Terms of Reference

Independent Final Evaluation

Project Title	Green enter*PRIZE* Innovation and Development in Zimbabwe Project
Project Code	ZWE/17/01/SWE
Implementer	ILO CO Harare
Partners	Government i. Ministry of Public Service, Labour and Social Welfare ii. Ministry of Environment, Climate Change, Tourism and Hospitality Industry iii. Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development iv. Ministry of Women Affairs, Community, Small and Medium Enterprises Development v. Ministry of Youth, Sport, Arts and Recreation vi. Ministry of Lands, Agriculture, Water and Rural Resettlement vii. Ministry of Energy and Power Development viii. Ministry of Industry and Commerce **Social Partners** Zimbabwe Congress for Trade Unions (ZCTU) Employers Confederation of Zimbabwe (EMCOZ) **Implementing Partners and Business Development Service Providers** Fine Touch Development Trust Royal Business Consulting Trust BOOST Fellowship Trust Empretec Zimbabwe Trust
Backstopping units	ILO DWT in Pretoria; Skills, Green Jobs, Small Enterprise Unit and Enterprises Department, ILO Geneva
Donor	Government of Sweden
Budget	USD2,867,379
Duration	01/12/2017 - 30/06/2021
Type of Evaluation	Independent
Timing of evaluation	Final

I. Background of the Project

The world of work is intrinsically linked to the natural environment and climate change. According to the ILO's latest research, a 2 degrees Celsius scenario can result in sufficient job creation to more than offset job losses elsewhere. New jobs will be created by adopting sustainable practices in the energy sector, including changes in the energy mix, promoting the use of electric vehicles and improving the energy efficiency across all sectors. However, the job-creating potential of environmental sustainability is not a given: the right policies are needed to promote green industries while ensuring decent work within them. They are also needed to allow workers to transition to new sectors and to protect those who may lose out due to lower activity in industries that contribute to environmental degradation.

The ILO in Zimbabwe considers the promotion of green jobs, through green enterprise and skills development, as a vehicle for tackling environmental degradation and unsustainable ways of doing business. The world needs innovative solution to reverse climate change. In this context, ILO's activities in the country are aligned with a growing call for alternative forms of business and new models of economic growth, where the impact of the environment is also factored into the bottom line. Enterprises are no longer assessed based only on traditional metrics, but increasingly on the basis of their relationship with their workers, their customers and their communities as well as their impact on society and the environment at large.

The Government of Zimbabwe is aware and have been taking institutional steps to address the challenges to environmental degradation and the threat of climate change and the need for sustainable development. However, in the Zimbabwean context, there is still limited capacities to develop requisite skills to make the transition to a greener economy happen. Another widely cited problem is the mismatch between the skills being taught by the formal vocational training system and what is needed in the labour market. Skills shortages are acting as a barrier to driving transitions to greening the economy and post-secondary curricula is largely silent on greening strategies and technologies.

In terms of economic outlook, Zimbabwe has experienced positive annual economic growth rates over the past decade. Despite that, the economic outlook remains uncertain in the face of cash shortages and the three-tier pricing system. This coupled with foreign exchange shortages has led to excessive parallel market foreign exchange rates that have dampened demand and supply - constraining the goods and factor markets. The manufacturing sector had begun to show signs of a rebound with growing capacity utilization rates but this recovery is now in question. Productivity has remained low— particularly due to a poor allocation of capital and labour, both within and among firms. Heavy reliance on agriculture makes the poor rural population particularly vulnerable to climate change and natural disasters, and heightens the environmental challenges. The manufacturing sector also faces challenges in improving its productivity in the face of limited access to working capital and trade finance, antiquated equipment and production systems, low foreign direct investment, weak and costly public infrastructure.

Finally, financial institutions in Zimbabwe have not been forthcoming with the required investment for the transition to a green economy. The market for any type of business loans

and credit is small and constrained by low incomes, a declining corporate sector, shrinking formal sector employment, high levels of non-performing loans and increased informality.

The project

With support from the Government of Sweden, the International Labour Organization (ILO) is implementing the Green enterPRIZE Innovation and Development Project 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.

