

Expression of Interest

The ILO Evaluation Office is looking for a team of evaluators (one team leader and one national consultant) or a sole evaluator for the final evaluation of the project Skills Development for the Renewable Energy Sector (SkiDRES) – pilot project for a Public-Private Development Partnership ZMB/18/02/SWE to conduct the evaluation of the aforementioned projects between June-July 2020.

The final evaluation of the country programme should take about 21 working days in total for the team or sole evaluator. The evaluation will be home –based for the team with face-to-face interaction only when feasible according to the COVID 19 pandemic situation at the time of starting the evaluation

Application deadline: 2 June 2020

Type of contract: External Collaboration Contract

Profile of the consultant(s):

[Team leader or sole evaluator](#)

- 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 in evaluating projects integrating PPDP and/or Market System Development approaches in the areas such as skills development, investments, and/or 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 on the ILO and/ or UN agencies.
- 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.

[Local team member \(optional\)](#)

- Master degree in Business Management, Economics or Energy field or equivalent experience
- A minimum of 5 years of professional experience specifically in implementation and /or evaluation of development initiatives in Zambia in area such as renewable energy, energy efficiency, green jobs, skills, employment, micro enterprises, entrepreneurship, business finance, policy and management of development projects
- Experience in evaluating projects integrating PPDP and/or Market System Development approaches in the areas such as skills development, investments, and/or 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 on the ILO and/ or UN agencies.
- Understanding of the development context of Zambia.

- Excellent consultative, communication and interview skills in face-to-face and virtual environments.
- Good oral and written English skills.
- Demonstrated ability to deliver quality results within strict deadlines.

For further details about the evaluation, please see the attached ToR.

Candidates intending to submit an expression of interest must supply the following information:

1. A description of how the candidate's skills, qualifications and experience are relevant to the required qualifications of this assignment (maximum 2 pages).
2. A list of previous evaluations that are relevant to the context and subject matter of this assignment, indicating the role played by then consultant(s) applying (they can be highlighted in the CV).
3. A statement confirming their availability to conduct this assignment, and the daily professional fee expressed in US dollars (indicating also fees received for similar assignments in the last 2 years as a reference).
4. A copy of the candidate's curriculum vitae.
5. A statement confirming that the candidates have no previous involvement in the implementation and delivery of the project to be evaluated or a personal relationship with any ILO Officials who are engaged in the project.
6. The names of two referees (including phone and email) who can be contacted.
7. Two reports in which the evaluator team leader has been the sole evaluator or the team leader.

The deadline to submit expression of interest for undertaking the evaluation is 2 June 2020. Please send an e-mail with the subject header "Evaluation of SkiDRESS project" to the Evaluation Manager Ricardo Furman (furman@ilo.org) copying Pacome Dessero (dessero@ilo.org).



TERMS OF REFERENCE
Final Independent Evaluation

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 17 months
Geographical coverage	Zambia
Donor	Government of Sweden
Key Implementing Partner	Kafue Gorge Regional Training Centre (KGRTC)
Project budget	USD 803,762

1. Introduction and rationale for the 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 grid electricity of which 67% are in the urban areas and 4% in the rural areas as of 2015.

Hydropower is the dominant energy source in Zambia, providing most of the Zambia's energy supply (about 82%), followed by HFO diesel and coal fuelled energy plants (about 16%). Renewable Energy (RE) (about 2%), 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 might be 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 (7NDP), stipulates to grow and diversify significantly its power generation and transmission capacities relying on new RE sources such as solar, geothermal, wind, biomass, with the aim to ensure universal access to clean, 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 inadequate, 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 energy (RE) and energy-efficient (EE) 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 USD 500,000 and up to USD1 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 Development Assistance Committee (DAC) Evaluation Quality Standard; and the United Nations Evaluation Group (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 inadequate. The impact to which the PPDP will contribute is “Poverty reduction and improved livelihoods through access to affordable, reliable and sustainable energy”

This 17 months pilot project, funded by the Swedish government, 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.

