar III will include an emphasis on empowerment of working women through awareness raising and advocacy for ratification and domestication of gender equality conventions; building knowledge base on women specific working conditions including maternity protection, domestic work, work organisation and gender based violence at the workplace; and expanding technical and vocational skills development focusing on out-of-school youth women and women in the
informal and rural economies for self and wage employment. Other research and analyses will also look at issues around access and use of financial services; and developing skills for enterprise set-up and upgrading through linkages to markets and financial services.

The project’s main interventions are classified into two: the component on Skills and Women’s Economic Empowerment (WEE) will benefit rural women in the targeted communities, while the component on working conditions will benefit women workers in both the private and public sectors through promoting Women Workers’ Rights (WWR).

**Partners/Beneficiaries:** The direct beneficiaries will be the policy makers in key Ministries which include the Ministry of Women’s Affairs, Gender and Community Development (MWAGCD), Ministry of Public Service, Labour and Social Welfare (MoPSLSW), Ministry of Small and Medium Enterprises Development and Cooperatives (MoSMESCD); Ministry of Youth, Indigenisation and Economic Empowerment (MYIEE), Ministry of Agriculture, Mechanization and Irrigation Development (MAMID) and Ministry of Justice Legal and Parliamentary Affairs (MJLPA) including social partners and financial service providers. The capacity of the Ministries, social partners and the financial service providers will be strengthened to enable them promote women economic empowerment and women workers’ rights.

**Strategic Fit:** The project is delivered as part of the Decent Work Country Programme for Zimbabwe 2012-2015/2016-2017. The project is aligned to ZIM-ASSET and to government priorities on women’s empowerment and gender equality as outlined in the ZUNDAF Outcome 7.1- Laws, Policies and Frameworks Established and Implemented to Ensure Gender Equality and Empowerment of Women and Girls. Through the ZUNDAF and in particular the Outcome 7.1 the UNCT for Zimbabwe complements the country’s efforts to meet its international, regional, sub-regional and national obligations. It is worth noting that MDG No. 3 is one of the three MDGs whose targets Zimbabwe is projected to achieve by the year 2015. The other two are MDG 2 and MDG 6.

Specifically for the ILO, the Zimbabwe DWCP 2012-2015 identified the promotion of productive employment and decent jobs as one of the four priorities. Women, people with disabilities, the retrenched and youth are identified as some of the key target groups for which specific interventions need to be developed. Women’s Economic Empowerment is covered under ZWE901 which is a Target CPO in the 2014-2015 biennium. The on-going Target CPOs ZWE101 and ZWE132 on Skills Development and Employability and sectoral activities in the rural economy enable linkages to other ongoing programmes and projects. Outcomes ZWE801 and ZWE802 capture the work of the project especially with regards to women’s working conditions. It is envisaged that the project will be primarily linked to CPO ZWE 901 while linking it to P& B Outcome 17. The project will also contribute results to be reported under Outcomes 2; 5; 8; 9; 10 and 13.

While the project will be linked to only one of the ILO Programme & Budget Outcomes and Indicators, it is important to showcase the interrelatedness and mutual supportiveness of the project to all the four strategic objectives of the ILO. Below are the four Outcomes under each of the five strategic objectives to which the project has direct contribution.
<table>
<thead>
<tr>
<th>Outcome 2: Skills Development:</th>
<th>Skills development increases the employability of workers, the competitiveness of enterprises, and the inclusiveness of growth</th>
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<tr>
<td>Outcome 5: Working Conditions:</td>
<td>Women and men have better and more equitable working conditions</td>
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<tr>
<td>Outcome 8:</td>
<td>The world of work responds effectively to the HIV/AIDS epidemic</td>
</tr>
<tr>
<td>Outcome 9: Employers’ Organizations</td>
<td>Employers have strong, independent and representative organizations</td>
</tr>
<tr>
<td>Outcome 10: Workers’ Organizations:</td>
<td>Workers have strong, independent and representative organizations</td>
</tr>
<tr>
<td>Outcome 13: Sectoral Activities</td>
<td>Decent work in Economic Sectors: A sector –specific approach to decent work is applied</td>
</tr>
<tr>
<td>Outcome 17: Discrimination at Work:</td>
<td>Discrimination in employment and occupation is eliminated</td>
</tr>
</tbody>
</table>

The project fits into more than one Area of Critical Importance (ACI); especially the ACIs 2 and 5 on promoting more and better jobs for inclusive growth and promoting decent work in the rural economy which have been prioritized in Zimbabwe’s Outcome-Based Work plan (OBW) for 2014-2015.