Immediate objectives:

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. The strategy mainstreams gender equality and people with disabilities in enterprise development interventions.

The project covers four areas: it aims at promoting new markets for green products and services; improved access to skills for green jobs; promoting green and growth-oriented SMEs owned by young women and men; and contribute to improved productivity and competitiveness. On the demand side, the main component is an innovation challenge for SMEs. The supply side component includes the development of new courses and the review of existing courses in three areas: waste management, renewable energy, and sustainable agriculture.

The project looks at the whole TVET system, and uses a competency-based approach to curriculum review, followed by hands-on activities with TVET institutions and counting on a high level of operational engagement with the Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development. Aside from the enter*PRIZE* Innovation Challenge modality, the project also supports more established firms through the Sustaining Competitive and Responsible Enterprises (SCORE) programme of the ILO.

Two components of the project (SCORE and business competitions for SMEs) are well-tested interventions in the global portfolio of ILO intervention models, although both are implemented simultaneously for the first time in Zimbabwe.

The project has reported by February 2021 the following key achievements:

-Component 1
- Five new competency-based curricula (National Certificate, Level 4) has been completed by an inter-ministerial task force, coordinated by the Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development with the support of a team of curriculum development consultants

-Component 2
- 500 entrepreneurs with improved capacity on green business development.
- A series of three green business competitions run where selected winners and non-winners accessed financial and non-financial business development services
- A network of private BDS providers consolidated and trained on how to foster green growth & now in charge of delivering high quality BDS through a decentralized system, which contributes to the quality assurance & coaching provided by the main implementing partner; Fine Touch Development Trust. The community of enterprises and BDS providers connected to the project offers a platform and resourceful network that can continue to support the creation of green jobs and the piloting of green business models beyond the duration of the project.

-Component 3
- Seven out of ten trainers were certified Under the Sustaining Competitive and Responsible Enterprises (SCORE) programme.
- Two online Training of Trainers courses took place to familiarize trainers with the content of Module 3 (Cleaner Production) and a new SCORE module on COVID-19 and Occupational Safety and Health practices,
- 10 new companies have been enrolled to carry out either SCORE Module 1 or Module 3
- 14 companies have been exposed to the COVID-19 related module.
- The training material adaptation for the agricultural sector, in collaboration with the Best Farm Model project led by ZimTrade and PUM Netherlands was developed.

II. Link to the Decent Work Country Programme, National Development Framework and Sustainable Development Goals

The Green enterPRIZE Innovation and Development Project contributes to the Decent Work Country Programme (DWCP) for Zimbabwe in the areas of Employment Creation and International Labour Standards as key priority areas. Regarding ILO planning its activities were relevant to the Country Programme Outcomes ZWE103/Entrepreneurship development programmes with emphasis on youths and women and the ILO Cross-Cutting Policy Driver on Just transition to environmental sustainability.

This project also contributed to a number of Sustainable Development Goals (2015-2030), namely Goal 8 – Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; Goal 4 – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all; Goal 5 –Achieve gender equality and empower all women and girls; as well as to some of the environmentally-related Goals, such as Goal 7 – Ensure access to affordable, reliable,

sustainable and modern energy for all; Goal 12 – Ensure sustainable consumption and production patterns and Goal 13 – Take urgent action to combat climate change and its impacts.

Project Management Arrangement

The project is administered by a Project Management Unit (PMU) that operates within the ILO Country Office in Harare. The PMU runs day to day operations of the project and facilitates implementation and coordination of all project activities among tripartite stakeholders.

The Project Management Unit comprised of one internationally recruited Chief Technical Advisor (CTA), who was responsible for the administrative, operational and technical supervision and implementation of all project interventions from which as of December 2021, the National Project Coordinator took over from the CTA. Furthermore the team includes one Finance and Administration Assistant and one Driver. Activities are technically backstopped by the ILO Decent Work Team & CO and the ILO Enterprise Department and Skills and Employability Branch in Geneva.

The project is guided by a national Project Steering Committee (PSC) comprising members from the Government of Zimbabwe, organised business, organised labour representatives, the Embassy of Sweden and the ILO. Furthermore, a Technical Working Group (TWG) was established to ensure direct involvement of technical officers from the tripartite constituency plus other Ministries in the delivery of activities.

