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## SKILLS FOR YOUTH EMPLOYMENT AND RURAL DEVELOPMENT IN WESTERN AND SOUTHERN AFRICA PROGRAMME (ZIMBABWE COMPONENT)



### Independent Mid-Term Evaluation of Phase 1

<b>Programme Codes:</b>	<b>Umbrella Code:</b>	RAF/10/52/M/DAN
	<b>TC Symbol</b>	ZIM/10/01/DAN
<b>Programme Title:</b>	<b>Skills for Youth Employment and Rural Development in Western and Southern Africa-Zimbabwe Component</b>	
<b>Geographical Coverage:</b>	<b>Zimbabwe</b>	
<b>Technical Area:</b>	<b>Skills and Employability</b>	
<b>P&amp;B Outcome:</b>	<b>OUTCOME 2:</b> Skills development increases the employability of workers, the competitiveness of enterprises, and the inclusiveness of growth. <b>INDICATOR 2.2:</b> Number of member States that, with ILO support, make relevant training more readily accessible in rural communities.	
<b>DWCP Outcome:</b>	<b>ZWE101:</b> Multi-faceted initiatives for job creation in the enterprise sector	
<b>Total Project Budget:</b>	<b>DKK 85 million</b> (approx. <b>US\$ 16.4 million</b> ) for Benin, Burkina Faso and Zimbabwe (approx <b>US\$ 6.81 million</b> for Zimbabwe)	
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## LIST OF ACRONYMS AND ABBREVIATIONS

BDS	Business Development Services
CTA	Chief Technical Advisor
DICs	District Implementation Committees
DKK	Danish Kroner
DWAA	Decent Work Agenda for Africa
DWCP	Decent Work Country Programme
DWT	Decent Work Team
EMCOZ	Employers' Confederation of Zimbabwe
FAA	Financial and Administrative Assistant
FOs	Field Officers
GoZ	Government of Zimbabwe
ILO	International Labour Organization
ISOP	Integrated Skills Outreach Programme
M&E	Monitoring and Evaluation
MAMI	Ministry of Agriculture and Irrigation
MCs	Master Craft persons
MDGs	Millennium Development Goals
MFI	Micro-Finance Institutions
MHTE	Ministry of Higher and Tertiary Education
MICT	Ministry of Information and Communication Technologies
MLSS	Ministry of Labour and Social Services
MOLG	Ministry of Local Government
MS&ME	Micro, Small and Medium Enterprises
MSMECD	Ministry of Small and Medium Enterprises and Cooperative Development
MTE	Mid-Term Evaluation
MTP	Medium Term Plan
MWAGCD	Ministry of Women Affairs Gender and Community Development
MYDIE	Ministry of Youth Development, Indigenisation and Empowerment
NANGO	National Association of Non-Governmental Organization
NGOs	Non-governmental Organizations
NPC	National Programme Coordinator
NSC	National Steering Committee
NSDP	National Skills Development Policy
P&B	Programme and Budget
PICs	Provincial Implementation Committees
PMU	Programme Management Unit
PSDA	Private Sector Development in Agriculture
QIA	Quality Informal Apprenticeship
ROAF	Regional Office for Africa
SMART	Specific, Measurable, Attainable, Realistic and Time-bound
SMMEs	Small, Micro and Medium enterprises
TCA	Technical Cooperation Agreement
TCPR	Technical Cooperation Progress Report
TORs	Terms of Reference
TREE	Training for Rural Economic Empowerment
TWG	Technical Working Group
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
US\$	United States Dollar
VTCs	Vocational Training Centres
WDSCU	Women Development Savings and Credit Union
ZAMFI	Zimbabwe Association of Microfinance Institutions
ZCTU	Zimbabwe Congress of Trade Unions
ZiNEPF	Zimbabwe National Employment Policy Framework
ZNASME	Zimbabwe National Association for Small and Medium Enterprises

## **ACKNOWLEDGEMENT AND DISCLAIMER**

This Independent Mid-Term Evaluation of the “*Skills for Youth Employment and Rural Development in Western and Southern Africa Programme*” (Zimbabwe Component)” was prepared by *Mr. Stanley Karuga* (international consultant/team leader) and *Mr. George Zimbizi* (national consultant).

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**Stanley Karuga & George Zimbizi**

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## **EXECUTIVE SUMMARY**

### **A: INTRODUCTION**

#### **(I) Programme Background and Rationale**

In its final report of May 2009, the Danish Commission for Africa launched five (5) initiatives aimed at promoting private sector-led growth and employment. One of the initiatives was on “*Promoting Post-Primary Education* as a means of demonstrating and promoting innovative ways towards expanding technical and vocational skills development focusing on “out-of-school” youth by developing demand-driven technical and vocational training in under-served rural communities and upgrading existing informal apprenticeships. The “*Skills for Youth Employment and Rural Development in Western and Southern Africa*” programme was launched towards the end of 2009 in response to this initiative. This report focuses on the Zimbabwe component of the programme.

#### **(II) Programme Objectives**

The overall objective of the programme is “*to strengthen skills development systems that improve employability, promote access to employment opportunities and increase incomes for inclusive and sustainable growth*”. This overall objective is pursued through four main immediate objectives/outcomes (i) *Immediate Objective 1*: “Increased capacity of rural community groups to identify local economic opportunities, develop appropriate training programmes to access jobs and provide post-training support to community and private small-scale enterprises”; (ii) *Immediate Objective 2*: “Public and private training institutions are enabled to better deliver demand-oriented services to rural, informal economies”; (iii) *Immediate Objective 3*: “Strengthened systems of informal apprenticeship through upgrading the skills of master crafts-persons and apprentices while facilitating access to new technologies”; and (d) *Immediate Objective 4*: “Enhanced capacity of stakeholders and institutions at the national level to apply tools, methodologies and strategies developed under the programme for broader outreach”. The Programme seeks to increase opportunities for young women and men to find gainful and productive employment through strengthening systems for technical and vocational skills provision with focus on the informal economy.

#### **(III) Programme Timeline, Budget and Coverage**

The Programme, which is a five (5)-year initiative consisting of phase I (2010-2011) and phase II (2012-2014), is funded by the Government of Denmark at a total cost of DKK 85 million or approximately US\$ 16.4 million for three countries-Benin, Burkina Faso and Zimbabwe. The total budget for the Zimbabwe component is US\$ 6.813 million with phase I being allocated approximately US\$ 2.773 million and phase II approximately US\$ 4.040 million. Programme implementation was scheduled to start in January 2010, but effectively started on 1st June 2010 as a result of delays in the approval of the programme and budget which were received by the ILO on 18th March 2010 and 25th March 2010 respectively, as well as the time needed to set up implementation infrastructure and recruitment of staff-with the CTA and the NPC starting work on 1st June 2010 and 13<sup>th</sup> October 2010 respectively. The first CTA however left the programme in June 2012 and it took about three (3) months to recruit a 2nd CTA who joined the Programme in October 2012.

#### **(IV) Target Beneficiaries**

Direct beneficiaries of the programme staff of local implementation partners, Master Craft persons and their trade associations, community organizations, micro-finance institutions, business development service providers, public and private training service providers, local workers’ and employers’

organizations, while ultimate beneficiaries the unemployed and marginalized young women and men in rural and semi-rural areas, as well as wider group of individuals including community level-based adult entrepreneurs, facilitators and master trainers. Having started with only five (5) sites during the inception phase (2010-2011), programme activities have now been rolled out to 32 districts across Zimbabwe. The TREE programme covers 9 sectors-horticulture, apiculture, aquaculture, poultry, livestock production, dairy, piggery, potato production and cattle fattening, while the QIA programme covers 8 trades- carpentry and joinery, art and craft, motor vehicle mechanics, clothing, catering, hair-dressing, home décor and welding.

#### **(V) Present Situation of the Programme**

While the programme is currently at its 1<sup>st</sup> year of phase II or 40<sup>th</sup> month of the overall planned project cycle, actual implementation has so far been for a total of 31 months on account of the inadvertent loss of 9 months of implementation time occasioned by the aforementioned delay factors.

#### **(VI) Purpose, Scope and Clients of the Evaluation**

This Evaluation has been undertaken in accordance with two main provisions: the technical Cooperation Agreement between the Government of Denmark and the ILO as stipulated in the Project Document; and the standard ILO Evaluation Policy adopted by the Governing Body in November 2005. The overall objective of evaluation is to analyze progress made towards achieving established outcomes, identify lessons learned during phase I and make recommendations for improved delivery of quality outputs and achievement of outcomes during phase II. The evaluation serves two main purposes, namely give an independent assessment of progress of phase I to date across the four outcomes; assess performance as per the foreseen targets and indicators of achievement at output level, strategies and implementation modalities chosen, partnership arrangements, constraints and opportunities; and provide strategic and operational recommendations and also highlight lessons learned for improved project performance and delivery of anticipated results during phase II. The primary clients of the evaluation are the Government of Zimbabwe; Government of Denmark; ILO constituent organizations and other stakeholders; and relevant ILO offices.

### **B: APPROACH AND METHODOLOGY OF EVALUATION**

Evaluation approach was participatory in line with while the methodology entailed review of relevant documents, one-on-one and focused group as well as telephonic interviews with a wide range of respondents including but not limited covering MYDIE, MOLSS, ZCTU, EMCOZ, MOLG, MOWA, MHTE, MSMEs, VTCs, MCS, Apprentices, and TREE beneficiaries (youth), the ILO Skills Specialist (DWT-Pretoria) as well as telephonic interviews with the and the ILO Skills Department (EMP/SKILLS) and the Danish Permanent Mission both in Geneva. Areas visited in the field included Harare city, Chitungwiza, Norton, Bulawayo and Mutoko districts. Evaluation methodology also included independent field-level observations by the Evaluation Mission and a stakeholder validation workshop which was held on 12<sup>th</sup> April 2013 at the ILO-CO, Harare.

### **C: MAIN FINDINGS AND CONCLUSION**

#### **(I) Relevance and Strategic Fit**

The Mission found the overall development objective of the Programme, namely *“to strengthen skills development systems that improve employability, promote access to employment opportunities and increase incomes for inclusive and sustainable growth* to be strongly relevant and in strategically in line with development aspirations of virtually all stakeholders including direct and ultimate target beneficiaries. The objective is also strategically in line with national policies, plans and strategies of the Government of

Zimbabwe; Zimbabwe Decent Work Country Programme (2012-2015); Decent Work Agenda for Africa (2007-2015); Strategy Policy Framework of the ILO under the Programme and Budget; the Danish Strategic Framework for Priority Area-Growth and Employment (2011-2015). The Programme's development agenda is also complementary to the ILO-supported Economic Empowerment and HIV Vulnerability Reduction along the Transport Corridors in Southern Africa Programme, the Africa Youth Charter (2006) and the UN-Millennium Goals.

