



TERMS OF REFERENCE

Final Independent Evaluation
Draft for comments 10 March 2020

Title of project being evaluated	Skills Development for the Renewable Energy Sector (SkiDRES) – pilot project for a Public-Private Development Partnership
Project code	ZMB/18/02/SWE
Project duration	26/03/2019 – 31/08/2020 18 months
Geographical coverage	Zambia
Donor	Government of Sweden
Key Implementing Partner	Kafue Gorge Regional Training Centre (KGRTC)
Project budget	USD 803,762

1. Introduction & Rationale for Evaluation

The pilot project for skills development in the renewable energy and energy efficiency sub-sectors in Zambia (SkiDRES) is a SIDA funded International Labor Organization (ILO) & Kafue Gorge Regional Training Centre (KGRTC) initiative. The project aims to contribute to Zambia having the necessary skilled men & women to be able to tap into the rapid development of technology in renewable energy and energy efficiency. The one-year pilot project is developing and building partnerships with the private sector, assessing market needs, developing and testing demand-driven training, and preparing for a three-year Public-Private Development Partnership (PPDP). The pilot project has assessed & determined the training capacity of the KGRTC to be the sustainable center of excellence in provision of skills training in renewable energy and energy efficiency technologies for the energy sector in the region.

Access to affordable, reliable and sustainable energy is one of the main drivers for social and economic development, resulting in better living conditions and access to new employment opportunities and enterprise development. However, only 31% of Zambians have access to electricity of which 67% are in the urban areas and 4% in the rural areas.

Hydropower is the dominant energy source in Zambia, providing most of the Zambia's energy supply (93%), followed by diesel and coal fuelled energy plants (3%). Renewable Energy (RE), such as solar, although having a huge potential to complement existing energy sources, are currently underexploited only providing limited amounts of energy to the Zambian population and the market penetration is very low. In 2015, an energy deficit of close to 700MW occurred, with demand standing at 1,949MW while supply only stood at 1,281 MW.

For this reason, the Government of Zambia, through the Seventh National Development Plan, stipulates to grow and diversify significantly its power generation and transmission capacities relying on new Renewable Energy (RE) sources such as solar, geothermal, wind, biomass, with the aim to ensure universal access to clean, safe, reliable and affordable energy, in line with national development priorities.

In addition, the Government has recognized Energy Efficiency (EE) as a priority issue because it can result in economic benefits, energy security, environmental protection and climate change mitigation. Enforcement of minimum efficiency standards for appliances, equipment and buildings can result in energy savings, which could offer a unique opportunity to reconcile economic competitiveness with sustainable development and provide the added benefits of reducing the cost of energy and increasing energy productivity.

Investment in Africa's RE and EE is growing. With a huge potential market and governments eager to expand their energy basket, investment opportunities are very clear. While the main driver and ambition of the Government of Zambia is to diversify and expand its energy basket and by doing so, reduce its reliance

on hydropower, ***a skills gap or even absence of skills in renewable and energy efficient technologies has been observed.*** Domestically available skills are critical to ensure a smooth transition and diversification of the energy mix, while contributing to economic growth, jobs and opportunities for development of enterprises along RE and EE related value chains. As the RE and EE related skills in Zambia are largely absent, the full gains of investment in technology in RE and EE need to be harnessed.

The Kafue Gorge Regional Training Centre (KGRTC), with its existing experience and expertise in hydropower and its already existing private sector engagement portfolio, has the potential to become a key player in skills development for RE and EE technologies. In addition, KGRTC is well placed to address and build knowledge in EE, especially in areas such as metering and analysis, grid optimization, smart grids and energy audits within the industry. Increased partnership with the private sector will enhance the institutional capacity building of KGRTC through increased outreach, impact, diversification, good governance and financial sustainability.

A Public Private Development Partnership (PPDP) is an appropriate approach to enable the private sector to collaborate effectively with KGRTC and to contribute sustainably to economic and environmental development. This in turn will be pivotal in the development of the demand and supply side of the renewable and energy-efficient technologies. It will also provide a model for financial sustainability and replication within other training institutions and help promote achievement of inclusive green growth and development in Zambia.