A major purpose of the pilot has been to test and adapt the PPDP development model in the skills for renewable energy sub-sector approach to the local context. If successfully piloted, the PPDP model should through a new and follow-up project be up scaled to improve skills in the renewable energy and energy efficiency sub-sectors in the southern Africa region.

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 Program (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 is mainstreaming and integrating 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

Project Management Arrangement:

The Project is managed by a National Project Coordinator (NPC) based in the ILO Lusaka Office who 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. The NPC 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 (NPO) and a Finance and Administration Assistant (FAA) support the NPC. Both Officers are located in the Project Office in ILO Lusaka.

At the local level, KGRTC primarily manages the activities and together with the ILO forms part of the Project Management Team. 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 the Lab, Small and Medium Enterprises Unit (SME) and Skills and Employability Branch (SKILLS) in Geneva.

Project Approach and Methodology of Delivery:

The project aims to apply two approaches to project implementation, both of which can be regarded as relatively innovative for all actors involved: Public-Private Development Partnerships (PPDP), as the major one, and the Market Systems or Market Systems Development (MSD) approach as a supportive one.

The PPDP is a modality for concrete cooperation between public partners and private sector actors to achieve development objectives. It encourages 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 the 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) is playing the role of third party overall coordinator. The ILO has an overarching responsibility of supervising the project as a whole.

The Pilot PPDP is 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 PPDP will be based on a systemic approach to skills development that promotes analysis and action across the whole system of issues that affect skills development in the RE/EE sector. The systemic approach enables the PPDP to identify and influence key issues that affect behaviour over time to maximize impact by analysing and addressing skills deficit and aiming at systemic change through improved supply, attitudes, practices, behaviours/compliance, etc. that will have long-term effects. The PPDP will thus be catalytic. As the partnership will have an iterative and flexible approach, it will further emphasize the systemic approach.”

Moreover, as part of its strategy, the project adopts a Market Systems Approach to skills development, The MSD approach is designed to promote sustainable change, by identifying and addressing underlying root causes of the key problems, which in this case are skills gaps and skills mismatch on the RE/EE sectors. The MSD approach uses facilitation and adaptive management as key methods of implementation, which encourages local actors to drive change themselves and adapts to changes and new information in the context.

The key expected 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 RE and EE 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 (PPDP) 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 the following purposes:

1. 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;
2. Identify unexpected positive and negative results of the project
3. Assess strategies and implementation modalities chosen including partnership arrangements,
4. Assess the extent to which the project outcomes will be sustainable;
5. 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);
6. Provide strategic and operational recommendations to improve performance and delivery of Project results in the scale-up phase after the pilot.
7. Document lessons and good practices on the PPDP approach.

Scope

The independent evaluation covers entire aspects of the 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 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 labour 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

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 the logical framework of the project as a central but not the only indicators.

The evaluation should address the questions below, especially on the why and how. 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 National Energy Policy, the UNSPDF 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 does the project complement and fit 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 and private sector at local level?

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

- Has the project a strategic fit with the Swedish Development Cooperation Strategy and synergies with relevant Swedish supported initiatives and Projects including the Swedish Embassy in Lusaka, the Permanent Mission in Geneva and the Desk Officer in Stockholm.

2. Validity of design

- Is the project design logical and coherent? Do outputs causally link to the intended outcomes that in turn link to the broader development objective?
- Has the project identified and addressed as was need the required risks, considering the project major approaches (PPDP and MSA)?
- 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?
- Has the design clearly defined performance indicators?
- Has the Project integrated an appropriate strategy for sustainability?
- How have gender issues been addressed in the Project document and during the pilot implementation?
- Considering the results achieved so far, was the Project design realistic?
- To what extent have the PPDP and Market Systems approaches been applied and reconciled in the project design implemented? Are these approaches useful under the current skills market in Zambia, in particular in identifying and sustainably addressing root causes of skills gaps and mismatch?