## **(II) Validity of Project Design**

Overall, the Mission found programme design to have been substantially valid (logical and coherent based on a number of key parameters. These includes foundational information base upon which the programme was conceptualized and designed, the extent of stakeholder consultations during design and implementation phases, the development model applied-namely the TREE and QIA methodologies, clarity of indicators of achievement, incorporation of sustainability strategy, adequacy of intervention mix, gender equality and equity strategy, systems for risks assessment and mitigation measures, and planned implementation time line.

## **(III) Project Progress and Effectiveness**

The Mission found the overall performance of the Programme to have been quite good-surpassing a majority of planned targets-and in some cases by impressive margins. This is despite the loss of up to nine (9) months occasioned by the delay in approval of the programme and budget; as well as the time needed to set programme infrastructure, recruitment of project staff in the first round and the second CTA after the first one left the programme. This fairly good performance is attributed to three main factors, namely, adequate technical capacity and commitment to programme activities on the part of PMU staff; relevance of interventions and hence broad-based "buy-in" and support by stakeholders; and effective support by other ILO units especially DWT-Pretoria-which the PMU described as having been excellent. More specifically, the Mission observed the following achievements:

**IMMEDIATE OBJECTIVE 1:** *"Increased capacity of rural community groups to identify local economic opportunities, develop appropriate training programmes to access jobs and provide post-training support to community and private small-scale enterprises".*

**Output 1.1:** *"Institutional mechanism for planning and implementation established and stakeholders' capacity strengthened in TREE methodology".* Under this planned output, the Mission observed the following achievements:

- ✚ Organizational structures comprising the *National Steering Committee* (12 members), *Technical Working Group* (20 members), *Provincial and District Implementation Committees* have been established and are meeting regularly
- ✚ Starting with only 5 sites during phase I, Programme activities have so far been rolled out to 35 districts country-wide;
- ✚ *Two Hundred and Eighty Six (286) staff* consisting of national and local stakeholders (32% females and 68% males) have so far been sensitized and trained on TREE methodology and tools across the programme areas.

**Output 1.2:** *"Local economic opportunities identified and training needs assessed".* Under this planned output, the Mission observed the following achievements:



- ✚ *Three (3) economic opportunities and skills gap studies* were commissioned to establish benchmarks, identify the local economic opportunities and design training courses responding to the skills training needs in programme areas.
- ✚ *A total of nine (9) economic opportunities* comprising horticulture, apiculture, aquaculture, poultry, piggery, potato, livestock, cattle fattening and dairy production have so far been selected in a participatory manner under the TREE component and training and other relevant entrepreneurship development activities are at different levels of implementation;
- ✚ *A total of eight (8) trades* comprising carpentry and joinery, art and craft, motor vehicle mechanics, clothing, catering, hair dressing, home décor and welding have so far been selected in a participatory manner under the QIA component and training and other relevant entrepreneurial development activities are at different levels of implementation.

**IMMEDIATE OBJECTIVE 2:** “Public and private training institutions are enabled to better deliver demand-oriented services to rural, informal economies.”

**Output 2.1:** “Training programmes designed and delivered to meet local economic opportunities”. Under this planned output, the Mission observed the following achievements:

- ✚ *A total of four (4) needs-related TREE training programs* have been designed and delivered with the assistance of industry experts and technical and vocational training centres in the programme areas covering horticulture, dairy, piggery cattle/goat and sheep production;
- ✚ *Up scaling of interventions in horticulture, beekeeping and poultry production has been on-going in the old areas* including Gokwe South, Mt Darwin and Mutoko.
- ✚ *A total of 1,280 beneficiaries* were reached during 2011-thereby surpassing the work plan target of 300 by an impressive margin of 327%;
- ✚ *A total of 780 beneficiaries* were reached during 2012-thereby surpassing work plan target of 550 by about 41.8%;
- ✚ *A cumulative total of 2,060 beneficiaries* was reached during 2011-2012-thereby surpassing the work plan target of 850 beneficiaries by an impressive margin of 142%;
- ✚ *A total of 539 graduates in employment* comprising 208 females (38.6%) and 331 males (61.4%) was attained during 2011-thereby surpassing the work plan target of 210 by an impressive margin of 156.7%;
- ✚ *A total of 532 graduates in employment* comprising 220 females (41.4%) and 312 males (58.6%) was attained during 2012-thereby surpassing the work plan target of 385 by approximately 38.3%;
- ✚ *A cumulative total of 1,071 beneficiaries* were reached during the period 2011-2012-thereby surpassing the work plan target of 595 by a margin of 80%.

**Output 2.2:** “Post training support for wage and self-employment is in place”. Under this planned output, the Mission observed the following achievements:

- ✚ *A total of 37 youth groups* have been mobilized and have received post training services under the TREE component;
- ✚ *A total of 38 youth groups* have been mobilized and have received post training services under the QIA component;
- ✚ *A total of nine (9) Master Crafts Associations* have been mobilized, undergone training and registration;
- ✚ *A total of 84 youth groups* have received BDS related capacity building under a partnership arrangements between the Programme and the Royal Business Trust Consultancy firm;
- ✚ Through partnership with the United UNDP, UN-Women and MSMECD the programme facilitated a marketing fair for three (3) youth groups and two (2) MC associations in Bulawayo;

- ✚ A microfinance managed fund facility of US\$ 450,000 with US\$ 350,000 being managed Micro King Savings and Credit Company and US\$ 100,000 being managed by the Women Development Savings and Credit Union and a total of 266 groups/individuals have so far accessed business loans;

**IMMEDIATE OBJECTIVE 3:** “Strengthened systems of informal apprenticeship through upgrading the skills of master craftspersons and apprentices while facilitating access to new technologies.”

**Output 3.1:** “Knowledge on the range of informal apprenticeship vocations and sites improved for programme planning and evidence based advocacy”. Under this planned output, the Mission observed the following achievements:

- ✚ Twelve (12) new demand-driven vocations have been developed and implemented during phase I and II-thereby surpassing the work plan target of 10 by 20%;
- ✚ A Microsoft access database of 2,000 MCs persons is in place-which is 100% of target;

**Output 3.2:** “Awareness and attitudes towards Informal Apprenticeship among Youth, Policy Makers and Communities improved”. Under this planned output, the Mission observed the following achievements

- ✚ Based on an attitude and opinion survey facilitated by the programme during 2011, 76% of respondents indicated that the QIA methodology was suitable method for skills transfer and creation of employment compared to the baseline rate of 5%. A second youth attitude and opinion survey was on-going at the time of the Mission and was expected to be completed by June 2013;

**Output 3.3:** “Quality and relevance of informal apprenticeship improved”. Under this planned output, the Mission observed the following achievements

- ✚ A cumulative total of 1,174 youths (47.1% females and 52.9% males) had undergone informal training through apprenticeship in the QIA programme during the period 2011-2012-thereby surpassing the cumulative planned target of 800 by an impressive 46.8%;
- ✚ A cumulative total of 17 VTCs have so far undergone orientation and capacity building in technical theory and basic practical concepts-thereby surpassing the combined target of 11 VTCs (during 2011-2012) by about 54.5%;
- ✚ A cumulative total of 729 youths have so far graduated, are in self or wage employment and also accessing microfinance-thereby surpassing the combined annual target of 560 for 2011 and 2012 by about 30.1%.
- ✚ A cumulative total of 626 Master Craftspersons have undergone technical, business and pedagogical skills upgrading in variety of trades-thereby surpassing the combined planned target of 400 by an impressive margin of 56.5%.
- ✚ Based on a survey facilitated by the programme, a total of 200 master crafts persons have reported a 10% or more increase in income earning compared to the planned cumulative target of 280 for the period 2011-2012-thereby under-performing by nearly about 28.5%;
- ✚ A cumulative total of 1,800 beneficiaries (41.7% females and 58.2% males) has been reached-thereby surpassing the target of 1,200 (2011-2012) by 50%;
- ✚ About 76% of interviewed respondents covered during the first attitude and opinion survey conducted in 2011 indicated satisfaction with programme methodologies as suitable ways of skills transfer and creation of employment-compared to the baseline rate of 5%;

**IMMEDIATE OBJECTIVE 4:** Enhanced capacity of stakeholders and institutions at the national level to apply tools, methodologies and strategies developed under the programme for broader outreach”

**Output 4.1:** “Monitoring and Evaluation System developed”. Under this planned output, the Mission observed the following achievements:

- ✚ *Baseline on IA and TREE methodologies* were conducted in each of the programme areas during 2010-2012;
- ✚ *Programme Monitoring and Evaluation system was developed early in the programme and is already firmly in place;*
- ✚ *Data/information is being documented regularly* (quarterly, bi-annually and annually);
- ✚ *Programme Strategy Map/Work Plans have been developed and are updated regularly;*
- ✚ *Information Website [www.africayouthskills.org](http://www.africayouthskills.org) is in place* with web traffic monitoring capabilities and with links to social networks Facebook and Twitter.

**Output 4.2:** “Stakeholders sensitized on tools and methodologies of the programme as well as lessons learned”. Under this planned output, the Mission observed the following achievements:

- ✚ *Tripartite partners participating in NSC, TWG, PICs, DICs have been sensitized on tools and methodologies* of the programme as well as lessons learned”;
- ✚ *A total of 512 partner organization officers and staff at national and local levels trained and sensitized* on programme tools and methodologies;
- ✚ *A total of 39 field officers have been recruited, trained to provide business advisory services and each equipped with a desktop computer, printer, internet facility and motorbikes (21 motorbikes for rural districts only);*
- ✚ *A QIA study tour to Ghana (Accra & Kumasi) for nine (9) participants* drawn from NSC and TWG was organized (8<sup>th</sup> -12<sup>th</sup> November 2010) and a *TREE methodology study tour for stakeholders* is planned for 2013;

#### **(IV) Effectiveness of Management Arrangements**

While an overwhelming majority of respondents described overall management arrangement and governance to be good and serving programme implementation quite effectively, the Mission noted that programme outcomes and impact by way of employment creation and income generation are not being comprehensively and systematically documented-thereby understating successes of the programme; that the Danida Permanent Mission in Geneva needs to be qualitatively informed beyond the conventional structured Technical Cooperation Progress Reports; and that youth-as the ultimate beneficiaries need to be represented at the various organizational structures of the Programme-primarily the provincial and district implementation committees.