2. Evaluation background

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 over 500,000 an dup to 1 million are subject to one final evaluation. Due to the relevance of this pilot project for a further scale-up project the project will go through an independent evaluation managed by an ILO evaluation manager. Neither the evaluator nor the ILO evaluation manager have any link to the project.

The evaluation in ILO is for the purpose of accountability, learning and planning and building knowledge. It should be conducted in the context of criteria and approaches for international development assistance as established by: the OECD/DAC Evaluation Quality Standard; and the UNEG Code of Conduct for Evaluation in the UN System.

3. Brief background on project and context

The PPDP development objective is to address the lack of technical and vocational training and skills, which is a major bottleneck for Zambia's and the sub-region's future transformation. This is mainly because of a mismatch between skills currently offered and the skills demanded by the private sector in the emerging

area of RE and EE, where skills, except for hydropower, are nearly absent. The impact to which the PPDP will contribute is “Poverty reduction and improved livelihoods through access to affordable, reliable and sustainable energy”

This initial one-year pilot project was designed to assess market needs, develop and build partnerships with private sector operators in Zambia and sub-regionally, develop and test demand-driven training – and lay the foundation for the three-year PPDP that is anticipated to follow.

The skills gained, and ensuing opportunities, will result in decent jobs, improved income levels and cleaner energy options, which are likely to reduce the burden on women in sourcing for household energy. Women are the most vulnerable and affected by energy deficiencies, because of their traditional gender roles. In addition, lack of resources and a limited entrepreneurship culture, among other things, results in women and youth being under skilled and unemployed. The PPDP initiative will seek to mainstream gender equality and diversity in training and outreach as a way of addressing some of these challenges. The concept of equity and inclusion approach that values the diversity and differences in the strategic needs of both men and women will be implemented.

The Project design will contribute to the achievement of the following strategic frameworks: - Sweden's Strategy for Development Cooperation with Zambia 2018-2022, Sustainable Development Goals (SDGs), United Nations Sustainable Development Partnership Framework (UNSDPF), Vision 2030, 7th National Development Plan (7NDP), and the Decent Work Country Programt (DWCP).

1. The intervention with KGRTC will contribute to the objective of the Strategy for Sweden's Development Cooperation with Zambia 2018 to 2022 that relates to increased access by the rural poor to renewable energy and improved energy efficiency in off-grid areas. The strategy emphasises that support for sustainable energy systems is also important for the strengthening of the private sector and economic development in the country, as well as for reduced deforestation.

2. 2030 Agenda for Sustainable Development

Zambia has embarked on the mainstreaming and integration of the Sustainable Development Goals in its development agenda and is strongly committed towards their implementation. The proposed action will contribute to Zambia achieving directly or indirectly the following SDGs:

- GOAL 4: Target 4.4 on Education: youths, skills development and job creation;
- GOAL 5: Gender Equality;
- GOAL 6: Clean Water and Sanitation;
- GOAL 7: Affordable and Clean Energy;
- GOAL 8: Decent Work and Economic Growth;
- GOAL 11: Sustainable Cities and Communities and GOAL 13: Climate Action.

3. 7th National Development Plan – 7NDP (2017-2021)

The 7NDP, launched in 2017, is aligned with the objectives and goals of the 2030 Agenda for Sustainable Development and the African Union Agenda 2063. The SkiDRES project will contribute to strategies designed for outcome 4 “improved energy production and distribution for sustainable development” and in particular strategy 3 concerning the promotion of renewable and alternative energy. Additionally, the proposed action is aligned with outcome 9 on “enhanced decent job opportunities”.

4. United Nations Sustainable Development Partnership Framework (UNSDPF) 2016-2021

Under UNSDPF (2016-2021), the SkiDRES partnership will contribute to Pillar 2: Environmentally Sustainable and Inclusive Economic Development (Transformative Indicator of Success: % of youth (15-35 years) who state that they have viable choices for employment, as employers and as employees, and can make informed decisions about their future. Further, the Project responds directly to Outcome 2.1: By 2021, productive sectors expand income-earning opportunities that are decent and sustainable, especially for youths and women in the poorest areas and Outcome 2.2: By 2021, women, youth and other vulnerable groups are empowered to participate in economic opportunities that are decent and promote sustainable livelihoods.