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?
- 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?
- How has the pilot project team responded to a more comprehensive understating of the renewable energy/energy efficiency landscape and potential areas where a PPDP with ILO/KGRTC could add value and where private sector actors can engage, regarding the evolution of the project in terms of adaptive management?
- Has the project process and results indicated that the project followed an adaptive approached and if so, was the adaptive approach useful towards the implementation of the forthcoming project?
- What internal and external factors have influenced the achievement of the project outcomes and targets?
- Are there any unintended results of the Project and what roles played in the project outcomes achievements?

4. Efficiency of resource use

- Have the available technical and financial resources adequate to fulfil the Project?
- 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

- Is the management and governance arrangement of the Project adequate for the project objectives? Is there a clear understanding of roles and responsibilities by all parties involved?
- Is the project receiving effective administrative, technical and political support from ILO (Pretoria DWT and Geneva)?
- How effective and coordinated is the ILO-internal management and collaboration between different ILO units, and are roles, responsibilities and leadership mandates sufficiently clear?
- Is the Project receiving the necessary political, technical and administrative support from its national partners and the donor (i.e. the Embassy and SIDA at HQ)
- Is the Project collaborating with other Projects and with other donors in the country/region to increase its effectiveness and impact?
- How effectively has the management monitored project performance and results? Is a monitoring & evaluation system in place and how effective is it? Is the data disaggregated by sex (and by other relevant characteristics)?

6. Impact orientation and sustainability

- Is the Project strategy oriented towards impact and 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.)?

7. Special issues

- Assess learning so far and prospectively on the way forward in the post-pilot forthcoming project, taking into account the planned strategy to be implemented through a PPDP and a Market Systems Development (MSD) approaches with involvement of various stakeholders.

6. Methodology

The evaluation will comply with evaluation norms and standards and follow ethical safeguards, all as specified in ILO's evaluation procedures. The ILO adheres to the United Nations Evaluation Group (UNEG) evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards. The evaluation

is an independent evaluation and the final methodology and evaluation questions will be determined by the consultant in consultation with the Evaluation Manager.

The evaluation will apply a mix methods approach, including triangulation to increase the validity and rigor of the evaluation findings, engaging with key stakeholders of the project, as much as feasible, at all levels during the design, data collection and reporting stages.

Due to the onset of the COVID-19 pandemic and its impact on the world of work, this evaluation will be conducted in the context of criteria and approaches outlined in the ILO internal guide: Implications of COVID-19 on evaluations in the ILO: An internal Guide on adapting to the situation². The evaluation will be carried out remotely:

Desk review, including the following information sources:

- Project documents (logframe, budget, implementation plan, etc.)
- Progress reports and outputs
- Research and studies conducted by the Project
- Project finance documents and records
- Mission reports
- All other relevant document from the project

The desk review may suggest a number of preliminary findings that could be useful in reviewing or fine-tuning the evaluation questions. The desk review will include briefing interviews with the project team and the donor.

Online/email questionnaires and telephone and video interviews: due to travel restrictions and no possibility of face-to-face engagements with project staff and stakeholders, the evaluation will employ email/online questionnaires and especially virtual interviews as the main sources for information gathering – to replace field visits and face-to-face interviews.

An indicative list of persons to be interviewed will be prepared by the Project in consultation with the Evaluation Manager. The project will support closely logistically the organization of these interviews.

This list will include:

- Implementing partners
- National and local Government officials

² http://www.ilo.ch/eval/WCMS_744068/lang--en/index.htm

- Donor: Swedish embassy in Lusaka, the Permanent Mission in Geneva and the Desk Officer in Stockholm.
- Project staff
- ILO HQ (SME Unit/ENTERPRISES),
- ILO ROAF
- ICT Turin, (training division)
- ILO Country Office

The desk review may suggest a number of preliminary findings that could be useful in reviewing or fine-tuning the evaluation questions. The desk review will include briefing interviews with the project team and the development partners.