The National PSC has the primary mandate to provide policy and strategic guidance and fiduciary and technical oversight to the implementation of the project. Members of the National PSC should be relatively high-level decision makers able to provide policy support and influence decisions within their respective institutions.

The purpose of the TWG is to provide oversight in the implementation of the Green enterPRIZE Innovation and Development in Zimbabwe project, and to make recommendations for continuous improvements in its implementation.

III.   Evaluation background

The ILO considers evaluation as an integral part of the implementation of development cooperation activities. The evaluation in the 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.

The project will follow the ILO Policy on Evaluation for Technical Cooperation projects. It has gone through an internal mid-term evaluation in October 2019 and a final independent evaluation.

IV.   Purpose of the Evaluation

The ILO considers evaluation as an integral part of the implementation of development cooperation activities. The evaluation in the 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.

The project will follow the ILO Policy on Evaluation for Technical Cooperation projects, It has gone through an internal mid-term evaluation[1] in October 2019 and will have a final independent evaluation.

The final independent evaluation has the following objectives:

- Establish the relevance and coherence of the project design and implementation strategy in relation to the national development frameworks, ILO, UN and final beneficiaries
- Assess the extent to which the project has achieved its stated objectives and expected results, while identifying the supporting factors and constraints that have led to them;
- Identify unexpected positive and unexpected results of the project
- Assess the implementation efficiency of the project
- Assess the extent to which the project outcomes will be sustainable;
- Identify lessons learned and potential good practices, especially regarding models of interventions that can be applied further;
- Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes

V.   Scope of the Evaluation

The scope of the evaluation covers the entire project period from 1st December 2017 to 30th June 2021. In particular, the evaluation will measure progress towards all outcomes since the start of the project and will assess the overall level of achievement of the two immediate outcomes to understand how and why these have taken place.

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 integrate gender equality and non-discrimination as a crosscutting concern throughout its deliverables and process, with special attention to women workers. It should be addressed in line with EVAL guidance note n° 3.1 and Guidance Note n° 7 to ensure stakeholder participation. Furthermore, it should pay attention to issues related to social dialogue, international labour standards in in line with EVAL guidance note 3.2, and fair environmental transition. Moreover, the impact of the COVID19 in the completion of the project will be taken into account.

VI.   Clients of the Evaluation

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[1] The report is available on e-discovery https://www.ilo.org/ievaldiscovery/#al2glss

The primary clients of the evaluation are the ILO constituents. These include at national level the primary users of the evaluation are the Government of Zimbabwe, as implementer and recipient country, the project implementing partners (BDS providers and TVET institutions) as well as the ILO tripartite constituents, the ILO project technical unit, the ILO CO-Harare, the ILO DWT Office in Pretoria, the ILO Regional Office for Africa (ROAF), and the relevant technical units in ILO Headquarter and the donor, the Swedish government.

VII.   Evaluation criteria and questions

The evaluation will cover the following evaluation criteria

- i)   relevance and strategic fit,
- ii)   validity of design,
- iii)   project progress and effectiveness,
- iv)   efficiency,
- v)   impact orientation and sustainability as defined in ILO policy guidelines for results-based evaluation2.

Analysis of gender-related concerns will be based on the ILO Guidelines on Considering Gender in Monitoring and Evaluation of Projects (September, 2007). The evaluation will be conducted following UN evaluation standards and norms 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 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, but not limiting to, the indicators in the logical framework of the project.

The evaluation should address the crosscutting themes presented in the Scope section throughout the evaluations questions as necessary.

The evaluation should address the questions bellow, answering not only what has or not been achieved but especially how and why. 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.

Key Evaluation Questions

The evaluator shall examine the following key issues:

1. Relevance and strategic fit,

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2 ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations, November 2020

- Has the project taken into account the needs and priorities of tripartite stakeholders and beneficiaries identified in the project document and during the project implementation?
- In hindsight, was the project design realistic and purposeful towards achieving its objectives? Was the project design logical?
- How well the programme complements and fit with other ongoing ILO programmes in the country?
- How well does it support national commitment to relevant SDG and Paris Agreement on Climate Change targets and indicators?