5. The Zambia Decent Work Country Program (DWCP)

The Zambia Decent Work Country Program (2017-2021) priorities reflect the constituents' priorities and ensure consistency with national development priorities whilst considering elements of the ILO's Decent Work Agenda for Africa. The DWCP has four priorities. The proposed action will contribute to the following priorities: Priority 2: Enhanced Economic Diversification to Create More and Better Job Opportunities for all. Especially Young People; - Outcome 2.1 on improved framework for development of skills that increase productivity and employability among youths especially in the informal economy.

6. KGRTC's Strategic Business Plan 2018 – 2022

The KGRTC Strategic Business Plan 2018 – 2022 has four main strategic themes, with several objectives for different categories: The project will contribute to all these themes namely: Business Growth, Operational Excellence, Strategic Partnerships, and Effective Human Capital Development

The Project is funded by the Government of Sweden The 12 months project implementation period have been extended for 5 months “No-Cost” project extension until to 31st August 2020. This project forms part of an inception phase for the longer-term (3 years) PPDP project if implemented successfully and positively reviewed.

Project Management Arrangement:

The Project is managed by a National Project Coordinator (NPC) based in the ILO Lusaka Office. It reports to the ILO Country Office Director. The NPC is the principal staff responsible for Project implementation, supervision of staff, allocating Project budgets, preparing progress reports and maintaining Project relations with government and government institutional partners as well as the private sector employers and workers enterprises and organizations. He is also responsible for managing the relations with the key implementing partner; Kafue Gorge Regional Training Centre (KGRTC) including elaborating the final Project document, establishing a monitoring and evaluation system and supporting the development of output based work plans in line with the log frame.

A National Professional Project Officer and a Finance and Administration Officer support the NPC. Both Officers are located in the Project Office in ILO Lusaka.

At the local level, KGRTC primarily manages the activities. Other partner organizations, including the private and public sector actors manage different aspects of the interventions according to their mandates and the identified needs. The ILO Decent Work Support Team office in Pretoria provides technical support. The project has also drawn technical expertise from specialists at the ILO's lab in Geneva.

Project Approach and Methodology of Delivery:

The ILO and its partners have selected to take a Public-Private Development Partnerships (PPDP) as its main implementation approach. A PPDP is a modality for concrete cooperation between public partners and private sector actors to achieve development objectives. PPDPs encourage the private sector to contribute towards improving conditions for people in poverty and aim at maximizing the development value of private investments.

Private sector partner(s) and the public partner(s) finance a project jointly. The driver of the project should be the partnering company, or a consortium of companies. A third party, e.g. an NGO or a UN agency, implements the project. The private partner(s) will normally be expected to cover at least 50% of the cost of a project, with the public partner(s)' contributions being complementary. The donor's role is catalytic but the ownership of the PPDP is with the private and public partners. The PPDP implementation model allows private companies to be implementing partners - not just donors -, which fosters sustainability, local ownership and exchange of expertise.

The International Labour Organization (ILO) would play the role of third party overall coordinator. The ILO has an overarching supervision of the project as a whole.

The PPDP is expected to provide an opportunity for the private sector to provide expertise and innovative approaches to sustainable energy solutions. It will support skills development that will enable the Zambian

and regional population benefit from job opportunities created through investments in renewable energy initiatives along value chains and market systems.