#### **(V) Efficiency of Resource Use**

The Mission found programme resources not only to have been strategically allocated-with about 70.2% going generally going to direct support of beneficiaries, but also prudently utilized with procurement of goods and services being based on competitive bidding. The Programme Management Unit consider available financial resources as being only adequate for the implementation of programme activities in the current 32 districts in which activities have already been rolled out into and not beyond. Therefore, any further expansion should be halted unless additional funding is available. With the unprecedented roll-out, human capacity is being strained and two (2) additional staff in the form of programme officers would be required to assist the programme team to ensure effective delivery of planned outputs. While the initial time line of 5 years was considered adequate to deliver on planned outputs, the inadvertent loss of up to 9 months due to the aforementioned factors may have a bearing on the end result. It is therefore necessary for the programme management to keep close monitoring of progress with a view to determining, in good time, whether there will be need for “no-cost extension” beyond the planned end date of December 2014 or

not. The Programme has also done fairly well in terms of leveraging external resources-most prominently the 39 field officers who are dedicated to programme activities, financial and technical support by UN-Women and SNV.

#### **(VI) Impact Orientation & Sustainability**

Programme activities have high prospects for sustainability beyond its shelf life, and also high potential for outreach and long term impact through multiplier effects as a result of the enhanced capacity of local institutions to identify local economic opportunities, develop training programmes and deliver demand-oriented services to rural, informal economies. Having observed some impacts in terms of employment and income generation in the short time available for field visits by the Mission, it appears that the programme has attained far more impact than has been documented. It is vital that Programme management step up impact and outcome tracer activities to comprehensively and systematically document success stories and also as disseminate lessons learned as widely as possible.

#### **(VII) Overall Conclusion**

Despite the inadvertent loss of implementation time of up to 9 months, the Programme has performed quite well-surpassing a majority of planned targets in some cases by impressive margin. Programme activities have high prospects for sustainability and long term impact on account of the institutionalization of its activities and management; capacity building of local institutions; post-training support in terms of facilitating finance and market access, relevance of activities, broad-based stakeholder buy-in and support, among other things.

#### **D: EMERGING LESSONS LEARNED**

- ✚ Relevance of intervention and stakeholder consultations play a vital role towards broad-based “buy-in” and support by stakeholders;
- ✚ Post-training support activities are essential interventions for the resource-poor unemployed and in-experienced youth;
- ✚ Economic enterprises with long gestation period for the poor and vulnerable youth face a higher risk of drop out and failure than enterprises with shorter maturation period and supplementary initiatives with shorter gestation period should always be explored to enhance prospects for success for longer term enterprises;
- ✚ Facilitation and BDS service provision roles should be made crystal clear to target beneficiaries right from the start to avoid misconceptions and support interventions should be time-bound, flexible and responsive to market situations, with clear exit strategy;
- ✚ Subsidy in the form of capacity building (training) and start up (seed) capital is very often a necessary intervention for the inexperienced and resource poor youth, but it is important for donors to deliberately keep their visibility within safe distance and to tread carefully to avoid arousing unwarranted expectations, misconceptions and market distortions;
- ✚ Time lag between capacity building (completion of training and apprenticeship) and start-up of youth enterprises should be kept to the minimum to avoid fatigue and disillusionment of beneficiaries (especially in the case of the re-source youth who tend to have very limited patience);
- ✚ Strategic flexibility should be maintained (e.g. on sector selection) given the inherent changes in market dynamics;
- ✚ Culture and attitude change are vital inputs towards a successful donor-supported micro-finance credit schemes targeted to resource-poor and unemployed youth-especially in a situation where grants have been a common feature.

## **E: MAIN RECOMMENDATIONS**

1. Without additional funding, the PMU should limit the roll out initiative to a maximum of 35 districts to avoid spreading resources/activities too thinly and to enhance the prospects for tangible impact per cluster;
2. Grant permission for the programme to recruit two (2) local Programme Officers (POs) to support the PMU for effective implementation of programme activities in light of the expanded geographical coverage;
3. Incorporate youth representatives in the PICs and DICs to enhance their involvement and prospects for long term ownership and sustainability of programme activities;
4. Through stewardship of the NSC, explore possible sources of extra funding for the provision of technical support to government in integrating the TREE & QIA methodologies into relevant national policies, strategies, plans and programmes as requested by MYDIE and also the feasibility of establishing a stakeholder-led “basket fund facility” at the districts level to provide an avenue for support by willing donors during and beyond the project cycle;
5. Intensify attitude and culture change activities towards financial borrowing and loan repayment among direct beneficiaries (especially the master craftspersons) and ultimate beneficiaries (youth) with special focus on the QIA component;
6. To enhance mainstreaming of gender equality and equity, the programme to create a small budget item to: (a) support day baby care facility (crèche) for deserving young women to enhance their effective participation training at the vocational training centres under the QIA component; and (b) carry out a short and focused study on gender dynamics to determine ways and means of eliciting effective and long term “buy-in” of women’s (females) participation among the male-spouses;
7. Ensure that time lag between training/apprenticeship and seed capital support is maintained less than 2 months to avoid disillusionment and fatigue among graduates;
8. Enhance tracer activities, document and disseminate success stories widely and in a systematic manner;
9. Along with the regular biannual progress (ILO TCPR), the Programme to provide a brief (1-2 pages) on project’s major events and issues to the donor;
10. As a result of the inadvertent delays in project start-up of phase I and II, the PMU to *closely monitor progress in the next few months with a view to determining, in good time, whether “no-cost” extension will be needed or not.*

## 1.0: INTRODUCTION

### 1.1 Background, Context and Rationale

Unemployment, particularly for young women and men continue to be a big and growing challenge in developing countries, especially in the African continent where finding decent jobs is extremely difficult. The problem of unemployment for the youth has further continued to be exacerbated by the persistent global financial crisis which started around 2007 and whose effects continue to linger on to date. In Sub-Saharan Africa, three (3) out of five (5) unemployed people are youth and on average about 72% of youth population live with less than US\$ 2 per day. At the end of 2010, there were an estimated 75.1 million young people in the world struggling to find work—4.6 million more than in 2007. The youth unemployment rate rose sharply during the economic crisis— from 11.6% to 12.7% – and has shown little improvement since its peak in 2010<sup>1</sup>.

In Africa, youth make up 20% of the total population and 40% of the total unemployed people. About 70% of Africa's youth live in rural areas and account for 60% of total employment in agriculture. Women, who actually grow 80-90% of food, comprise over 50% of the agricultural labour force in sub-Saharan Africa, yet they own less than 2% of all land, receive less than 10% of all credit going to small farmers and have access to only 5% of the resources provided through extension services. Given that rural employment will remain as an enduring feature of many African economies at least over the next two decades, the focus should be on improving the productivity and living standards of rural workers. It is estimated that by 2040, Africa will be home to one-in-five of the world's youth, and will have the largest working age population—a situation that is likely to worsen youth unemployment problems thereby posing a serious threat to the continent's socio-political and economic stability<sup>2</sup>.

In its final report of May 2009, the Danish Commission for Africa—which was established in 2008, launched five (5) initiatives aimed at promoting private sector-led growth and employment with one of them targeting the improvement of *post-primary education to promote enhanced livelihoods*. The Africa Commission was led by the Prime Minister of Denmark and consisted of heads of state from selected countries in Africa – including His Excellency, President Kikwete of Tanzania, - representatives from the private sector, academia institutions, international development agencies and development banks—including the World Bank and the African Development Bank. The Commission noted that one of the major challenges facing the African continent is creating jobs for an increasing youth population and forecast that the youth population in Sub-Saharan Africa would be in excess of 280 million by 2020 and around 400 million by 2050.

Towards this end, the Commission recommended and highlighted the centrality of assisting young people in Africa to gain the skills needed to contribute productively to the continent's development by strengthening skills development systems that improve employability, promote access to employment opportunities and increase incomes in support of inclusive and sustainable growth. The Commission further observed that technical and vocational skills development systems in Africa suffer from weak links with the job markets as well as shortages of qualified staff and ill-adapted programmes. Yet very few countries neither emphasize skills development in rural

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<sup>1</sup> *Global Employment Trends for Youth: 2011 Update*. October 2011, International Labour Office – Geneva: ILO, 2011.

<sup>2</sup> *Phase II (2012-2014) Proposal Report for Zimbabwe Component "Building a Future with Decent Work for Young People"*

communities nor acknowledge the role of the informal economy, which is the largest employer and source of the majority of vocational learning in Africa.

It was in response to the call by the Danish Commission to refocus the development agenda for Africa towards contributing to the realization of the Africa's youth potential, that the "**Skills for Youth Employment and Rural Development in Western and Southern Africa** Programme (hereafter referred to only as the Programme) was launched towards the end of 2009 and the ILO commissioned to implement it across three African countries, namely Benin, Burkina Faso and Zimbabwe<sup>3</sup>. The Programme, which is a five-year initiative, was launched in support of the Danish Commission's "*Promoting Post-Primary Education Initiative*" and also as a means of demonstrating and promoting innovative ways towards expanding technical and vocational skills development focusing on "out-of-school" youth by developing demand-driven technical and vocational training in under-served rural communities and upgrading existing informal apprenticeships.

## 1.2 Programme Objectives and anticipated Outcomes

The overall Programme development objective is "***to strengthen skills development systems that improve employability, promote access to employment opportunities and increase incomes for inclusive and sustainable growth***". This overall objective is pursued through four main immediate objectives/outcomes:

- ✚ **Immediate Objective 1:** "*Increased capacity of rural community groups to identify local economic opportunities, develop appropriate training programmes to access jobs and provide post-training support to community and private small-scale enterprises*";
- ✚ **Immediate Objective 2:** "*Public and private training institutions are enabled to better deliver demand-oriented services to rural, informal economies*";
- ✚ **Immediate Objective 3:** "*Strengthened systems of informal apprenticeship through upgrading the skills of master crafts-persons and apprentices while facilitating access to new technologies*"; and,
- ✚ **Immediate Objective 4:** "*Enhanced capacity of stakeholders and institutions at the national level to apply tools, methodologies and strategies developed under the programme for broader outreach*".

## 1.3 Programme Implementation Strategy and Approach

The Programme seeks to increase opportunities for young women and men to find gainful and productive employment through strengthening systems for technical and vocational skills provision with focus on the informal economy. It focuses on the following two main strategy components or areas of action aimed at promoting decent and productive employment and income generating opportunities for the youth through skills development initiatives.