Online/email questionnaires and specially telephone and video interview with project staff and stakeholders will take place to replace field visits and face-to-face interviews. An indicative list of persons to be interviewed will be prepared by the Project in consultation with the Evaluation Manager.

A virtual stakeholders' workshop (if feasible) will be organized to validate findings and complete data gaps with key stakeholders, ILO staff and partners.

At the end of the data collection process the evaluator will develop the draft report (see below deliverables for details). The draft will be subject of a methodological review by the evaluation manager and upon the necessary adjustments will be circulated among the key stakeholders. Then, the evaluation manager will consolidate the comments and will be provided to the evaluator for develop the final version addressing the comments or explain the reason for not address any, if that would be the case.

Sources of information for the desk review:

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

Consultations will be held with:

- Implementing partners
- National and local Government officials
- Donor: Swedish embassy in Lusaka, the Permanent Mission in Geneva and the Desk Officer in Stockholm.
- Project staff
- ILO HQ (SME Unit/ENTERPRISES),
- ILO ROAF
- ILO 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;
 - 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 team or individual evaluator that will have responsibility for the evaluation report.

Evaluation Manager

The evaluator/team leader will report to the evaluation manager 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 21 working days for the sole evaluator or the evaluation team. If the work will be carry by an evaluation team, one of the two team members should be based in Lusaka.

The evaluation should take place in June-early July2020.

Evaluation Phases

The evaluation is foreseen to be undertaken in the following main phases.

Phase	Tasks	Responsible Person	Estimated consultant number of days
I	Preparation of TOR, consultation with key stakeholders	Evaluation manager	0
II	- Identification of independent evaluator(s) - Entering into contracts and preparation of budgets and logistics	Evaluation manager and EVAL	0
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(s)	5
IV	- Consultations with ILO Project staff/management in Zambia, Pretoria, and ILO HQ Units - Consultations with Swedish Embassy in Lusaka - Interactions with national stakeholders - Debriefing and presentation of preliminary findings to stakeholders in Lusaka at the end of the data collection (virtual workshop)	Consultant(s) with logistical support by the Project	10
V	Draft evaluation report provided to the evaluation manager for methodological review	Consultant(s)	5
VI	- Circulate draft evaluation report to key stakeholders during two weeks - Consolidate comments of stakeholders and send to evaluation team leader	Evaluation manager	0
VII	Finalize the report including explanations if comments were not included	Consultant(s)	1

VIII	• Approval of report by EVAL	EVAL	0
IX	• Official submission to the Country office responsible officer	Evaluation manager	0

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/evaluation team:

- Fees for the evaluator/evaluation team for 21 days

For the evaluation exercise as a whole:

- Communications
- Any other miscellaneous costs

8. Key qualifications and experience of the evaluator/evaluation team

Team leader or sole evaluator

- 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 in evaluating projects integrating PPDP and/or Market System Development approaches in the areas such as skills development, investments, and/or infrastructure development, in different economic sectors would be an asset.

