



Terms of Reference

Developing M&E strategy (and baseline at outcome level) for the Employment Promotion and Labour Market Governance Programme and Green enterPRIZE Innovation and Development Programme in Zimbabwe

January 2020

1. Introduction

a) *Employment Promotion and Labour Market Governance Programme*

The International Labour Organization in cooperation with the Government of Zimbabwe, the Employer Confederation of Zimbabwe and the Zimbabwe Congress of Trade Unions is implementing the *Employment Promotion and Labour Market Governance Programme*. The programme focuses on two objectives: firstly, employment promotion by supporting the formulation of a comprehensive national employment policy and mainstreaming employment targets into policies and programmes. The project is addressing the challenge of the growing informal economy, through building and sharing knowledge on the conceptual framework to better understand and account for informality and how to promote and create more and better jobs in Zimbabwe. The project is contributing to the development of evidence based, gender responsive and non-discriminatory legislation, policies and strategies for facilitating the transition to formality. Some pilot formalisation interventions are being rolled out as a way to demonstrate ‘what-works’.

Secondly, the project is contributing to strengthening Social Dialogue Institutions through building the capacities of social partners to engage in bipartite and tripartite dialogue for a shared national socio-economic vision and better labour market governance. In this respect, the project is supporting labour law reforms and strengthening capacities for deepening the application of international labour standards in law and practice.

Overall, the project contributes to the country’s efforts to advance towards the attainment of SDG 8 targets, especially supporting full and productive employment and decent work for all women and men, including for young people; encouraging formalization and growth of micro-, small- and medium-sized enterprises and protecting labour rights for safe and secure working environments of all workers.

Outcome 2 of the *Employment Promotion and Labour Market Governance Programme (2019 -2020)* seeks to facilitate transition to formality in Zimbabwe. The intervention seeks to support Zimbabwe’s efforts to facilitate the transition of workers and economic units from the informal to the formal economy, while deepening the respect for workers’ fundamental rights and ensuring opportunities for income security, livelihoods and entrepreneurship. The intervention also seeks to contribute to the broader efforts to promote the creation, preservation and sustainability of enterprises and decent jobs in the formal economy and the coherence of macroeconomic, employment, social protection and other social policies. This is a particularly opportune time as Zimbabwe could in the coming year develop a

new formalization strategy, a new national employment policy and a new national development plan to succeed the Transitional Stabilization Plan (TSP).

As part of the project, a monitoring and evaluation framework will be developed to fulfil both learning and an accountability purpose. The ILO seeks for a Monitoring and Evaluation Consultant to perform tasks described below.

b) Green enterPRIZE Innovation and Development Programme in Zimbabwe

With support from the Government of Sweden, the International Labour Organization (ILO) is implementing the *Green enterPRIZE Innovation and Development Programme in Zimbabwe*. The project is being implemented in partnership with the Government of Zimbabwe, Employers Organizations (Employers' Confederation of Zimbabwe and Confederation of Zimbabwe Industries), Workers Organisations (Zimbabwe Congress of Trade Unions), the Private Sector and other Business Organisations, Non-Governmental Organisations and SMEs.

The aim of the Green enterPRIZE Innovation and Development Project is to support green and growth oriented male and female owned small and medium sized enterprises (SMEs), stimulate the market for green products and services through expansion of access to relevant skills and the greening of existing enterprises.

The ultimate goal is the creation of 2,000 green and decent jobs especially for young women and men. The following immediate objectives will collectively contribute towards achievement of the development objective:

1. Young men and women with technical and entrepreneurial skills start economic activities in the green economy;
2. Innovative green and growth oriented male and female owned SMEs access financial and non-financial Business Development Services (BDS) and grow their businesses;
3. SMEs have greener management practices, improved work place cooperation and improved gender sensitive working conditions.

The project pursues a three-pronged strategy to create green growth and green jobs through technical skills development and SME development. Firstly, through supporting young men and women to access skills required to green the economy, secondly, by identifying and supporting growth oriented young male and female owned enterprises through a challenge fund and, thirdly, through the direct targeting of existing SMEs with practical training and in-factory consulting programme on improving productivity through improvement of working conditions and cleaner production in the manufacturing and service sectors through a gender lens.

Activities relies on the participation of public and private Technical Vocational Education and Training (TVET) institutions, Business Development Service (BDS) providers, business associations, workers' organizations, media and communication agencies, private sector development programmes, international organizations, foundations and community-based learning initiatives.

A Mid-Term Evaluation (MTE) was carried out in the last quarter of 2019, covering the first 18-month implementation period (December 2017 to June 2019). Taking into account the recommendations that emerged from the MTE, the project should start soon its monitoring and evaluation activities (including tracer studies) to document progress and inform further decision making.