The key results for the pilot project include the following;

- Confirmation from private and public sector actors on commitments, roles and responsibilities in the forthcoming PPDP implementation, including in the region and in Sweden and other Nordic countries;
- A market systems analysis (MSA)/mapping of the renewable energy and energy efficiency sub-sectors, and a gender-sensitive skills needs anticipation survey based on the needs and projections of actors engaged in RE/EE;
- A sustainability and capacity building plan for KGRTC as a Centre of Excellence on skills training in the RE and EE sector. The plan will include strategies for youth and women participation in RE/EE skill development interventions;
- Two pilot training programmes in renewable energy and energy efficiency technologies by KGRTC using the findings of the market systems analysis, and the skills needs anticipation survey; and
- A concept note for a continued skills development programme for renewable energy and energy efficiency, including, project budget estimate and a tentative implementation plan.

4. Purpose, scope and clients of the evaluation

Purpose

The independent evaluation serves three main purposes:

- i. Assess the extent to which the project has achieved its expected results at output and outcome levels and its potential for impact, while identifying the supporting factors and constraints that have led to them;
- ii. Identify unexpected positive and negative results of the project
- iii. Assess strategies and implementation modalities chosen including partnership arrangements,
- iv. Assess the extent to which the project outcomes will be sustainable;
- v. Establish the relevance of the project design and implementation strategy in relation to the ILO, UN and national development frameworks (i.e. SDGs and UNDAF);
- vi.** Provide strategic and operational recommendations to improve performance and delivery of Project results, especially as the main phase is being justified.
- vii.** Document lessons and good practices on the PPDP approach.

Scope

The independent evaluation covers entire aspects of project including the project environment, project organization, project relevance and efficiency of resource utilization and effectiveness from the start of it to

the evaluation date.. Above all, sustainability and contribution to broader sectoral impact are crucial. The evaluation will assess all key results that are expected from the pilot project.

Clients

The primary clients of the evaluation are the, the Government of Zambia as a recipient country, its social partners (including the private sector), Kafue Gorge Regional Training Centre (KGRTC) and the International Labour Organization (ILO) of the United Nations and Government of Sweden as the donor. All parties involved in the execution of the Project would use, as appropriate, the evaluation findings and lessons learnt.

5. Evaluation criteria and questions

The evaluation will follow the OECD-DAC framework and principles for evaluation. For all practical purposes, this ToR and ILO Evaluation policies and guidelines define the overall scope of this evaluation. Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to stakeholders on how they can address them.

The evaluation will have a strong focus on what worked, what not and why based on feedback against evidence.

The evaluation will integrate gender equality and no-discrimination, social dialogue and international labor standards as crosscutting concerns throughout its deliverables and process. It should be addressed in line with EVAL Guidance Note n° 4 for gender issues and Guidance Note n° 7 to ensure stakeholder participation.

The evaluation will address concerns such as i) relevance and strategic fit, ii) validity of design, iii) project progress and effectiveness, iv) efficiency of resource use, v) effectiveness of management arrangements and vi) impact orientation and sustainability following UN evaluation standards and norms¹ and the *Glossary of key terms in evaluation and results-based management* developed by the OECD's Development Assistance Committee (DAC). In line with the results-based approach applied by the UN, the evaluation will focus on identifying and analysing results through addressing key questions related to the evaluation concerns and the achievement of the outcomes/immediate objectives of the project using the logical framework indicators.

Key Evaluation Questions

¹ ST/SGB/2000 Regulation and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation

In line with the results-based approach applied by the ILO, the evaluation will focus on identifying and analysing results through addressing key questions related to the evaluation criteria and the achievement of the outcomes/ objectives of the project using as a central but the only one the indicators in the logical framework of the project.

The evaluation should address the questions bellow. Other aspects can be added as identified by the evaluator 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, and reflected in the inception report.

1. Relevance and strategic fit,

- Is the project relevant to the achievements of the outcomes in the Revised National Development Plan, the UNSDF and the country assistance plans for the UN, such as the ILO DWCP and the SIDA with regards in particular to private sector development?
- How well the project complements and fits with other on-going ILO Projects and projects in the country.
- What links are established so far with other activities of the ILO, UN or non-UN international development aid organizations at local level?
- Strategic fit with the Swedish Development Cooperation Strategy and synergies with relevant Swedish supported initiatives and Projects including the level of information sharing with the Swedish Embassy in Lusaka, the Permanent Mission in Geneva and the Desk Officer in Stockholm.