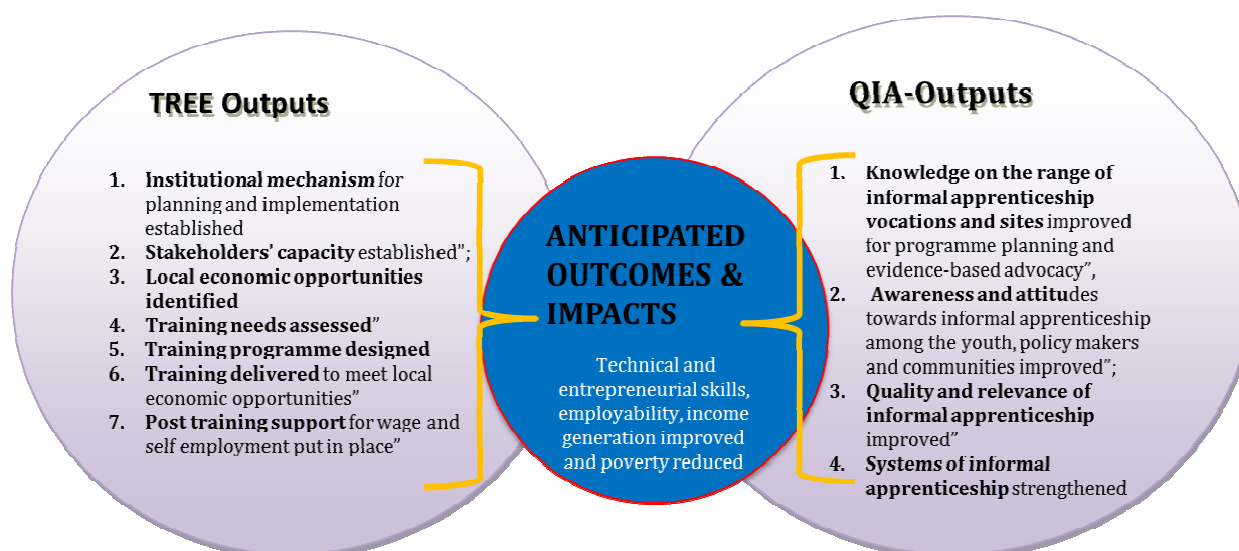
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<sup>3</sup> The programme was prepared during the second half of 2009, with the ILO presenting "*Technical Cooperation Programme Document Outline*", in November 2009 and subsequently appraised and approved by the Ministry of Foreign Affairs (Danida).

- ✚ *Introduction of the ILO’s Training for Rural Economic Empowerment (TREE) methodology<sup>4</sup> in a number of rural communities to support local economic development (LED). This component is a community-based technical and vocational skills development programme focusing on agriculture and rural development-primarily based on value chain development, skills upgrading and group enterprise community projects for the “out-of-school” youth.*
- ✚ *Upgrading and delivery training through Quality Informal Apprenticeship (QIA) in the informal economy. This strategy builds on the widely practiced traditional apprenticeship system in developing countries (including Zimbabwe), whereby out-of-school youth attach themselves to skilled Master Craft persons (MCs) in order to learn a trade via “on-the-job” practical training and workshop experience in order to obtain technical training to enhance their employability and improve their livelihood.*

The two areas of action are expected to contribute to enhanced technical and entrepreneurial skills, employability, income generation and poverty reduction for young women and men as indicated below:

**Figure 1: Programme Outputs under TREE and QIA Methodologies**



## 1.4 Programme Timeline

The Programme, which was designed during the second half of 2009 and Technical Cooperation Agreement (TCA) signed between the Government of Denmark and the ILO in December 2009 is a five-year initiative that was scheduled to run during the period 1<sup>st</sup> January 2010- 31<sup>st</sup> December 2014, in two phases. Phase 1 of the Programme was scheduled to run for two (2) years (1<sup>st</sup> January 2010-31<sup>st</sup> December 2011), while Phase II was scheduled to run for three (3) years (1<sup>st</sup> January 2012- 31<sup>st</sup> December 2014).

<sup>4</sup> The **TREE** methodology is a local economic development approach developed by the ILO EMP SKILLS Department to promote market-driven community-based technical and vocational skills development in rural areas in order to expand training and employment opportunities disadvantaged groups including women and youth.



While Programme implementation was scheduled to start on 1<sup>st</sup> January 2010, it effectively started on 1<sup>st</sup> June 2010 as a result of delays in the approval of the Programme and budget which were received by the ILO on 18<sup>th</sup> March 2010 and 25<sup>th</sup> March 2010 respectively, as well as the time needed to set up implementation infrastructure and recruitment of staff-with the Cooperation Technical Advisor (CTA) and the National Programme Coordinator (NPC) starting work on 1<sup>st</sup> June 2010 and 13<sup>th</sup> October 2010 respectively. The first CTA however left the Programme in June 2012 and it took about three (3) months to recruit a 2<sup>nd</sup> CTA who joined the Programme in October 2012. Thus, having lost a total of nine (9) months occasioned these inadvertent events the effective implementation period for the programme up until the time of this mid-term evaluation was about two and a half (2½) months, and more specifically 31 months and not 40 months as would otherwise have been the case. The Programme is currently at the end of its 1<sup>st</sup> year of the second phase which was approved on 23<sup>rd</sup> April 2012.

### 1.5 Geographical, Sector and Trade Coverage of the Programme

Initially, the Programme covered three countries-Benin, Burkina Faso and Zimbabwe. However, the Burkina Faso component was phased out towards the end of 2012 following the joint review and decision made by the Danida Board during its meeting in February 2012. For the Zimbabwe component-which is the concern of this report as required by the terms of reference (TORs), phase I of the Programme (2010-2011) focused on five (5) sites out of 30 surveyed areas comprising three (3) rural districts of Gokwe, Mutoko and Mt Darwin under the TREE strategy component and two urban areas comprising Harare and Bulawayo under the QIA strategy component. During phase II, programme activities have further been rolled out to 32 districts across nine provinces of the country under both TREE and QIA strategy components consisting of six (6) districts in Manicaland Province; four (4) districts in Mashonaland East Province; three (3) districts in Mashonaland Central Province; three (3) districts in Mashonaland West Province; three (3) districts in Midlands Province; three (3) districts in Matabeleland North Province; two (2) districts in Matabeleland South Province; five (5) in Bulawayo; two (2) in Harare and one (1) in Chitungwiza district.

As indicated in **Table 1** below, programme activities have so far been introduced and are at different levels of implementation across nine (9) rural sectors (value chains) under the TREE component and eight (8) trades under the QIA component.).

**Table 1: Programme Area and Sector/Trade Coverage**

Component	Sectors/Trades	Regions (Districts)
TREE	Horticulture	Mutoko, Gokwe, Shamva and Mberengwa
	Apiculture	Gokwe and Chimanimani
	Aquaculture	Norton
	Poultry	Mt Darwin and Mutare
	Livestock Production	Nkayi, Gwanda, Insiza and Hwange
	Dairy	Makoni, Mutasa, Chipinge
	Piggery	Makoni, Chikomba, Bulawayo (Umguza & Reingate)
	Potato	Nyanga and Mutoko
	Cattle fattening	Nkayi, Gwanda, Insiza and Hwange

<b>QIA</b>	Carpentry and joinery	Bulawayo, Chitungwiza, Harare (Glen view), Mutare and Karoi
	Art and Craft	Bulawayo
	Motor Vehicle Mechanics	Chitungwiza
	Clothing	Chitungwiza, Marondera and Mt Darwin,
	Catering	Bulawayo and Mutare
	Hair dressing	Bulawayo
	Home Décor	Bulawayo
	Welding	Bulawayo, Chitungwiza and Karoi

These sectors were selected through a participatory process-based on available data and information particularly from ZimStat. The selection criteria for the region comprising concentration of youth and women population; youth unemployment rate /school-drop out population; resource base; existence of rural business centres or growth points; existence of local governance structures and their proactivity; existence of potential public and private training providers; and existence of Non-governmental Organization (NGOs) activities in skills development and rural employment promotion. The selection criteria for sectors/value chains and trades entailed market size, demand prospects for growth; potential impact on employment and economic development; ILO priorities in relation to creation of decent work and contribution to gender equality and equity; willingness and ability of target beneficiaries to engage; availability of support services; potential for participation of women and youth; and potential for contribution to environmental conservation.

## **1.6 Programme Budget**

The Programme was funded by the Government of Denmark with an overall budget of DKK 85 million (or approximately US\$ 16.4 million) for phase I and II of the Programme across the three countries-Benin, Burkina Faso and Zimbabwe. Phase I (2010-2011) had a budget of DKK 30 million (or approximately US\$ 5.79 million) while phase II (2012-2014) has an estimated budget of DKK 55 million (or about US\$ 10.6 million). Of the total Programme budget, the Zimbabwe component has a total allocation of approximately US\$ 6.813 million (or about 41.5% of total budget for the three beneficiary countries) over the two phases (2010-2014) with budget for phase I amounting to approximately US\$ 2.773 million and approximately US\$ 4.040 million for phase II.

## **1.7 Target Beneficiaries**

Programme target beneficiaries include direct beneficiaries-primarily staff of local implementation partners, Master Craft persons (MCs) and their trade associations, community organizations, micro-finance institutions (MFIs), business development service (BDS) providers, public and private training service providers, local workers' and employers' organizations; and ultimate beneficiaries-primarily the unemployed and marginalized young women and men in rural and semi-rural areas, as well as wider group of individuals including community level-based adult entrepreneurs, facilitators and master trainers.

## 1.8 Programme Management Arrangement

The Programme Management Unit (PMU) comprising the Chief Technical Advisor (CTA), the National Programme Coordinator (NPC) and the financial assistant-all of who are based in the ILO Office in Harare are responsible for the day to day management of the Programme. While the PMU is supported by two support staff (a secretary and a driver) it is technically backstopped by the Skills Specialist based in the Decent Work Team (DWT) office in Pretoria and the Skills and Employability Department in Geneva (EMP/SKILLS, and administrative supported by the ILO Country Office (CO) in Harare and the ILO Regional Office for Africa (ROAF) in Addis Ababa. The PMU is further supported by 39 field officers from key stakeholder Government ministries.