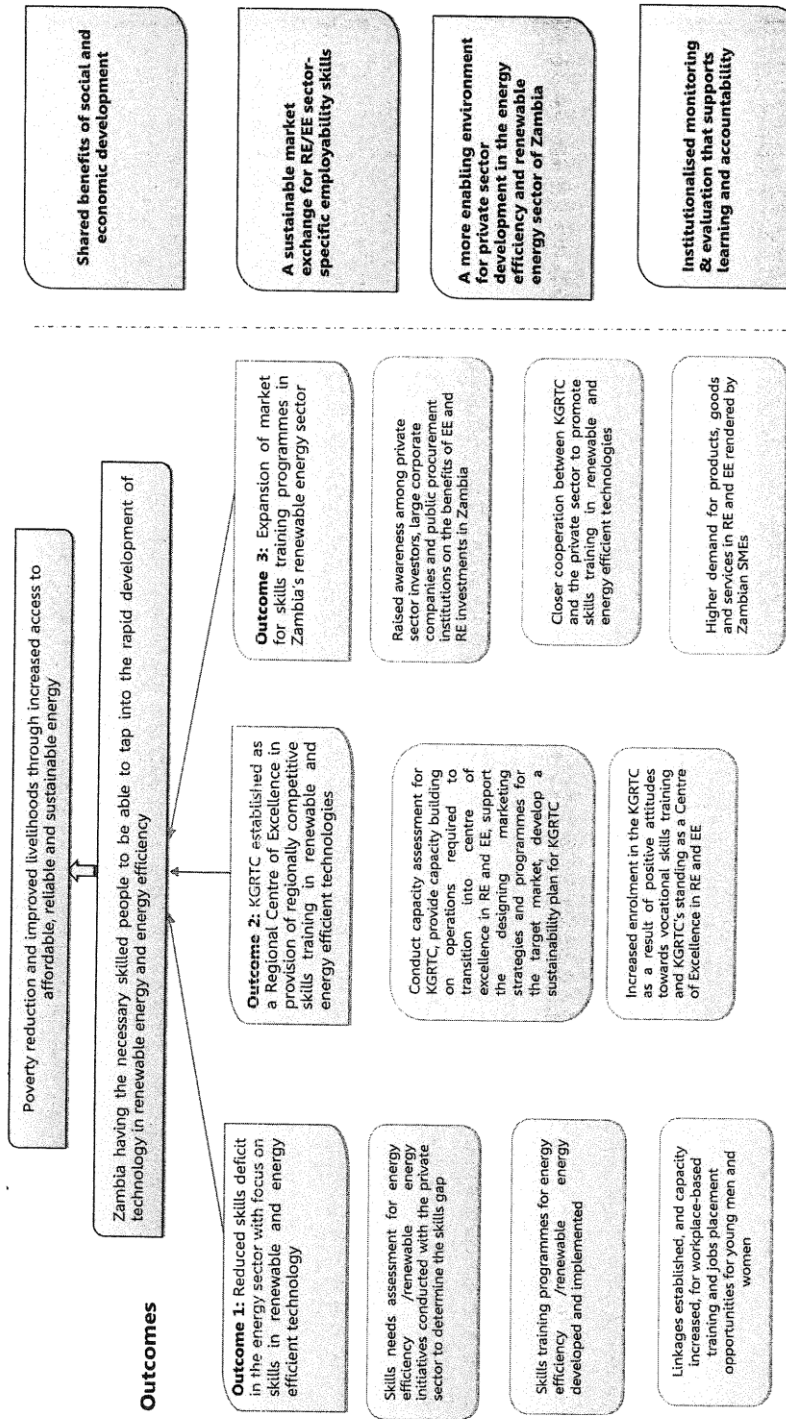
- Proven experience with logical framework approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing.
- Knowledge and experience on the ILO and/ or UN agencies.
- Understanding of the 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.

Local team member (optional)

- Master degree in Business Management, Economics or Energy field or equivalent experience
- A minimum of 5 years of professional experience specifically in implementation and /or evaluation of development initiatives in Zambia in area such as renewable energy, energy efficiency, green jobs, skills, employment, micro enterprises, entrepreneurship, business finance, policy and management of development projects
- Experience in evaluating projects integrating PPDP and/or Market System Development approaches in the areas such as skills development, investments, and/or 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 on the ILO and/ or UN agencies.
- Understanding of the development context of Zambia.
- Excellent consultative, communication and interview skills in face-to-face and virtual environments.
- Good oral and written English skills.
- Demonstrated ability to deliver quality results within strict deadlines.



ANNEX A: Theory of Change for the PDP



February 2019

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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>