2. Validity of design

- Assess if the project right to apply a PPDP approach in the current skills market context in Zambia?
- The adequacy of the design process (Is the project design logical and coherent)? What internal and external factors have influenced the ability of the ILO to meet projected targets?
- Do outputs causally link to the intended outcomes that in turn link to the broader development objective?
- Has the design clearly defined performance indicators?
- Considering the results achieved so far, was the Project design realistic?
- Has the Project adequately taken into account the risks and employed appropriate risk mitigation strategies
- Has the Project integrated an appropriate strategy for sustainability?
- Has the Project carried out a proper participatory consultation process and involvement of the Government and its social partners including the private sector during planning, implementation and monitoring?
- How have gender issues been addressed in the Project document and during implementation?

3. Project effectiveness

- To what extent have the expected outputs and outcomes been achieved or are likely to be achieved, taking into consideration that this is a pilot project?
- Were outputs produced and delivered so far as per the work plan? Has the quantity and quality of these outputs been satisfactory? How do the stakeholders perceive them? Do the benefits accrue equally to men and women? How has the intended renewable energy & energy efficiency sectors benefited?
- In which area (component, issue) does the Project have the greatest achievements so far? Why and what have been the supporting factors?
- Are there any unintended results of the Project?

4. Efficiency of resource use

- Are resources (human resources, time, expertise, funds etc.) allocated and used strategically to provide the necessary support and to achieve the broader Project objectives?
- Are the project's activities/operations in line with the schedule of activities as defined by the Project team and work plans?
- How efficient was the Project in utilizing project resources to deliver the planned results?

5. Effectiveness of management arrangements

- Are the available technical and financial resources adequate to fulfil the Project plans?
- Is the management and governance arrangement of the Project adequate? Is there a clear understanding of roles and responsibilities by all parties involved?
- How effectively has the management monitored project performance and results? Is a monitoring & evaluation system in place and how effective is it? Is relevant information systematically collected and collated? Is the data disaggregated by sex (and by other relevant characteristics if relevant)?
- Is the project receiving adequate administrative, technical and - if needed - political support from the specialists in the field and the responsible technical units in headquarters? How effective were the backstopping support provided so far by the ILO (Pretoria, and Geneva) to the Project?
- Is the Project receiving adequate political, technical and administrative support from its national partners/implementing partners?
- Is the Project collaborating with other PPDP Projects and with other donors in the country/region to increase its effectiveness and impact?
- Are all relevant stakeholders involved in an appropriate and sufficient manner?

6. Impact orientation and sustainability

- Is the Project strategy oriented towards impact and sustainability? What steps can be taken to enhance sustainability?
- Has the Project started building the capacity of people and national institutions and/strengthened an enabling environment (laws, policies, people's skills, attitudes etc.)?

6. Methodology

The evaluation will be carried out through a desk review, Skype interviews with ILO officers in Pretoria and Geneva. Field visit to the project to cover consultations with development partners, the Government, implementing partners, beneficiaries and other key stakeholders.

The evaluation will be implemented through a consultative and transparent approach and can make use of the following methods and tools: (i) a desk review of literature, (ii) semi-structured interviews with key informants and stakeholders at local and village level; (iii) focus group discussions with beneficiaries at village level; (iv) direct observation during field visits and (vii) validation workshop on preliminary findings, conclusions and recommendations with all key stakeholders at the end of the field work, including tripartite partners, implementation agencies, ILO relevant officers and development partners, in Zambia.

Desk review

A desk review will analyze project and other documentation including the approved logframe, implementation plan, reports on project deliverables and other relevant documents. The desk review will suggest a number of initial findings that in turn may point to additional or fine-tuned evaluation questions. The desk review will include briefing interviews with the project team and the development partners.

This will be reflected in the Inception report that will translate the TORs in an operational work plan. The Inception report will be reviewed and approved by the evaluation manager prior to the fieldwork phase.