3. Purpose and Objective of the Evaluation

The project is in the last six (6) months of its implementation and this independent final evaluation of the project is being carried out in line with the requirements of the ILO Evaluation Policy. ILO project evaluations are conducted to provide an opportunity for the Office and its funding partners to assess the appropriateness of design as it relates to the ILO’s strategic and national policy framework, and consider the effectiveness, efficiency and sustainability of project outcomes as well as to promote accountability to ILO key stakeholders. Project evaluations also verify the basic assumptions about contribution to a broader development goal.

The purpose of this evaluation is to assess the relevance of the intervention objectives and approach; establish how far the intervention has achieved its planned outcomes and objectives; the extent to which its strategy has proven efficient and effective; and whether it is likely to have a sustainable impact. It is an opportunity to take stock of achievements, performance, impacts, good practices and lessons learned from the implementation of the project to promote women economic empowerment and women workers’ rights.

The evaluation will study signs of potential impact of project activities on the beneficiaries as well as the sustainability of results, including the contribution to capacity development. More generally, the evaluation will aim to identify and document lessons learned and make recommendations to help the administrative unit (ILO Country Office for Zimbabwe and Namibia), the ILO technical unit (GED) and stakeholders improve the design and implementation of related future projects and programmes. The evaluation will also be shared with partners including the donor SIDA, the Ministry of Women’s Affairs, Gender and Community Development, social partners, UN agencies (UNWOMEN, UNDP) who have partnered with the project, as well as other agencies working on performance improvement of enterprises, working conditions and gender equality.
Evaluation Scope: The evaluation the implementation period from July 2014 to date and will cover all the project districts and national and sectoral policy work. It will not cover all the other components of the JPGE but will need to evaluate the complementarity and contribution of the ILO component to the overall results framework under the UN Joint Programme. The project will integrate gender equality as cross-cutting policy driver enabling achievement of broader objectives of promoting decent work through women economic empowerment and women workers’ rights through its methodology and deliverables.

The evaluation should cover expected and unexpected results in terms of non-planned outputs and outcomes (i.e. side effects or externalities). Some of these unexpected changes could be as relevant as the ones planned. Therefore, the evaluator should reflect on them for learning purposes. The analytical scope should include identifying levels of achievement of objectives and explaining how and why have been attained in such ways (and not in other alternative expected ways, if this would be the case).

The evaluation should be carried out in adherence with the ILO Evaluation Framework and Strategy, the ILO Guideline, the UN System Evaluation Standards and Norms, and the OECD/DAC Evaluation Quality Standard. The evaluation will also look at whether project could address the recommendations made in the internal annual progress reports and reports to the donor and by the mid-term evaluation.

4. Evaluation Criteria and Questions

The evaluation should apply the following criteria in determining the results of the project:

1. Relevance
2. Effectiveness
3. Efficiency
4. Impact
5. Sustainability
6. Gender equality

The impact and sustainability of the project’s activities should be of particular focus during the final evaluation.

Evaluation questions:

The final evaluation will seek to answer the key questions listed below as measures of the project’s performance. Adaptation is encouraged where necessary but any fundamental changes should be agreed upon between the Evaluation Manager and the Evaluator and reflected in the inception report.