2. Validity of design
   - Does the project have a clear theory of change that outlines the causality?
   - Has the design clearly defined achievable outcomes and outputs
   - Has the project planning included a useful monitoring and evaluation framework including outcomes indicators with baselines and targets?
   - Did the project design include an exit strategy and a strategy for sustainability?
   - Was the implementation approach valid and realistic? Has the project adequately taken into account the risks of blockage?
   - Has the project addressed gender and disability inclusion related issues in the project document?
   - Were the ILO tripartite constituents involved in the design of the project?

3. Project effectiveness
   - To what extent did the project achieve its objectives or it is likely to by June 2021?
   - Has the project followed its theory of change? Were the development hypotheses underpinning the logical framework supported or unsupported based on project performance data?
   - Have the quantity and quality of the outputs produced been satisfactory?
   - What outputs have not been produced and why?
   - Have unexpected results (outputs and outcomes) taken place?
   - To what extent has the project developed specific targets for intended beneficiaries (women, youth, disabled)?
   - Have the project results been similar throughout the geographic and sector areas?
   - How effective was the backstopping support provided by ILO Pretoria and HQs?
   - To what extent is the COVID-19 Pandemic influencing project results and effectiveness and how the project has addressed this influence and is ready to adapt to changes for at least some time from now-on?

4. Efficiency of resource use
   - How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to achieve the project objectives? In general, did the results achieved justify the costs? Could the same results be attained with fewer resources?
   - Were the funds allocated according to the task at hand?
   - Were funds and activities delivered in a timely manner? If not, what were the bottlenecks encountered?
   - Did the project budget make adequate provisions for addressing gender and inclusion related specific objectives/activities?

- Has an effective risk analysis and monitoring and evaluation system been established and implemented?

5. Effectiveness of management arrangements
   - Has the management and governance arrangement of the project facilitated project results? Is there a clear understanding of roles and responsibilities by all parties involved into implementation and monitoring?
   - Has the monitoring & evaluation system in place relevant, including collecting and using data disaggregated by sex (and by other relevant characteristics, such as people with disabilities and other disadvantaged groups the project might have identified)?

6. Orientation to impact and sustainability
   - Is the project working towards achieving the proposed impacts? Is the programme strategy and programme management steering towards impact?
   - Is the project working at policy and practice levels (change in practices, perceptions, technical capacity, and governance or enabling environment) and making significant contributions to gender and inclusion related concerns?
     Areas of special interest are:
       - Improved opportunities for sustainable livelihoods, with a focus on sustainable food security, productive employment with decent working conditions, especially for women and young people.
       - Improved access to renewable energy that is socially and environmentally sustainable.
       - Improved capacity of stakeholders to contribute to environmental and climate sustainability
   - Assess whether project outcomes have been or are expected to be achieved in a sustainable manner that enable continuing beyond the project's lifespan? To what extent will national institutions and implementing partners be likely to continue the project results without external funding or support?
   - Has an effective and realistic exit strategy been developed and implemented? Are project beneficiaries likely to continue to feel improved conditions after the project's end?
   - Identify and discuss gaps in the sustainability strategy and how the stakeholders, including other ILO projects support, could address these, taking into consideration potential changes in the country due to the COVID 19 pandemic

7. General
   - How and why has or has not the project addressed the mid-term evaluation recommendations?

VIII. Methodology

The evaluation should be carried out in adherence with the relevant parts of the ILO Evaluation Framework and Strategy; ILO Policy Guidelines for Evaluation: Principles, Rationale, Planning and Managing for Evaluations and UNEG Principles.

In particular, this evaluation will follow the ILO policy guidelines for results-based evaluation; and the ILO EVAL Policy Guidelines Checklist 3 "Preparing the inception report"; Checklist 4 "Validating methodologies"; Checklist 5 "Preparing the evaluation report" and Checklist "6 Rating the quality of evaluation report"

Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to all stakeholders on how they can address them, indicating in each one to whom is directed, Priority, Resources required and timeframe (long, medium or short).