Overall governance of the Programme is provided by a **National Steering Committee (NSC)** comprising implementation partner representatives from the following stakeholders (a) Government of Zimbabwe (GoZ)-Ministry of Youth Development, Indigenization and Empowerment (MYDIE); Ministry of Labour and Social Services (MLSS); Ministry of Small and Medium Enterprises and Cooperative Development (MSMECD); Ministry of Higher and Tertiary Education (MGTE); and the Ministry of Women Affairs Gender and Community Development (MoWAGCD); (b) employers' organizations through the Employers' Confederation of Zimbabwe (EMCOZ) and workers' trade unions-through the Zimbabwe Congress of Trade Unions (ZCTU); (c) civil society organizations-including the National Association of Non-Governmental Organizations (NANGO); Zimbabwe Association of Microfinance Institutions (ZAMFI) and the Zimbabwe National Association for Small and Medium Enterprises (ZNASME); (d) Implementing partners-including the Renewable Energy Programme-SNV Zimbabwe, UN Women; (e) representatives of the ILO-comprising the and the NPC (who act as the Secretariat for the Programme), the Regional Senior Skills Specialist (Pretoria) ; and (f) other United Nations (UN) Partners. The NSC-which is chaired by MYDIE and co-chaired by EMCOZ and ZCTU- is supported by the **Technical Working Group (TWG)**-chaired and co-chaired in the same way as the NSC and with representation from the same institutions as those in the NSC.

At the local level, programme interventions are managed by community-based **Provincial Implementation Committees (PICs)** and **District Implementation Committees (DICs)**- chaired by the respective Government administrators and with representatives from other relevant Government institutions (including those represented in the NSC), programme beneficiaries and local implementation partner organizations.

## 1.9 Purpose and Scope of the Evaluation

This independent Mid-Term Evaluation (MTE)- has been undertaken in accordance with two main provisions: the technical *Cooperation Agreement between the Government of Demark and the ILO* as stipulated in the Project Document, and the standard *ILO Evaluation Policy adopted by the Governing Body in November 2005*-which requires systematic evaluation of programmes and projects in order to improve quality, accountability and transparency of the ILO's work, strengthen the decision-making process and support constituents in forwarding decent work and social justice.

The overall objective of evaluation is to analyse progress made towards achieving established outcomes, identify lessons learned during phase I and make recommendations for improved

delivery of quality outputs and achievement of outcomes during phase II. The evaluation serves two main purposes, namely give an independent assessment of progress of phase I to date across the four outcomes; assess performance as per the foreseen targets and indicators of achievement at output level, strategies and implementation modalities chosen, partnership arrangements, constraints and opportunities; and provide strategic and operational recommendations and also highlight lessons learned for improved project performance and delivery of anticipated results during phase II. Towards this end, this report covers the following thematic areas of evaluation: (i) *Project relevance and strategic fit*; (ii) *Validity of project design*; (iii) *Project progress, achievements and effectiveness*; (iv) *Effectiveness of project management arrangements*; (v) *Efficiency of resource use*; and (vi) *Impact orientation and sustainability*. The evaluation also makes an assessment of the status with regard to implementation of the recommendations made by the joint Danida/ILO review team of the end of inception phase as well as the ILO/Danida 2011 Annual Review report.

### **1.10 Clients of the Evaluation**

The primary clients of the evaluation are the Government of Zimbabwe-as the recipient country, the Government of Denmark-as the donor agency, ILO constituent organizations and the ILO as executor of the programme as well as other relevant stakeholders; relevant ILO offices and staff involved in the initiative including the Decent Work Team (DWT) in Pretoria, the Regional Office for Africa (ROAF), and ILO Departments at the Head Quarter (Geneva)-especially the Skills Development Department. The ILO Office, the tripartite constituents and other parties involved in the execution of the programme are expected to use, as appropriate, the evaluation findings and lessons learned.

## 2.0 EVALUATION APPROACH AND METHODOLOGY

In accordance with ILO policy on project design, implementation, monitoring and evaluation, the Mission undertook the assignment in a consultative and participatory manner. The evaluation methodology comprised the following research instruments:

- (i) Review of key relevant documents (see **Appendix 4**;
- (ii) One-on-one” and focused group interviews-with key national and local-level
- (iii) stakeholders covering but not limited covering MYDIE, MOLSS, ZCTU, EMCOZ, MOLG, MOWA, MHTE, MSMEs, VTCs, MCS, Apprentices, and TREE beneficiaries (youth), the ILO Skills Specialist (DWT-Pretoria) as well as telephonic interviews with the and the ILO Skills Department (EMP/SKILLS) and the Danish Permanent Mission both in Geneva (see **Appendix 1**). Areas visited in the field included Harare city, Chitungwiza, Norton, Bulawayo and Mutoko districts.
- (iv) The interviews were conducted during the period 3rd to 11<sup>th</sup> April 2013;
- (v) Independent field-level observations by the Evaluation Mission;
- (vi) Stakeholder validation workshop which was held on 12th April 2013 at the ILO-CO Harare;

The indicative evaluation instrument that was used by the Mission during field interviews is attached as **Appendix 3**.

The main challenge for the Mission was to carry out enough sampling to satisfactorily triangulate findings based on secondary (review documents) and primary (interview) sources.

## 3.0 MAIN FINDINGS

The following sections provide the main findings of the evaluation mission in terms of key thematic areas of evaluation as required by the terms of reference covering programme *relevance and strategic fit, validity of design, programme performance and effectiveness, effectiveness of management arrangements, efficiency of resource use, impact orientation and sustainability.*

### 3.1 RELEVANCE AND STRATEGIC FIT

Relevance and strategic fit with development aspirations of stakeholders is essential for sustainable, broad-based support and ownership of activities of any development initiative. The overall development objective of the Programme is *“to strengthen skills development systems that improve employability, promote access to employment opportunities and increase incomes for inclusive and sustainable growth”*. In this evaluation report, relevance and strategic fit of this programme objective is assessed primarily in relation to the development aspirations of target direct and ultimate beneficiaries indicated in section 1.7 of this report; the Government of Zimbabwe-as the recipient country; the Government Denmark-as the donor; the ILO-as the implementing agency; and other local and international development partners in Zimbabwe.

#### 3.1.1 Socio-Economic Needs of Target Beneficiaries

*The Evaluation Mission resolutely conclude that the overall objective of Programme, its associated immediate objectives, planned outputs, anticipated outcomes and impact are all fundamentally relevant to livelihood needs of both direct and ultimate beneficiaries.* This conclusion is based on information from secondary sources, responses by virtually all programme stakeholders interviewed during field work and independent field-level observations. The sample verbal quotes in **Box 1** below are meant to provide the generic view of various stakeholders in this regard.

## BOX 1: SAMPLE VERBAL QUOTES

"As women, we have been greatly empowered by the ILO programme. We used to depend on our husbands for everything, because we did not contribute any income to our household. The programme has empowered us to generate income for our families and to work hand in hand with men. Through improved planning and horticultural production practices (thanks to the training we received), we are now operating like business people and making money". On my part I have managed to buy myself this **pick-up** at a cost with at US\$ 4,000 of which **US\$ 3,000** was from horticultural production supported by the programme. I have also managed to buy 8 heads of cattle, a diesel water pump and water pipes using income generated from the sale of horticultural produce. Before participating in the programme, I could not afford to send my children to a boarding school because of lack of money. Now I can easily afford to do so and my children are now in a boarding school. I have also observed that my husband now treats me with greater respect because he realizes that I am contributing to family income. He now even involves me in decision-making on matters concerning our household. This programme is the best thing that has happened to my family".



*Sylvia-Ultimate Beneficiary-TREE Programme*

"This is an extremely powerful Programme. It has enabled us to come up with an innovative and inclusive initiative towards addressing youth unemployment in a bottom-up approach. It is first of its kind for us and it is squarely in line with of key national development aspirations. It has brought life and hope to our youth. Overall, I am personally very excited by the Programme. I thank the ILO for introducing the initiative to our country. We need more of this kind of initiatives".

*Minister: MYDIE(Direct Beneficiary-TREE & QIA Programmes)*

"The Programme has been of great benefit to us, the youth and the community. It is has great potential to contribute to the fight against youth unemployment and poverty. The Government seems now keen to adopt the informal apprenticeship training approach as it is able to equip the youth with employability skills cheaply. We are very grateful to ILO for the initiative. We have been struggling with what to do with unemployment. The Programme has opened our eyes. We need more of these kinds of programmes that give youth skills-something that they will never lose."

*Takawarasha-Vocational Training Centre (Direct Beneficiary-Bulawayo)*

"We have learned a lot from this Programme. On my part, I have acquired hair dressing skills through training with support from the programme. I can tell you I was leaving a a hopeless life as I did not have any skills and therefore not able to get a job or start a business for myself. I have started a small business and I am now able to feed my family. I now talk to other people with confidence. You know people with nothing often sell their bodies and die because of AIDS. I have seen that my husband seems to love me more because now I bring money into the house. Thanks to the ILO".

*Eunice-Hair Dressing Trainee (Sizinda VTC)*

### 3.1.2 National Development Policies, Plans and Strategies

*The Mission found the overall Programme objective, anticipated outcomes, planned outputs and activities to be significantly relevant and strategically in line with key development aspirations of the Government of Zimbabwe as enunciated in the following key national policies, plans and strategies:*

- (i) **Zimbabwe National Employment Policy Framework (ZiNEPF-2009)**-whose overall objective is *"to promote and secure sustainable, full, productive and freely chosen decent employment for all under conditions of freedom, equity, security and human dignity through,*

*among other things, creating enabling and conducive environment for sustainable employment creation; production of appropriately skilled and employable labour force; promoting the integration of marginalized and vulnerable groups such as women, youths, people living with disabilities and retrenched; strengthening and coordinating workplace initiatives on HIV and AIDS” (pages 36-43). Towards enhanced employability, the policy strongly emphasizes youth education and vocational skills training, employment and access to resources, empowerment and participation of women, youth and people living with disabilities.*

(ii) **Zimbabwe Medium-Term Plan (2011-2015)**-Whose one of the strategic priority areas in relation to youth employment is *“to promote the integration of marginalized and vulnerable groups such as women, youth, people living with disabilities and the retrenched in the mainstream economy”*. With respect to Small, Micro and Medium enterprises (SMMEs), the objective of the Medium Term Plan (MTP) is *“to create an enabling environment for SMMEs and cooperatives to grow and enhance their contribution to national development”*. Towards youth mainstreaming and employment, the objectives of the MTP are *“to promote youth participation in policy issues and development; systematically integrate youth issues into all policies, plans, and programmes at all levels and within sectors and institutions of government, NGOs and the private sector; provide opportunities for youth employment and initiatives; and promote the value and development of vocational and skills training, among others”*. On gender issues the objectives of the MTP are *“to achieve sustainable equality and equity, empower women and the girl child; and mainstream gender (women) in all sector development issues to eliminate all negative economic, social and cultural practices that impede equality and equity of women and men”*.