Field work

The evaluator will undertake group and/or individual discussions with the project manager in Zambia and ILO staff responsible for financial, administrative and technical backstopping of the project. An indicative list of persons to be interviewed will be prepared by the project manager in consultation with the Evaluation Manager.

A first meeting will be held with the project manager. After that, the evaluator will meet relevant stakeholders and project beneficiaries, to examine the delivery of outputs at local and national level and achieved expected and unexpected outcomes.

A stakeholders' workshop will be organized to present preliminary findings and complete data gaps with key stakeholders, ILO staff and representatives of the development partners.

Draft Report

After the fieldwork the evaluator will develop a draft evaluation report (see Deliverables below for the report outline its content) in line with EVAL Checklists 5 and 6.

The total length of the report should be a maximum of 30 pages for the main report, excluding annexes; background and details on specific projects evaluated can be provided in the annexes. The report should be sent as one complete document. Photos, if appropriate to be included, should be inserted using lower resolution to keep overall file size low.

The Evaluation Manager will circulate the draft report to key stakeholders, the project staff and the development partners for their review and forward the consolidated comments to the evaluation team.

Final report

The evaluator will finalize and submit the final report to the evaluation manager in line with EVAL Checklist 52. The report should address all comments and/or provide explanations why comments were not taken into account. A summary of the report, a data annex and the lessons learned and good practices fact sheets from the project should be submitted as well. The quality of the report will be assessed against ILO/EVAL's Checklist 63.

The evaluation manager will review the final version and submit to the TOAF Evaluation officer for final review. The evaluation report will be distributed to the key stakeholders to ensure enhance learning. The final evaluation report, good practices and lessons learned will be storage and broadly disseminated through the EVAL's database⁴ as to provide easy access to all development partners, to reach target audiences and to maximise the benefits of the evaluation.

Sources of information for the desk review:

- ILO Evaluation guidelines and templates
- Project documents
- Technical Progress reports
- Project deliverables

Consultations will be held with:

- Implementing partners
- National and local Government officials
- Swedish embassy
- Project staff
- ILO HQ, Pretoria and the Country Office

Deliverables

1. Inception report (with detailed work plan and data collection instruments) following ILO EVAL Checklist 3, the report should include:
 - Description of the evaluation methodology and instruments to be used in sampling, data collection and analysis and the data collection plan mentioned above.
 - Guide questions for questionnaires and focus group discussions;

² *Opus cit.*

³ [EVAL Checklist 6: Rating the quality of evaluation reports.](#)

⁴ [ILO i-eval Discovery.](#)

- Detailed fieldwork plan should be developed in consultation with the Evaluation Manager and project manager
 - The proposed report outline structure.
2. A draft and a final versions of evaluation report in English (maximum 30 pages plus annexes) as per the following proposed structure:
- Cover page with key project and evaluation data
 - Executive Summary
 - Acronyms
 - Description of the project
 - Purpose, scope and clients of the evaluation
 - Methodology and limitations
 - Clearly identified findings for each criterion or per objective
 - Conclusions
 - Recommendations (i.e. for the different key stakeholders)
 - Lessons learned and good practices
 - Annexes:
 - TOR
 - Inception report
 - List of people interviewed
 - Schedule of the fieldwork
 - Documents reviewed
 - Project outputs and unexpected results achieved versus planned as per the Project logical framework targets

3. ILO templates for the Executive summary, Lessons learned and Good practices completed.

All reports, including drafts, will be written in English.

All reports, including drafts, will be written in English. Ownership of data from the evaluation rests jointly 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 the ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

7. Management arrangements, work plan & time frame

The evaluation will be implemented by an evaluation consultant. The consultant will have responsibility for the evaluation report. He/she will be a highly qualified senior evaluation specialist with extensive experience in conducting evaluations and ideally the subject matter in question: skills development and decent work and renewable energy, and energy efficiency.

Evaluation Manager

The evaluator will report to the evaluation manager (Mr Ricardo Furman, furman@ilo.org) and should discuss any technical and methodological matters with the evaluation manager should issues arise. The evaluation will be carried out with full logistical support and services of the Zambia SkiDRES project, with the administrative support of the ILO Office in Lusaka.