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 situation (version March 25, 2020)

At the time of developing these ToRs, a team leader consultant will conduct the evaluation virtually (home-based), if not based in Harare, with support of a national consultant for fieldwork in the project area (subjected to the COVID 19 situation).

The methodology includes the application of the following data collection tools: document review, face to face or virtual interviews and focus groups with a wide range of stakeholders in Zimbabwe, participant observation of a project activity, telephone/Skype interviews, and a stakeholders' workshop. The field work to be executed between April and June 2021.

The evaluation will be carried out through a desk review and field visit to the project sites in Zimbabwe and consultations with, implementing partners, beneficiaries, the donor, ILO and other key stakeholders. Consultations with relevant ILO units and officials in Geneva, Pretoria and Harare will be done. Triangulation of sources and techniques should be central

The draft evaluation report will be shared with all relevant stakeholders and a request for comments will be asked for 10 working days.

Desk review

The Desk review will include the following information sources:

- Project document
- Work plans
- Project monitoring plans
- Progress reports
- Project budget and related financial reports
- Reports from various activities (including trainings, workshops, task force meetings, video conferences etc.)

- Others as required

All documents will be made available by the National Project Coordinator (NPC), in coordination with the evaluation manager, in a drop-box (or similar) at the start of the evaluation.

In addition, the evaluation team will conduct initial electronic or telephone interviews with the project and the donor to reach a common understanding regarding expectations and available data sources.

The Inception report will cover status of logistical arrangements, project background and materials, key evaluation questions and evaluation indicators, evaluation matrix, detailed work plan, list of stakeholders to be interviewed, outline of the stakeholders' workshop and of the final report, and all data collection tools following EVAL Checklist 3 (see Annex 1). The Inception report that will operationalize the ToRs and should be approved by the evaluation manager before moving to data collection at field level.

The Evaluation team leader will receive a list of key stakeholders by the NPC. If the Evaluator requires contacting other stakeholders, beyond the list, this can be discussed with the Evaluation Manager during the preparation of the Inception report.

A desk review will analyze project and other documentation including the approved logframe, implementation plan, annual reports and other relevant documents. The desk review phase will produce the Inception report that will operationalize the ToRs and should be approved by the evaluation manager.

Data collection/field work

The current COVID-19 pandemic restricts mobility for country and field visits to international consultants. In line with these restrictions, the evaluation data collection methodology will combine remote/virtual (evaluation team leader) and field work data collection (evaluation team member). This will require enhanced engagement and collaboration with the project team in terms of organizing the contact with stakeholders.

The Evaluators will undertake group and/or individual discussions. The project will provide all its support in organization of these virtual interviews to the best extent possible. The evaluators will ensure that opinions and perceptions of women are equally reflected in the interviews and that gender-specific questions are included.

A virtual stakeholders' workshop will be organized to discuss initial findings and complete data gaps with key stakeholders, ILO staff and representatives of the development partners. The workshop will be logistically supported by the project and programmatically managed by the evaluation team. The details of it should be stated clearly in the Inception report for further preparation during the data collection phase.

The evaluator is encouraged to propose alternative mechanism or techniques for the data collection phase. These will be discussed with the project and the evaluation manager at the Inception phase. Any alternative should be reflected in the Inception report.

Interviews with ILO Staff

A first meeting will be held with the ILO CO Director for Harare and with the Project Team. The evaluator will undertake group and/or individual discussions with project staff in Harare. The evaluator will also interview project staff of other ILO projects, 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 NPC in consultation with the Evaluation Manager.

Interviews with Key Stakeholders in Harare and the project sites

The evaluator will meet relevant stakeholders including members of National Project Steering Committee (PSC), and stakeholders, project beneficiaries and local level government officials and experts to examine the delivery of outcomes and outputs at local level. List of beneficiaries will be provided by the project for selection of appropriate sample respondents by the evaluators. The evaluator will select the field visit locations, based on criteria defined by her/him. The criteria and locations of data collection should be reflected in the inception report mentioned above.