(iii) **Zimbabwe National Youth Policy (August 2011)**-Whose objectives under goal 1 are *“to provide opportunities for sustainable livelihoods and productive employment for all young men and women”; “assist young men and women in attaining the knowledge, skills and experiences required to enable them effectively participate in national development”; “promote the rights and freedom of all youth paying particular attention to empowerment marginalized members”; “involve young men and women at the planning, decision-making and implementation levels of all youth development programmes; and “promote gender equality and equity among the youth and in particular in education and , training, socio-cultural, political, economic and legal spheres”;*

**Zimbabwe National Gender Policy** (undated)-whose development objectives include *“ mainstreaming gender issues into all sectors in order to eliminate all negative economic, social and cultural practices that impede equality and equity of the sexes”; “strengthening links between Government, non-governmental organisations and the private sector in mainstreaming of gender in the respective sectors”; “developing, maintaining and providing gender sensitive information and gender disaggregated data for use in planning and Programme implementation at all levels and in all sectors”; “promoting equal and equitable access, control and ownership of resources”; “promoting equal advancement of women and men in all sectors”; and “creating equal opportunities for women and men in decision-making in all areas and at all levels”*.

(iv) **Micro, Small and Medium Enterprise Policy and Strategy Framework (2008-2012)** – whose goal is *“to have sustainable, strong, vibrant and dynamic Micro, Small and Medium*



*Enterprises (MSMEs) that are well integrated into the main stream economy through creation of an enabling environment for growth and to enhance their contribution to national development”*

- (v) **The National Skills Development Policy (NSDP) 2010** - whose mission is “to provide relevant skills to individuals for sustainable economic development and self-fulfilment through a system which is accessible, equitable, inclusive, financially sustainable, responsive to technological developments, includes entrepreneurship and involves all stakeholders” and whose overall goal is “to empower individuals through the provision of employable skills for sustainable development of the economy without discrimination”
- (vi) **Integrated Skills Outreach Programme (ISOP) 2006** - whose mission is to “provide appropriate technical and entrepreneurial skills to empower the youths through empowering the unemployed youths with technical and entrepreneurial skills, alleviating poverty among the youths in rural and urban areas, increasing productivity in the economy; contributing towards rural industrialization and generating employment”<sup>5</sup>.

### 3.1.3 United Nations Development Assistance Framework and Plans

The United Nations Development Assistance Framework (UNDAF) provides a collective, coherent and integrated response of the United Nations (UN) to national priorities and the Millennium Development Goals (MDGs). It entails the common strategic framework for the operational activities of the UN system at country level. The United Nations Development Assistance Plan (UNDAP) provides common business plans for UN agencies and national partners, aligned to the priorities of the host country and the internationally agreed development goals. *The Mission found the overall objective of the Programme to be relevant and strategically in line with Zimbabwe-UNDAF (2012-2015)*-whose three (3) of its seven (7) national priority areas include supporting: (i) Pro-poor sustainable growth and economic development by enhancing economic management and pro-poor development policies and strategies, and increased access to decent employment opportunities especially for youths and women; (ii) Women’s empowerment, gender equality and equity through policy and regulatory reforms; and (iii) Universal access to HIV prevention, treatment, care and support through improved access to (and uptake) of HIV prevention services, improved leadership, coordination and management of multi-sectoral HIV responses.

### 3.1.4 Decent Work Country Programme

The overall goal of the ILO is to promote opportunities for decent work for women and men in all countries through provision of technical and institutional assistance to constituents in Member States. The Decent Work Country Programme (DWCP) is essentially “a programming tool to deliver on a limited number of priorities over a defined period in order to increase the impact of the ILO’s work and to be more visible and transparent”.

*The objective of the skills Programme is highly relevant to, and strategically in line with the recent and current DWCPs for Zimbabwe (Z-DWCPs 2009-2011; and Z-DWCP 2012-2015).* In the **Z-DWCP 2009-2011**, employment creation and poverty reduction was priority one (1) and under which

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<sup>5</sup> The ISOP initiative which targets close to 2 million unemployed youths aged between 16 and 30 years was created in response to a Cabinet directive instructing MHTE, MYDIE, MSMECD and MLSS Service, to design and recommend an appropriate comprehensive skills training programme for youths who fail to progress to tertiary institutions.

support to “sustained enterprises for creation of productive and decent work”, was a priority outcome. The objective of the programme is relevant and strategically in line with **Z-DWCP 2012-2015** especially in relation to priority area 1 on “promoting productive employment and decent Jobs through active labour market policies and programmes” and priority area 4 on “increased coverage of social protection through mainstreaming elements of the social protection floor”, and more specifically in relation to priority outcomes (i) **Outcome 1.2** on “Decent employment opportunities created for improved livelihoods and alleviation of poverty”; **Outcome 1.3**-“Increased employability for workers (youths, women, retrenches) for employment creation and livelihoods improvements”; and **Outcome 4.2**-“Tripartite constituents formulate and implement HIV and AIDS policies and programmes at workplaces”.

### 3.1.5 Decent Work Agenda for Africa

The ILO’s decent work mission for Africa is “to assist the adoption by three-quarters of African countries of national policies and programmes to respond to the rapid and large rise in the numbers of young jobseekers and aimed at ensuring that sufficient decent work opportunities are available to bring a fall in the numbers of young unemployed workers and the working poor”. The Evaluation Mission found the overall Programme objective, planned outputs anticipated outcome and impact to be strongly relevant towards achieving aspirations of the ILO-supported Decent Work Agenda for Africa (DWAA); 2007-2015-whose decent work policy portfolio focuses, among other things on: (i) Promotion of full and productive employment and enterprise development-through mainstreaming policies for employment-rich growth and sustainable enterprises in development strategies; (ii) Promoting conducive environment for the development of African enterprises, creation of decent work for young people, and promotion of skills development and employability; (iii) Social Protection for all-through enhancing social security coverage and quality, promoting better, safer and healthier working conditions; (iv) tackling HIV/AIDS in the world of work; and (v) Improving governance in the world of work and the labour market through improved application of international labour standards especially fundamental principles and rights at work, promoting effective tripartism and social dialogue (including the capacity of ILO Constituents to promote decent work), promoting integrated approaches to upgrading the informal economy, and strengthening labour market information and statistics.

### 3.1.6 ILO Strategic Policy Framework

The Mission also found programme objective and activities to be well aligned with the Strategy Policy Framework of the ILO under the Programme and Budget (P&B) framework which seeks “to strengthen national technical capacities, including those of the social partners, building a knowledge base, encouraging partnership development and establishing a communication programme”. The objective of the skills programme is particularly well aligned with **immediate Outcome 2** on “Skills Development which aims at increasing the employability of workers, competitiveness of enterprises and the inclusiveness of growth”.

### 3.1.7 Complementarity with other ILO Initiatives

The overall objective and activities of the Programme are also to large extent relevant and complementary to the ILO-supported Economic Empowerment and HIV Vulnerability Reduction

*along the Transport Corridors in Southern Africa Programme.* The programme focuses on HIV prevention and impact mitigation; promotion of cooperatives and associations of women and SMEs; support to cross border officials and transport sector workers along identified transport corridors in Southern Africa (including Zimbabwe) with emphasis on promoting self-reliance among workers, women and trade groups operating along the transport corridors and assisting them and their associations to provide business-related services that ensure increased productivity and thus strengthen HIV prevention and related risky behaviour as well as mitigating the impact of epidemic among the most at risk populations.

### 3.1.8 Danish Development Cooperation Strategy

The Government of Denmark is currently the fourth largest bilateral development partner for Zimbabwe. *The Mission found the objective and activities of the skills programme to be significantly relevant and strategically in line with the overall Danish Development Cooperation Strategy.* For example, the objective and activities of the Programme were found to be in line with: (i) **The Right to a Better Life-Strategy for Denmark's Development Cooperation" (June 2012)**-whose overarching objective "to combat poverty and promote human rights, democracy, sustainable development, peace and stability in conformity with the United Nations Charter, the Universal Declaration of human rights, and the UN conventions on human rights"-which are pursued through partnerships within the framework of internationally recognised principles and goals for development cooperation as well as principles for humanitarian aid; and (ii) **Strategic Framework for Priority Area-Growth and Employment (2011 -2015)**-whose four (4) of the six (6) focal areas include promotion of local frameworks in support of economic development; promotion of new technology and innovative partnerships; increasing production and processing; and working with the most vulnerable.

### 3.1.9 Synergy and Complementarity with other Development Initiatives

*The overall programme objective and activities are also supportive and complementary to other national, regional and global level initiatives.* This is for example the multi-donor funded **Private Sector Development in Agriculture (PSDA)** which focuses on small scale farmers value chains development; the **African Youth Charter (2006)**-which aims at strengthening, reinforcing and consolidating efforts to empower young people through meaningful youth participation and equal partnership in driving Africa's development agenda-where youth education and skills development; and sustainable livelihoods and youth employment are emphasized in articles 13 and 15 respectively; and the **UN Millennium Development Goals (UN-MDGs)**-especially target 1(b) under goal number 1-which aims at achieving full and productive employment and decent work for all, including women and young people.

## 3.2 VALIDITY OF PROGRAMME DESIGN

As per the terms of reference, the Mission assessed validity (logic and coherence) of Programme design based on the following main criteria: (a) Relevance and adequacy of foundational information base upon which the programme was conceptualized and designed and processes followed; (b) extent of consultations with constituents and other stakeholders during programme design and implementation; (c) Efficacy of the development model applied; (d) Adequacy of intervention mix and plausibility of causal linkage between programme outputs, outcomes and objective; (e) definition and clarity of performance indicators; (f) Realism of the Programme time line; (g) consideration of gender equality and equity issues; and (h) Systems for risks assessment and mitigation measures

*Overall, the Mission found programme design to have been substantially valid (logic and coherence) in terms of virtually all these parameters, and particularly in terms of foundational information base upon which the programme was conceptualized and designed, extent of stakeholder consultations, the development model applied, clarity of indicators of achievement, incorporation of sustainability strategy, adequacy of intervention mix and systems for risks assessment and mitigation measures*

### 3.2.1 Relevance and Adequacy of Foundational Information Base

The Mission found the overall foundational information base upon which the programme was conceptualized and designed to have been significantly adequate. This conclusion is based on the mission's observations of the following information sources of information which was used in informing programme design and other aspects including implementation arrangements:

- ✚ The ***Africa Commission Report on Realizing the Potential of Africa's Youth (May 2009)***- which concluded that one of the major challenges facing the African continent was the ability to create jobs for an increasing youth population and consequently called for the need to focus on and invest in post-primary education based on the requirements of the private sector with special emphasis on enhanced secondary education, specifically within technical and vocational skills development for young women and men.
- ✚ The ***ILO-Employment Sector Report No. 1 on Apprenticeships in the informal economy in Africa (2008)***-which concluded that there was need to: (i) upgrade capacity of the informal training system to provide relevant and quality training in order to enhance employability of apprentices and to meet labour market needs; (ii) develop an institutional framework which supports the achievements of development objectives, respects labour standards, productive employment and decent work; and (iii) strengthen incentives of stakeholders to participate in apprenticeship and provide training to the growing number of youth.
- ✚ The ***OECD Report on Promoting Pro-poor Growth Employment (2009)***-which concluded that (i) vocational training should respond to the needs of the informal economy and be inclusive, involving all relevant stakeholders; (ii) employment concerns should lead to strengthened links between education and vocational training; (iii) vocational training should be part of a strategy to put countries on the paths of sustainable development, adequate mechanisms need

to be designed that are sustainable, tailored to each situation and ensure shared responsibility between stakeholders.