1. Relevance (including strategic fit)
   a. Has the project responded to the real needs of the project stakeholders in Zimbabwe?
   b. Have the problems and needs that gave rise to the project still exist or have changed significantly?
   c. Did the project address the major causes of disempowerment for women?
d. Was the project design adapted as per the midterm evaluation and annual progress recommendations- appropriate for achieving its intended development impact?
e. Did the project activities align with or influence government policy and planning, as well as social partner programming and priorities, on women economic empowerment and women workers’ rights and working conditions?
f. Was the project consistent with or influential to ILO national, regional and global strategic priorities and programming on promotion of gender equality and workers’ rights and make effective use of its comparative advantages?

2. Effectiveness (including achievement of objectives and project management)
a. To what extent did the project achieve the two immediate objectives set forth in its logical framework?
b. How effective was the internal management of the project? (Including strategy and work planning, staffing arrangements and capacities, governance and oversight, monitoring system, technical backstopping support from ILO DWT-Pretoria, GED-Geneva, etc.)
c. Was the project successful in obtaining the support and cooperation of government and social partners at national level?
d. Where implementing partners strategically selected and effective in carrying out the project activities? (i.e. possess the necessary project management skills and achieve the objectives outlined). If yes/no, why?
e. Have the capacities of partner organizations been nurtured and supported on collection and analysis of M&E data?
f. Has a management information system been established to ensure that data is regularly analysed and incorporated in management decision-making? Has M&E data been disaggregated to show the project results for women and men and different stakeholder groups?

3. Efficiency (including use of resources and value for money)
a. Was the project’s use of resources optimal for achieving its intended results? (Financial, human, institutional and technical, etc.)
b. Were activities completed on-time/according to work plans?
c. Was the funding and timeframe sufficient to achieve the intended outcomes?
d. Which project activities represented the greatest value for money in terms of achieving specific objectives of the project?
e. Were cost-sharing arrangements or in-kind contributions sought from partners to complement the project’s resources? (From other ILO projects, inter-agency initiatives, cooperation with tripartite constituents and CSO partners, etc.) Which were the most effective for leveraging project resources?

4. Impact (including realized and prospective changes)
a. What impact did the project activities contribute to policy and practices related to women economic empowerment, improvement of women workers’ rights and working conditions and gender equality in general?
b. What changes did the project contribute to women involved in the project and in general?
c. What additional impacts do stakeholders foresee emerging after its completion?

5. Sustainability (Including local ownership and stakeholder participation)
   a. Were strategic plans developed and implemented to ensure the sustainability of the project’s results among the target groups?
   b. Which project-supported tools been solidly institutionalized by partners? Have any been replicated or adapted by external organizations?
   c. Which project activities at national and local levels show evidence that they will likely continue after external funding is discontinued?
   d. Has there been any local and/or private sector support provided for the project activities?
   e. Has the project been successful in supporting the development of an enabling policy, legal framework, and institutional environment for sustainable changes in women economic empowerment and women worker’ rights?
   f. Did the project work through local systems and processes and strengthen the capacity of these institutions?
   g. Were tools, research, outcome documents and other knowledge products developed and broadly disseminated under the project?

6. Gender equality
   a. Did the project activities benefit women and men equally? (Including migrant workers and government and social partner representatives)
   b. Has the project supported the government to adopt gender-sensitive labour policies and enforcement mechanisms for women worker’s rights? (reflecting relevant the ILO Conventions/Recommendations)
   c. Has the project been effective at addressing the vulnerabilities of women’s workers and women in the selected districts?
   d. Were risks to gender equality identified and appropriately managed?

7. Special aspects to be addressed
   a. What was the impact of the synergies between the project and other initiatives funded and implemented by other development partners?
   b. To what extent the project has promoted ILO’s mandate on decent work and international labour standards?

5. Methodology

Sources of information and field visit: The evaluators will conduct a desk review first to be followed by interviews and a field visit to project areas. They can make use of the sources of information exhibited below for desk review and interview, namely the review of selected documents (1.1), the consultation of the ILO CO-Harare webpage (1.2) and the conduct of interviews (1.3).

Documents review: The evaluators will review the following documents to be provided by the project management through e-mail:
   - Project Document;
- Project progress reports;
- Mission, meeting, workshop and training reports;
- Project budgets – planned and actual expenditures;
- Project output documents.