At the end of the data collection, the evaluators will organize, with logistic support from the project, a stakeholders' virtual workshop to present the preliminary findings of the evaluation to key stakeholders

Report Writing Phase

Based on the inputs from discussions and interviews with key stakeholders, the evaluation team will draft the evaluation report. The draft report will be sent to the Evaluation Manager for a methodological review, and then to be shared with key stakeholders for their inputs/comments.

The Evaluation Manager will consolidate all comments including methodological comments and will then share them with the Evaluator for consideration in finalizing the report.

The Evaluator will finalize the report, taking into consideration the stakeholder comments and submit the final version for approval of EVAL.

IX. Deliverables

1. Inception report (with detailed work plan and data collection instruments following EVAL Checklist 3 – see annex)
2. A concise draft and final Evaluation Reports (maximum 30 pages plus annexes and following EVAL Checklists 5 and 6 -see Annex) as per the following proposed structure:
   - Cover page with key project and evaluation data (using ILO EVAL template)
   - Executive Summary
   - Acronyms
   - Description of the project
   - Purpose, scope and clients of the evaluation
   - Methodology and limitations
   - Clearly identified findings for each criterion

- Conclusions
- Recommendations
- Lessons learned and good practices (briefly in the main report and a detailed in ILO EVAL template, annexed to the report)
- Annexes:
    - TOR
    - Evaluation questions matrix
    - Data Table on Project Progress in achieving its targets by indicators with comments
    - Evaluation schedule
    - Documents reviewed
    - List of people interviewed
    - Lessons learned and good practices (using ILO-EVAL template)
    - Any other relevant documents

3. Evaluation Summary using the ILO template.

All draft and final outputs, including supporting documents, analytical reports and raw data should be provided to the evaluation manager in electronic version compatible with Word for Windows.

X.   Management arrangements, work plan & time frame

Evaluation Manager

The evaluator will report to the evaluation manager, Perihan Tawfik (tawfik@ilo.org) under the supervision of 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 of the project staff, with the administrative support of the ILO Office in Harare.

Work plan & Time Frame

The total duration of the evaluation process is estimated to 21 working days for the team leader and 15 for the team member.

N.	Activity	Responsible	International Consultant No days	National Consultant No days	Dates
1	Initial Discussion with the National Project Coordinator: Schedule and budget available	Evaluation Manager (EM)/NPC	0	0	January-February
2	Prepare a detailed Evaluation Budget and Draft the TOR a) EM develops b) NPO provides feedback c) EM finalizes	EM and NPC	0	0	February 3-15
3	List of stakeholders (ILO all levels, national and	NPC	0	0	February 10

13

	donor) to share the TORs draft for comments (name, position , institution, and email)				
4	Share the TORS with stakeholders for comments	EM	0	0	February 15–12 March
5	Integrate comments from constituents and final TORs	EM	0	0	15-19 March
6	Publish Dissemination of the Call for expression of interest of evaluators	EM	0	0	March 22-4-April
7	Selection of team leader (international or national) and team member(national)	EM and EVAL	0	0	April 5-15
8	Contract of team leader and national evaluator: IRIS and contract signature	NPC	0	0	April 16-May 7
9	Launch the Evaluation and Briefing to the Evaluator	EM	0.5		May 10
10	Desk-review phase and Inception report approval	Evaluator with project support	4.5	2	May 10-14
11	Data collection and field visits	Evaluator with project support	10	10	May 17-28
12	Draft report development	Evaluator	5	2	May 31-June 4
13	Methodological review of the draft before circulation	EM	0	0	June 7
14	Circulate the draft report to project team and stakeholders	EM	0	0	June 8-22
15	Consolidate comments from stakeholders and share with the Evaluator	EM	0	0	June 23
16	Incorporate comments from project team and stakeholders	Evaluator	1	1	June 24
17	Review by EVAL and approval	EM and EVAL	0	0	June 25-30

18	EVAL send to CO for dissemination and Management response	EVAL and CO Director	0	0	July 1
	Total number of days for evaluators		21	15	