- ✚ The **ILO DWCP for Zimbabwe (2009-2011)**-whose priority areas included: (i) Employment creation and poverty reduction-including through vocational training and skills development among the youth; (ii) support to social protection and HIV and AIDS at the workplace; (iii) gender equality and women empowerment.
- ✚ **Other studies** including the study on “*An Assessment of Informal Apprenticeship to Inform the Inception of a Five-Year Project on Upgrading Informal Apprenticeship in Zimbabwe* (Nell, M., 2009); the study on “*An Assessment of Informal Apprenticeship to Inform the Inception of a Five-Year Project on Upgrading Informal Apprenticeship in Zimbabwe-Building on traditional practice*” (Marian Nell of and Shapiro, January 2010); and the study on “*Situational Analysis and Institutional Mapping for Skills for Youth Employment and Rural Development in Zimbabwe*” (Michael N. Mambo, September 2010)-which concluded that a major constraint to employment in Zimbabwe was lack of skills among the youth because of limited access to skills development institutions and programmes.

### 3.2.2 Stakeholder Consultations

*The Mission firmly concludes that programme design entailed broad-based and inclusive stakeholder consultations and has that the PMU has continued to embrace principles of stakeholder participation, transparency and social responsibility during the implementation phase in line with ILO policy.* This conclusion was based on information from secondary sources and views of stakeholder respondents met during field interviews. In this respect, the Mission noted with satisfaction that significant amount of consultations were and continue to be undertaken with ILO Constituents-relevant government ministries, employers’ and trade union organizations as well as target beneficiaries. Consultation fora included workshops, regular stakeholder meetings at the DIC, PIC, TWG and NSC levels and other ad hoc meetings. The view of the Mission is that the tripartite and stakeholders’ need-based approach used in project design and implementation is an excellent model that ensures broad-based ownership and support which enhances the possibility for longer term sustainability of project activities.

### 3.2.3 Efficacy of Development Model Applied

The programme skills training strategy focuses on two main areas of action: (i) introduction of the ILO's Training for Rural Economic Empowerment (TREE) methodology in rural communities, and (ii) improving the Quality of delivery of training in Informal Apprenticeship (QIA) in the informal economy. Under the skills programme, these methodologies have further been complemented with post-training strategy comprising interventions towards making microfinance and business development service markets work for the youth and their self-help groups or cooperatives.

The **TREE methodology** promotes income generation and local development emphasizing the role of skills and knowledge for creating new economic and employment opportunities for rural unemployed and under-employed. It consists of a set of processes that are distinct but coherently linked, to guide the articulation of local development initiatives and the identification and implementation of income generation opportunities. Starting with institutional arrangements and

planning among partner organizations at the national and local levels, these processes aim to systematically identify employment and income-generating opportunities at the community/local level; design and deliver appropriate training program; and provide the necessary post-training support, for example access to market and credit. The TREE promotes decent work and equal opportunity for men and women.

The **QIA methodology** refers to the system by which a young apprentice acquires quality skills for a trade or craft in a micro or small enterprise learning and working side by side with an experienced practitioner. Apprentice and master craftsman conclude a training agreement that is embedded in local norms and traditions of a society. Apprentices learn technical skills and are inducted into a business culture and network which makes it easier for them to find jobs or start businesses when finishing their apprenticeship. Upgrading informal apprenticeship means the gradual improvement of a training system embedded in the culture and traditions of African societies. It aims at making the informal apprenticeship system more dynamic to respond to current and future changes and to support the creation of dynamic local economies that benefit from innovation and entrepreneurship in apprenticeship trades.

*The Mission found both the TREE and QIA methodologies to be not only fundamentally appropriate but also robust enough to effectively deliver towards programme objectives in that they ensure that poor women and men gain a resource they will never lose, namely skills and knowledge which is not only fundamental towards improving incomes and taking a more active role in shaping their livelihood and that of their communities but also in enhances prospects for sustainability. The TREE methodology, which virtually all respondents met during field interviews felt was appropriate, has in fact been applied successfully mainstreamed into national policies in Pakistan and Philippines<sup>6</sup>. The QIA methodology is traditionally embedded in employment systems across many developing economies and has been shown to yield good results in countries such as Ghana, Senegal, Cameroon and Morocco among other African countries.*

#### **3.2.4 Adequacy of Intervention Mix, Causal Linkage of Outputs, Outcomes and Objective**

Interventions/outputs mix of the programme as contained in the strategy map and PMU work plans entailed sensitization on the TREE and QIA methodologies, putting in place requisite stakeholder-led institutional mechanisms for planning, implementation and stakeholders' capacity building; participatory identification of viable economic opportunities under both methodologies; design and delivery of quality training programmes; improved knowledge, awareness creation and attitude change to informal technical and managerial skills in relation to identified local economic opportunities; post training support including facilitating access to micro-finance and markets; and mainstreaming the TREE and QIA methodologies into national policies, strategies and plans.

*The Mission considers this set of interventions (outputs) to be not only substantially complementary and also comprising a fairly adequate mix capable of steering the programme towards attaining the overall anticipated outcome and programme development objective "strengthening skills development systems that improve employability, promote access to employment opportunities and increase incomes for inclusive and sustainable growth". In this regard, the Mission also critically*

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<sup>6</sup> Other countries include Bangladesh, Benin, Burkina Faso, Indonesia, Madagascar, Niger, Sri Lanka, Timor-Leste, and Zimbabwe

*assessed work plan activities and outputs and was satisfied that there is plausible causal linkage between planned programme activities, anticipated outcomes and overall impact.*

### **3.2.5 Definition and Clarity of Performance Indicators**

*Overall, the Mission found the performance indicators as contained in the Programme Log Frame for Phase I & II and the Strategy Map for phase I to have been clearly defined at all levels including the programme development objective/impact, immediate objectives, anticipated outcomes and planned outputs and also broadly compliant with the SMART<sup>7</sup> principles of programme/project management and monitoring tools.* The indicators are also gender-sensitive in that the overall targets towards advancing gender equality are provided for key achievements under both the TREE and QIA components of the Programme. This is for example “percentage of women beneficiaries” under the TREE and QIA programmes which in the log frame are set at 50% and 30% of total number of beneficiaries respectively. The PMU has also consistently disaggregated data and information by gender wherever possible.

### **3.2.6 Realism of Programme Time Line**

The overall planned programme time line for programme is five (5) years (2010-2014)-which is in two separate phases of 2 years for phase 1 (2010-2012) and 3 years for phase II (2012-2014). While the PMU considered five years to be somewhat adequate, the inadvertent loss of a total of nine (9) months occasioned by a number of factors including delay in the approval of the programme and programme budget (3 months), time needed to set programme implementation infrastructure and recruitment of staff (3 months for the CTA) and time needed to recruit a second CTA after the first one left the programme (3 months), could emerge as a challenge to the programme’s ability to achieve final (overall) beneficiary targets as provided in the log frame, namely grand total of 8,550 programme beneficiaries and 5,985 total employment created. In this regard, the Mission noted that while the programme is on its 4<sup>th</sup> year (or about 75% of the entire programme timeline); the cumulative total number of beneficiaries (persons and institutions) is currently 1,800. While this is approximately 50% over and above the cumulative target for the period 2010-2012, it is only 21% of the total cumulative target of 8,550 beneficiaries. *Given this scenario, the Mission recommends that the PMU keep very close monitoring of programme performance, and if deemed necessary make a “no-cost extension” at least in good time.*

### **3.2.7 Gender Equality and Equity Considerations**

Promoting the rights of women at work and achieving equality between women and men has been a fundamental principle underpinning the work of the ILO since its creation in 1919. The ILO promotes gender equality as intrinsic to the global goal of decent work and poverty alleviation, and as an instrument for a more inclusive globalization. This commitment is expressed in several Conventions and resolutions that have been passed by the ILO. More recently, the Report of the Committee on Gender Equality of the International Labour Conference held in 2009 states that gender equality is a matter of social justice and is anchored in both a rights-based and an

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<sup>7</sup> An acronym standing for *Specific, Measurable, Attainable, Realistic and Time-bound* in the context of principles of monitoring and evaluation achievement s definitions.

economic efficiency approach<sup>8</sup>". In this regard, the Mission observed that gender equality and equity are not only strongly emphasized in the programme documents (phase 1 & II) but that the PMU has consistently paid attention to the advancement of the agenda and has also maintained disaggregated data by gender. That notwithstanding, it was observed that the number women beneficiaries is has generally been lower than that of men and there is therefore the need to proactively boost the participation of women.