Work plan & Time Frame

The total duration of the evaluation process is estimated to be 20 working days for the independent consultant over a 6-week period from 15 May to 30 June 2020. The international independent consultant will spend at least 10 working days in Zambia.

Evaluation Phases

The evaluation is foreseen to be undertaken in the following main phases and time aiming for submission of the final evaluation report to the donor no later than 30 June 2020.

Phase	Tasks	Responsible Person
I	Preparation of TOR, consultation with key stakeholders	Evaluation manager
II	- Identification of independent evaluator - Entering into contracts and preparation of budgets and logistics	Evaluation manager and EVAL
III	- Telephone briefing with evaluation manager - Desk review of project related documents - Evaluation instrument designed based on desk review - Development of the Inception report	Consultant
IV	- Consultations with ILO Project staff/management in Zambia, Pretoria, and ILO HQ Units - Consultations with Swedish Embassy in Lusaka - Field visits and interactions with national stakeholders - Debriefing and presentation of preliminary findings to stakeholders in Lusaka at the end of the field mission	Evaluation team with logistical support by the Project
V	Draft evaluation report based on desk review and field phase provided to the evaluation manager for methodological review	Consultant

VI	• Circulate draft evaluation report to key stakeholders • Consolidate comments of stakeholders and send to evaluation team leader	Evaluation manager
VII	• Finalize the report including explanations if comments were not included	Consultant
VIII	• Approval of report by EVAL	EVAL
IX	• Official submission to the Country office responsible officer	Evaluation manager

For this independent evaluation, the final report and submission procedure will be as follows:

- The evaluator will submit a draft evaluation report to the evaluation manager.
- The evaluation manager will forward a copy to key stakeholders for comment and factual correction.
- The evaluation manager will consolidate the comments and send these to the team leader.
- The team leader will finalize the report incorporating any comments deemed appropriate and providing a brief note explaining why any comments might not have been incorporated. He/she will submit the final report to the evaluation manager
- The Evaluation Manager/ the Regional Evaluation Focal person/ will forward the report to EVAL for approval.
- EVAL sends the final report to the CO Lusaka for dissemination among stakeholders (including the donor and ILO relevant stakeholders).

Budget

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

For the evaluator:

- Fees for international Consultant for 20 days
- Fees for international travel from consultants' home to Lusaka in accordance with ILO regulations and policies
- Fees for DSA during the country visit

For the evaluation exercise as a whole:

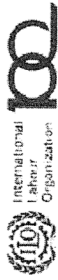
- Fees for local travel in-country
- Stakeholder workshop expenditures
- Any other miscellaneous costs

A detailed budget will be prepared by the Evaluation Manager with support from the Project Team.