XI.   Evaluation team

Evaluation team responsibilities

Evaluation team leader responsibilities
a. Desk review of programme documents
b. Briefing with ILO/ Evaluation Manager
c. Preliminary interviews with the project manager and the donor
d. Development of the Inception report including the evaluation instrument
e. Undertake interviews with stakeholders (skype, telephone, or similar means)
f. Facilitate the virtual stakeholders' workshop
g. Draft evaluation report
h. Finalise evaluation report

Evaluation team member responsibilities
a. Support the desk review of programme documents
b. Undertake interviews with stakeholders (skype, telephone, or similar means)
c. Filed visits
d. Support the facilitate the virtual stakeholders workshop
e. Provide inputs in the draft evaluation report

Profile of Evaluation team

The Evaluator team should have the following qualifications:

Team leader (international /national consultant)

- Advanced university degree in social sciences or related graduate qualifications;
- A minimum of 7 years of professional experience in evaluating social development projects initiatives; including role of sole evaluator or team leader, experience in the area of enterprises and skills will be an added advantage;
- 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;
- Fluency in written and spoken English required.
- Knowledge and experience of the UN System of ILO's roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable;
- Understanding of the development context of the Project Country is an advantage;
- Excellent consultative, communication and interview skills;
- Demonstrated ability to deliver quality results within strict deadlines.

- Not have been involved in the project.

Team member (national consultant)

- University degree in social sciences or related graduate qualifications;
- A minimum of 5 years of professional experience in evaluating social development projects initiatives or related social research; as team member (i.e. data collection and analysis, on the area of enterprises and skills will be an added advantage;
- 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;
- Fluency in written and spoken Amharic and very good knowledge of English required.
- Knowledge and experience of the UN System of ILO's roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable;
- Understanding of the development context of the Project Country is an advantage;
- Excellent communication and interview skills;
- Demonstrated ability to deliver quality results within strict deadlines.
- Not have been involved in the project.
- Based in Harare, Zimbabwe

XII.   Budget

A budget is allocated for this evaluation and is under the full control of the evaluation manager for engagement of the evaluator and domestic travels and organization of workshops and consultative meetings with stakeholders. The evaluation budget includes:

- Fees for the team leader for 21 work days and for the team member 15 days;

- Daily Subsistence Allowance (DSA) during the mission. The ILO will pay DSA at the standard UN rate for the dates of the trips to cover lodging, meals and incidentals while on travel, as per ILO policy (subjected to the COVID 19 situation)

- Local transportation in the project areas; (subjected to the COVID 19 situation);

- Cost of meetings, workshops defined by the TOR (subjected to the COVID 19 situation);

A detailed budget and contract with the evaluators will be prepared by the Project Team, and, approved by the evaluation manager.

Annex 1 Relevant documents and tools on the ILO Evaluation Policy

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
10. ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations, 4th ed
https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm

Annex II: Project outcomes, outputs and indicators

Project structure	Indicators	Means of verification
Development Objective/Expected impact • The project contributes to SMEs growing and creating more & better jobs for women and men through gender equal skills development and sustainable enterprises practices	**Long-term impact indicators** • # of jobs created (2'000 new jobs, at least 50% for women) • # of jobs improved and greened (1'000, at least 50% for women) • Increased control over business profits as described by women (at least 50% of women reached)	**Sources of information** • Gender disaggregated enterprise baseline data ex-ante and ex-post interventions • Follow-up longitudinal surveys • Quasi-experimental impact assessments
Immediate objectives/project outcomes 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 BDS and grow their businesses** 3. **SMEs have greener management practices, improved work place cooperation and improved gender sensitive working conditions**	**Indicators for short/mid-term impact** 1.1 # of youth reached with relevant technical skills and business skills (2'000, at least 50% women) 2.1 # of Growth Oriented Enterprises incubated (75, at least 50% women owned) 2.2. # of SMEs access BDS (500, 50% women owned 3.1 # of male and female owned SMEs have greened their business practices and improved OSH measures 3.2 % increase of women in management positions / supervisory roles or in technical positions (at least 20% increase)	**Sources of information** • Gender disaggregated student/trainee records • Training institutions data • M&E data and entrepreneur score cards • SCORE Smart Sheet M&E system • Longitudinal entrepreneurship education surveys
Regards immediate objective #1: *Young men and women with technical and entrepreneurial skills start economic activities in the green economy* Output 1.1:		• Gender sensitive curricula