**Individual interviews:** Individual interviews in person during the field visit, by phone, e-mail or Skype and/or a questionnaire survey can be conducted with the following:

- ILO staff in the field, including Country Office Director, relevant ILO CO Harare staff (including the Programme Officer responsible for the project as well as the Administrative and Finance Officer), relevant officials who provided inputs at the design stage as well as early stage of implementation.
- ILO specialists – DWT Pretoria/GED who provided technical inputs at the design stage as well as early stage of implementation;
- Representatives from key stakeholders: the Ministry of Women’s Affairs, Gender and Community Development, and others responsible for Labour, SMEs, Local Development, and Rural Development; social partners (ZCTU/ZFTU) and EMCOZ and other relevant NGO partners and selected beneficiaries.

**Local Evaluator’s responsibilities:**

The local evaluator will collaborate and support the international consultant in the following and other tasks:

- Desk review of project documents
- Development of the evaluation instrument
- Briefing with ILO
- Telephone/Skype interviews with DWT-Pretoria/ GED specialists
- Undertake field visits to the project sites
- Facilitate stakeholders’ workshop/ debriefing with the project and key stakeholders
- Draft evaluation report
- Finalize evaluation
- Draft stand-alone evaluation summary as per standard ILO format

**Expected Local Evaluator profile:**

- Not have been involved in the project.
- Relevant background in social and/or economic development.
- Experience in the design, management and evaluation of complex development projects, in particular with policy level work, institution building and local development projects.
- Experience in the areas of women economic empowerment, women workers’ rights and working conditions and gender equality,
- Experience in the UN system or similar international development experience including preferably international and national development frameworks and UNDAF.
- Understanding of the socio-economic and political context of Zimbabwe
- Fluency in English and Shona
- Experience facilitating workshops for evaluation findings.
6. Expected outputs of the evaluation

The expected outputs to be delivered by the local evaluator in collaboration with the international evaluator are:

a. **Quantitative and qualitative data** collected in the field.

b. **Stakeholders’ workshops**, as part of the in-country field work to gather collective stakeholder views, present proposed focus of the evaluation and as part of full data collection.

c. **Draft evaluation report for the project**: the evaluation report should include and reflect on findings from the fieldwork and the stakeholders’ workshop.

d. **Final evaluation report** after comments from stakeholders.

e. Upon finalization of the overall evaluation report, the evaluators will be responsible for writing a **brief evaluation summary** which will be posted on the ILO's website. This report should be prepared following the guidelines included in Annex and submitted to the Evaluation Manager.

f. **Draft and Final evaluation reports include the following sections:**
   
   i. Executive Summary (standard ILO format) with key findings, conclusions, recommendations, lessons and good practices (each lesson learn and good practice need to be annexed using standard ILO format).
   
   ii. Clearly identified findings.
   
   iii. A table presenting the key results (i.e. figures and qualitative results) achieved per objective (expected and unexpected)

   iv. Clearly identified conclusions and recommendations (i.e. specifying to which actor(s) apply).

   v. Lessons learned.

   vi. Potential good practices and effective models of intervention.

   vii. Appropriate Annexes including present TORs.

   viii. Standard evaluation instrument matrix (adjusted version of the one included in the Inception report).

The entire draft and final reports (including key annexes) have to be submitted in English. The total length of the report should be a **maximum of 35 pages**. This is excluding annexes; additional annexes can provide background and details on specific components of the project evaluated. The report should be sent as one complete document provided in electronic version compatible for Word for Windows. Ownership of data from the evaluation rests with the ILO and the consultants. The copyright of the evaluation report will rest exclusively with the ILO. Use of the data for publication and other presentations can only be made with the written agreement of ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

The draft reports will be circulated to key stakeholders (including the SIDA as the donor, the tripartite constituents, other key stakeholders and partners and ILO staff i.e. project management, ILO Country Office for Zimbabwe and Namibia, DWT Pretoria and the ILO Regional Office for Africa) for their review. Comments from stakeholders will be consolidated by the Evaluation Manager and will be sent to the evaluation consultant to incorporate them.
into the revised evaluation report. The evaluation report will be considered final only when it gets final approval by ILO Evaluation Office.