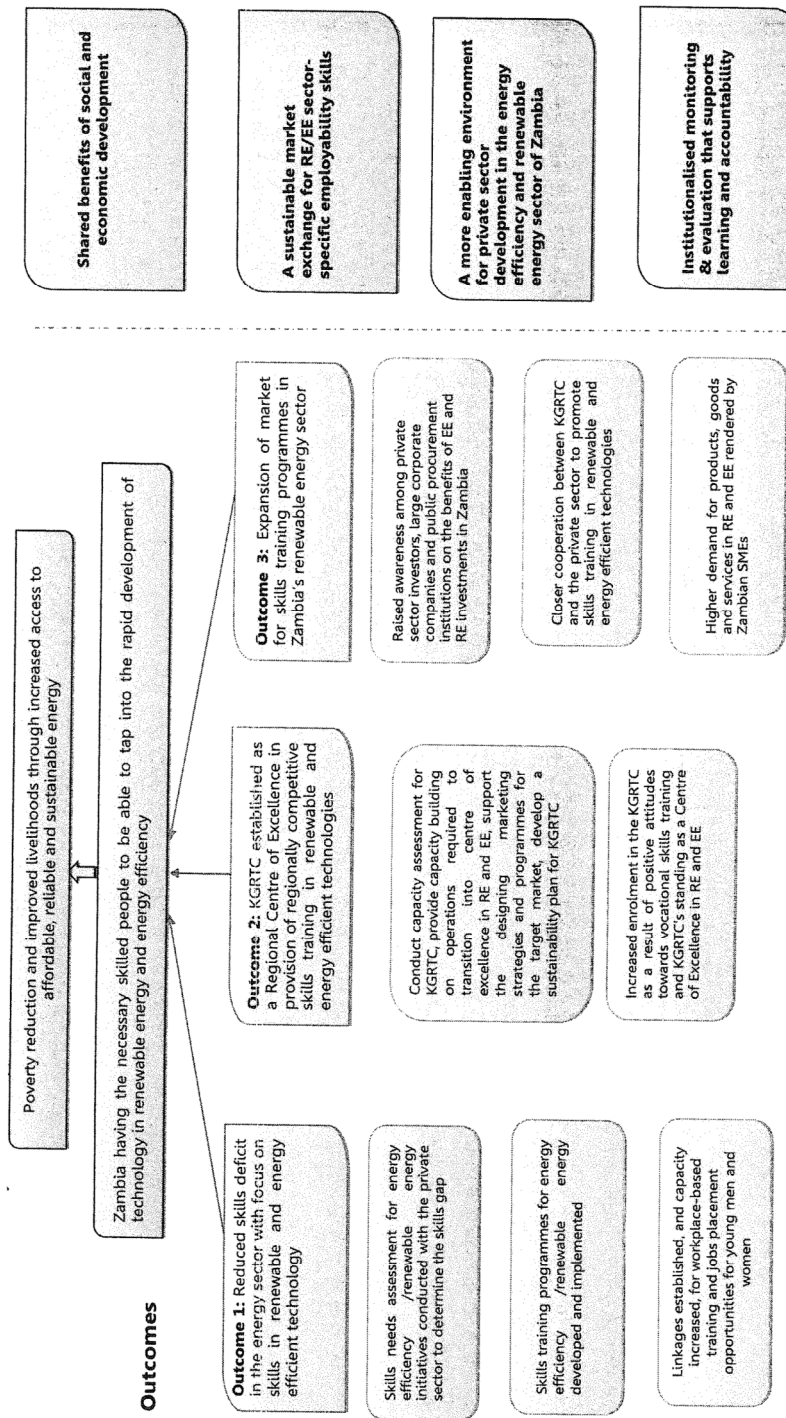
8. Key qualifications and experience of the Evaluation Team

The **international consultant** should have the following qualifications:

- Master degree in Business Management, Economics or related graduate qualifications
- A minimum of 7 years of professional experience specifically in evaluating international development initiatives in the area such as renewable energy, energy efficiency, green jobs, skills, employment, micro enterprises, entrepreneurship, business finance, policy and management of development projects, preferably in Africa (Zambia or Southern Africa will be an asset).
- Experience and capability in assessing and evaluating PPDP Projects implemented at regional, national or sub-national level in the areas of skills development, investments, infrastructure development, in different economic sectors would be an asset.
- Proven experience with logical framework 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 ILO and/ or UN System.
- Understanding of the development context of Zambia would be an asset.
- Excellent consultative, communication and interview skills.
- Excellent oral and written English skills.
- Demonstrated ability to deliver quality results within strict deadlines.



ANNEX A: Theory of Change for the PPDP



February 2019

MJ
JCB

Annex II. All relevant ILO evaluation guidelines and standard templates

1. Code of conduct form (To be signed by the evaluator)
http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm
2. Checklist No. 3 Writing the inception report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm
3. Checklist 5 Preparing the evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm
4. Checklist 6 Rating the quality of evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm
5. Template for lessons learned and Emerging Good Practices
http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm
http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm
6. Guidance note 7 Stakeholders participation in the ILO evaluation
http://www.ilo.org/eval/Evaluationguidance/WCMS_165982/lang--en/index.htm
7. Guidance note 4 Integrating gender equality in M&E of projects
http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm
8. Template for evaluation title page
http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm
9. Template for evaluation summary: <http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>