Project structure	Indicators	Means of verification
Technical vocational education and training institutions integrate relevant technical and business skills into their curriculum	1.1.1: # of training institutions implementing relevant curricula (20) 1.1.2: # of green economy curricula developed (5)	• Gender disaggregated reports from material development workshops • M&E data including school reports and longitudinal surveys
Output 1.2: Reduced skills gap of training institutions' management and key teaching staff in relevant technical and business skills	1.2.1: # of TOTs (3) 1.2.2: # of teachers deliver relevant skills courses (40, at least 40% women)	
Output 1.3: Young men and women are provided with skills for self or wage employment in green jobs	1.3.1: # of students receive skills training (2'000) relevant	
Regards immediate objective #2: *Innovative green and growth oriented male and female owned SMEs access financial and non-financial BDS and grow their businesses* Output 2.1: The public and private sector has increased knowledge and understanding of the green economy Output 2.2: Entrepreneurs have developed and submitted green business models / ventures have been screened and awarded prizes in specific categories	2.1.1 # of green enter*PRIZE* Challenges designed (3) 2.1.2 # of green enter*PRIZE* Job Challenges road shows (3) 2.1.3: competition website 2.2.1 # of hits on competition website and social media channels (15'000) 2.2.2: # of business submissions received (750)	• green enter*PRIZE* gender sensitive challenge information booklet • Gender disaggregated reports from road shows, judging and prize giving ceremonies • competition website statistics • physical evidence of applications • grant agreements with male and female winners and runners-up • media clippings, taped radio and TV shows telling the stories of successful male and female entrepreneurs

Project structure	Indicators	Means of verification
Output 2.3: Tailor made prizes consisting of financial and non-financial BDS have been designed for each annual winner and runners-up in the specific categories Output 2.4: Green business management training provided to SMEs that compete in the enterPRIZE challenge, but do not qualify as winners and runners-up	2.3.1: # of applications funded for winners and runners-up (75, at least 50% women) 2.1.4: # of training materials developed covering formalization, environmental sustainability, OSH & COVID-19 measures for SMEs (3) 2.4.1: # of non-winners and runners-up receive non-financial BDS (500, at least 50% women) 2.4.2: # impact assessment reports (3)	
Regards immediate objective #3: *SMEs have greener management practices, improved work place cooperation and improved gender sensitive working conditions* Output 3.1: Sub-sectors and clusters with greening and job creation potential selected Output 3.2: Locally adapted, gender- mainstreamed training materials available Output 3.3: Implementation partners and service providers have	3.1.1: rapid market assessment report with key information on priority sectors including gender analysis (1) 3.1.2. # MOUs and implementation agreements with business member organisations (5)	• RMA report • Physical evidence of MOUs • Adapted materials • Physical evidence of applications received • Implementation agreements entered into with BDS providers with clear gender equality targets • Gender disaggregated project M&E reports • Gender disaggregated enterprise level data reports (ref to full list of

Project structure	Indicators	Means of verification
capacities to market, sell and organize training Output 3.4: SMEs are trained in work place cooperation and cleaner production and impact documented and shared	3.2.1: set of adapted, OSH and gender mainstreamed SCORE materials 3.2.2: materials printing and distribution mechanism in place with printing house (1) 3.3.1: # implementation agreements with BDS providers (5) 3.3.2: # of TOTs 3.3.3: # of BDS provider business plans to embed SCORE in service portfolio (5) 3.4.1: # of enterprise baseline assessments (40) 3.4.2: # of gender balanced Enterprise Improvement Teams (40) 3.4.3: # of enterprise improvement reports (40) 3.4.4: # of firms reached with policies that promote gender equality in the workplace are in place (at least 40%) 3.4.5: # of green economy summits with organised business (3) 3.4.6: # of SMEs adopting SCORE Action Checklist for the prevention and mitigation of COVID-19 (40)	SCORE indicators being measured) • Firm gender equality policies • Media clippings, documentary from of green economy summit