7. Management arrangements

The evaluators will report to the Evaluation Manager, Mr Adolphus Chinomwe, (chinomwe@ilo.org), ILO CO-Harare. The drafting of the TOR was prepared in consultation with the National Project Coordinator (Ms Ida Chimedza, chimedza@ilo.org), and the Regional Evaluation and Monitoring Officer (Mr Gugsa Yimer Farice, farice@ilo.org) and others concerned and will manage the whole evaluation process and will review the Evaluation report to make sure it has complied with the quality checklist of ILO Evaluation report. The Evaluation Office in Geneva (EVAL) will do quality assurance of the report and give approval of the final evaluation report.

The Project Team based in CO-Harare will provide administrative and logistical support during the evaluation mission. Project management will also assist in organizing a detailed evaluation mission agenda, and to ensure that all relevant documentations are up to date and easily accessible by the evaluator.

Roles of other key stakeholders: All stakeholders, particularly the relevant ILO staff, the donor, tripartite constituents, relevant government agencies, NGOs and other key partners will be consulted throughout the process and will be engaged at different stages during the process. They will have the opportunities to provide inputs to the TOR and to the draft final evaluation report.

Tentative work plan:

The local consultant will be expected to support the lead consult for 10 working days between August and September 2017 as follows:

<table>
<thead>
<tr>
<th>TASK</th>
<th>Timeline</th>
<th>Number of days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quantitative and qualitative data collected in the field and compiling reports of interviews</td>
<td>TBA</td>
<td>6</td>
</tr>
<tr>
<td>Co-Facilitation of Stakeholders’ workshops and preparation of summary report</td>
<td>TBA</td>
<td>2</td>
</tr>
<tr>
<td>Contributing to the drafting of the project evaluation report</td>
<td>TBA</td>
<td>2</td>
</tr>
</tbody>
</table>

The project will finance the evaluation:
- Consultancy fee;
- Travel and DSA: (the consultant is responsible for making his accommodation arrangements during the field visits.)
- Stakeholders’ workshop

Based on the TOR, the ILO will prepare an external collaborator contract with an evaluator with the following payment schedule:
- Upon submission of an inception report, the ILO will pay the travel cost and DSA.
- 100% of the fee payment will be paid upon submission of the final report and summary, with all the required attachments as specified above.
8. **Annex: All relevant ILO evaluation guidelines and standard templates**

1. Code of conduct form (To be signed by the evaluator)

2. Checklist No. 3 Writing the inception report

3. Checklist 5 Preparing the evaluation report

4. Checklist 6 Rating the quality of evaluation report

5. Template for lessons learnt and Emerging Good Practices

6. Guidance note 7 Stakeholders participation in the ILO evaluation

7. Guidance note 4 Integrating gender equality in M&E of projects

8. Template for evaluation title page

9. Template for evaluation summary:

**Interested consultants need to submit the following:**

- Detailed CV including professional qualification giving references on samples of previous work undertaken.
- A cover letter indicating availability for projected time.
- Financial proposal (either a lump sum cost for the entire task or a detailed breakdown of daily rates and any other cost to be incurred); to be addressed to Ms Rosemary Hunidzarira, Finance & Administration Officer, ILO, Block 8 Arundel Office Park, Mt Pleasant, Harare or e-mail to hunidzarira@ilo.org
Applications should be submitted in hard copy in sealed envelopes clearly marked: Final Independent Evaluation (JPG E) to the (ILO) Country Office for Namibia and Zimbabwe, Block 8 Arundel Office Park, Norfolk Road, Mt Pleasant, Harare, Zimbabwe.

Or via e-mail to: makaha@ilo.org with copy to chinomwe@ilo.org; +263-772129210-3; +263-4-369805-12

Closing date: 07 August 2017.