2. Objectives of assignment

a) *Employment Promotion and Labour Market Governance Programme*

To develop the programme's Theory of change-based monitoring and evaluation strategy for assessing performance from outputs to outcomes and at outcome level per se.

The monitoring and evaluation strategy will serve as a management, reporting and learning tool. This system will assist to regularly collect, analyze and use the data and information within the programme about its progress, expected and unexpected achievements, and lessons and good practices; including how and why the objectives were achieved and what was the influence of external factors in achieving the project results.

Scope of work the consultant is expected to undertake include the following activities:

- a) Assess the extent to which the proposed intervention can be evaluated in a reliable and credible fashion and formulate a Theory of change that fill any gaps in developing an evaluable programme (validated with ILO);
- b) Identify SMART indicators and targets at output and outcome level, and key external factor that require to be monitored (trends rather indicators)
- c) Develop an Indicators matrix that includes per indicator: key definitions, targets, data source, methodology and tools for collection, schedule for collection and schedule and output for reporting
- d) Develop the data base (Excel based) and operational manual of the M&E strategy (including a final independent evaluation) (b, c and d validated by ILO)
- e) Conduct a baseline assessment of the outcome indicators (and as necessary the output indicators (mostly through review of government and ILO documents and interviews/focus groups with ILO constituencies);
- f) Validation of the M&E Strategy with key stakeholders
- g) Pilot the programme monitoring and evaluation strategy for a quarter (please indicate the quarter), working jointly with the ILO officers and, if necessary propose adjustments to the M&E strategy
- h) At the end of assignment, develop the final version of the M&E strategy (minimum Theory of change, Indicators matrix, operational manual and database and quarter report), baseline assessment report and recommendations for operating the monitoring and evaluation process for the programme.

b) *Green enterPRIZE Innovation and Development Project in Zimbabwe*

To review the programme's monitoring and evaluation plan taking into account the analysis and recommendations of the Mid-Term Evaluation (MTE) process. To advise the ILO on how to ensure effective delivery of M&E activities, based on the project Theory of Change, results achieved so far, and expected outcomes.

Scope of work the consultant is expected to undertake include the following activities:

- a) Assess the extent to which the MTE findings can be addressed through an enhanced M&E Plan, which takes into account the existing M&E Strategy and the MTE recommendations

with regard to the Theory of Change, institutional set-ups and work delivered so far (validated with ILO);

- b) Review the established project SMART indicators and targets at output and outcome level, and key external factors that require to be monitored;
- c) Review the current project indicators matrix in view of work delivered, results achieved and expected results to be achieved by the end of the implementation period;
- d) Develop the data base (Excel based) and operational manual of the M&E strategy; (b, c and d validated by ILO)
- e) Assess the alignment of the enhanced M&E Plan with stakeholders' expectations;
- f) Support the running of the M&E Plan for a quarter (please indicate the quarter), working jointly with the ILO officers and contributing to the delivery of its key activities (e.g. tracer studies).

3. Deliverables and payment schedule

Below is a schedule of expected deliverables, proposed timelines and payment schedule.

Deliverables	Deadline	Payment Schedule	Suggested number of days project a)	Suggested number of days project b)
Contract signing	31 January 2020	20%		
Final programme evaluability assessment/Theory of change is submitted (project a) and reviewed (project b)	14 February 2020		3	2
Indicators matrix, database in Excel and operational manual (projects a and b)	6 March 2020	50%	5	3
A baseline study report (project a)	4 April 2020		3	0
Data for a quarter (3 months) is entered into the monitoring and evaluation system, relevant reports are generated and submitted (projects a and b)	29 May 2020		5	5
End of assignment final report (projects a and b)	12 June 2020	30%	2	2
TOTAL			18	12

4. Qualification and experience

The relevant consulting Consultant must have the following qualifications and experience: -

- i. A University degree in economics, M&E or other equivalent qualification;
- ii. Knowledge and experience in results based management, formulation and use of the Theory of change for planning and M&E and understanding of the OCED-DAC measurement standard
- iii. Documented experience of undertaking similar assignments
- iv. Knowledge of the ILO work areas would be an asset

- v. Good analytical and writing skills
- vi. The consultant should be based in Harare (no trips and/or DSA are considered)

5. Application process

Interested consultants are requested to submit CV indicating relevant experience, two references that can be contacted (email and telephone) and a technical proposal of how they intend to undertake the assignment. The submission should include a detailed breakdown of service provision fees (in USD and all costs included) and related expenses. The proposal should reach the ILO, no later than 24 January 2020 and should be sent to the emails below, as follows:

Technical Proposal to: harare@ilo.org

Financial Proposals to: FIN_HARARE@ilo.org