### 3.2.8 Systems for Risks Analysis and Mitigation Strategies

Risk monitoring and mitigation is an important part of project management and the Programme has fully integrated it into the monitoring and evaluation system. Phase II programme document (page 27) highlights the importance of continuous monitoring of risks, identification and implementation mitigation strategies. In this regard, the Mission noted that the programme applies very elaborate system for monitoring risks against programme assumptions including colour coding for risk levels and suggestions for mitigating actions and regularly monitors and reports on risks along with normal progress reporting. Some of the risks identified and monitored relate to political stability-which although outside the control of the programme is said to be good at the moment under the government of national unity-though the impending elections of 2013 may bring about some new risks by way of involving the youth in campaigns. Other risks are socio-economic in nature-which according to the risk register relate to cocontinued support, commitment and ownership of programme ideals-whereby some of the mitigation measures include continued sensitization and involvement of stakeholders as well as support to policy reforms-e.g. the adoption of the National Skills Development Policy (NSDP) through national stakeholder social dialogue workshops, and its implementation through various programme activities; "use of market development approach with time limits and well defined exit strategy; capacity building support of financial and non-financial providers. All in all, PMU staff rates the risks in terms of importance and likelihood of occurrence at scale 3-5 within an overall scale rating of 1-9 as indicated in **figure 2** below:

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<sup>8</sup> *Gender Mainstreaming in Local Economic Development Strategies; A guide (ILO Bureau for Gender Equality; 2010)*



**Figure 2: Risk Rating**

IMPORTANCE	HIGH	Judgemental Boundary 6	Unacceptable risk 8	Unacceptable risk 9
	MEDIUM	Acceptable 3	Judgemental Boundary 5	Unacceptable risk 7
	LOW	Acceptable 1	Acceptable 2	Judgemental Boundary 4
		LOW	MEDIUM	HIGH
		LIKELIHOOD		

Source: Risk Register

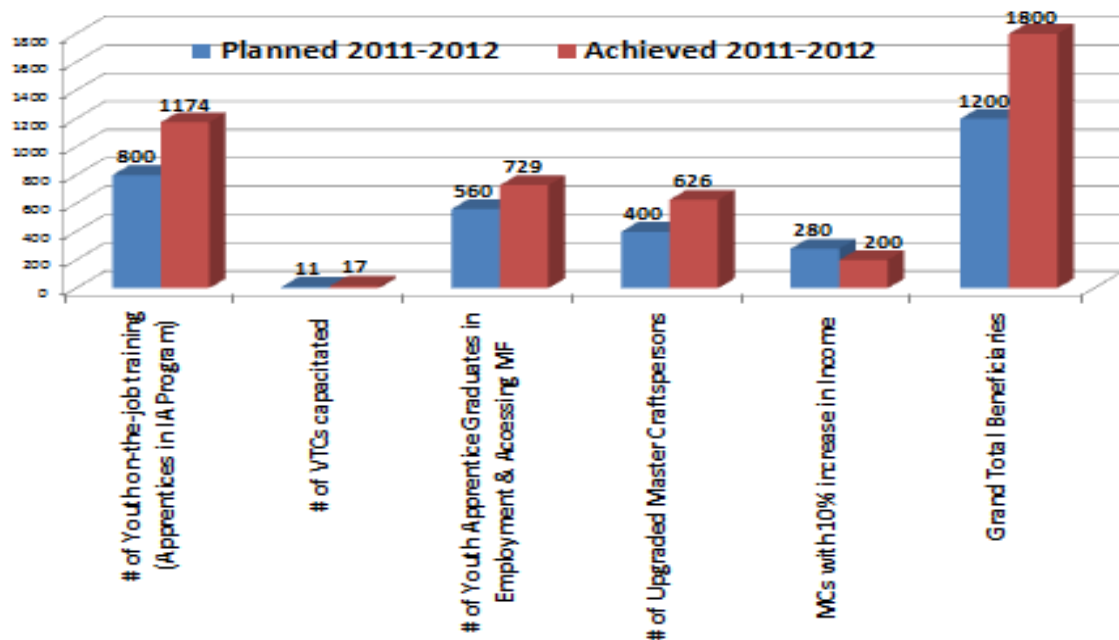
### 3.3 PROGRAMME PROGRESS AND EFFECTIVENESS

As indicated earlier, the overall development objective of the Programme as per the log frame is “to strengthen skills development systems that improve employability, promote access to employment opportunities and increase incomes for inclusive and sustainable growth”. The sections below provide an assessment of programme performance under each of the four (4) immediate objectives or anticipated outcomes through which this overall programme development objective is being pursued.

#### 3.3.1 Summary of Overall Achievements

As depicted in **figure 3** below, the programme has performed quite well-surpassing a majority of planned targets in some cases by impressive margins, despite the loss of up to nine (9) months occasioned by the delay in approval of the programme and budget; time needed to set programme infrastructure, recruit project staff in the first round and the second CTA after the first one left the programme. This fairly good performance is attributed three main factors, namely, adequate technical capacity and commitment to programme activities on the part of PMU staff; relevance of interventions and hence broad-based “buy-in” and support by stakeholders; and effective support by other ILO units especially DWT-Pretoria-which the PMU described as having been excellent.

**Figure 3: Performance by Key Indicators of Achievement**



According to responses by most of the beneficiaries, and independent observations by the Mission (various reports), the outputs were of fairly good quality though a few respondents felt that some outputs (training) were a bit rushed. However, outputs were not strictly delivered according to work plans due to the aforementioned unexpected eventualities, and benefits were not equally shared between men and women as the former (men) accounted for 58.3% while the latter

(women) accounted for 41.7% of total beneficiaries (1,800) during the period 2011-2012-which is attributable to socio-cultural factors including the roles of child care on the part of women, male-dominated trades and in a few cases, lack of support of young women's participation by their male spouses. The TREE programme has been more successful especially in Mutoko, Norton and Chitungwiza mainly because there are fewer alternative sources of livelihood and greater flexibility of women participation as training is based on the "field school" approach whereby women are able to attend with their children.

### 3.3.2 Achievements by Output Indicators

**IMMEDIATE OBJECTIVE 1:** "Increased capacity of rural community groups to identify local economic opportunities, develop appropriate training programmes to access jobs and provide post-training support to community and private small-scale enterprises".

The Mission observed the following achievements of the programme in relation to the two (2) main outputs planned under this immediate objective:

**Output 1.1:** "Institutional mechanism for planning and implementation established and stakeholders' capacity strengthened in TREE methodology".

The main indicator of achievement under output 1.1 was "Tripartite National Steering Committee and local TREE committees established in each of the selected districts and their members trained by end of year 5". In this regard, the Mission observed the following achievements:

- ✚ Institutional mechanisms in the form of organizational structures comprising the National Steering Committee (NSC) with twelve (12) members<sup>9</sup>, the Technical Working Group (TWG) with twenty (20), Provincial Implementation Committees (PICs) and District Implementation Committees (DICs)-all with members being drawn from key stakeholders have been established and are meeting regularly<sup>10</sup>.
- ✚ Out of the initial thirty (30) districts that were surveyed across ten (10) provinces of the country, five (5) sites, comprising three (3) districts (Gokwe, Mutoko and Mt Darwin) for the TREE programme and two (2) sites (Harare and Bulawayo) for the QIA programme were selected during the inception phase (Phase I:2010-2011);
- ✚ Programme activities have so far been rolled out in thirty-five (35) districts<sup>11</sup>;
- ✚ Two hundred and eighty six (286) staff consisting of national and local stakeholders (92 females or about 32% of total and 194 males or about 68% of total) have so far been sensitized and trained on TREE methodology and tools across the programme areas.

**Output 1.2:** "Local economic opportunities identified and training needs assessed".

The main indicator of achievement under output 1.2 was "At least 2 economic opportunities

<sup>9</sup> See section 1.8 of this report for details on membership of the NSC.

<sup>10</sup> See section 1 Membership in the PICs and DICs- are by and large a replica of memberships in the TWG.

<sup>11</sup> See section 1.5 of this report for the specific programme sites.

identified in each selected district by end of year 5". In this respect, the Mission observed the following achievements:

- ✚ *Three (3) economic opportunities and skills gap studies were commissioned to establish benchmarks, identify the local economic opportunities and design training courses responding to the skills training needs in programme areas<sup>12</sup>.*
- ✚ *A total of nine (9) economic opportunities (sectors) comprising horticulture, apiculture, aquaculture, poultry, piggery, potato, livestock, cattle fattening and dairy production have so far been selected in a participatory manner under the TREE component and training and other relevant entrepreneurship development activities are at different levels of implementation<sup>13</sup>;*
- ✚ *A total of eight (8) trades comprising carpentry and joinery, art and craft, motor vehicle mechanics, clothing, catering, hair dressing, home décor and welding have so far been selected in a participatory manner under the QIA component and training and other relevant entrepreneurial development activities at different levels of implementation<sup>14</sup>;*

**IMMEDIATE OBJECTIVE 2:** *"Public and private training institutions are enabled to better deliver demand-oriented services to rural, informal economies."*

The Mission observed the following programme achievements in relation to the two (2) main outputs planned under this immediate objective:

**Output 2.1:** *"Training programmes designed and delivered to meet local economic opportunities"*

The main indicator of achievement under output 2.1 was *"A total of 3,500 TREE component beneficiaries by the end of year 5."* In this regard, the Mission observed the following achievements:

- ✚ *A total of four (4) needs-related TREE training programs have been designed and delivered with the assistance of industry experts and technical and vocational training centres in the programme areas covering horticulture, dairy, piggery cattle/goat and sheep production;*
- ✚ *Up scaling of interventions in horticulture, beekeeping and poultry production has been ongoing in the old areas including Gokwe South, Mt Darwin and Mutoko.*
- ✚ **The following has been achieved under the TREE component.**
  - ***A total of 1,280 programme beneficiaries were reached during 2011-**thereby surpassing the work plan target of 300 by an impressive margin of 327%**;***

<sup>12</sup> See section 3.2.1 of this report for the title of the studies.

<sup>13</sup> See section 1.5 of this report for sites under the TREE component;

<sup>14</sup> See section 1.5 of this report for sites under the QIA component;

- **A total of 780 programme beneficiaries** were reached during 2012-**thereby surpassing work plan target of 550 by about 41.8%**<sup>15</sup>;
- **A cumulative total 2,060 programme beneficiaries** was reached during 2011-2012-**thereby surpassing the work plan target of 850 beneficiaries by an impressive margin of 142%**;
- **A total of 539 graduates in employment** comprising 208 females or about 38.6% of total, and 331 males or about 61.4% of total) was attained during 2011-**thereby surpassing the work plan target of 210 by an impressive margin of 156.7%**;
- **A total of 532 graduates in employment** comprising 220 females or about 41.4% of total, and 312 males or about 58.6% was attained during 2012-**thereby surpassing the work plan target of 385 by approximately 38.3%** (again lower than in 2011 due to the changeover of CTA);
- **A cumulative total of 1,071 programme beneficiaries were reached during the period 2011-2012- thereby surpassing the work plan target of 595 by a margin of 80%. However, it is important to note that this level of achievement is only 31.5% of the final target of 3,400 by the end of year 5-which, given that the programme is now on its 4<sup>th</sup> year or about 75% of its planned cycle, means the PMU has to fast-track programme activities to ensure achievement of the remaining 68.5% and depending on the result determine in good time whether they will need a no-cost extension or not**
- **Overall, women beneficiaries accounted for about 40% compared with the work plan target of 50%.** According to key observers, this lower involvement of women is primarily explained by two main things, namely; the inability of young mothers to regularly attend programme activities occasioned by chores relating to child care, and in some areas lack of endorsement of female spouses' participation in programme activities on the part of their male counter parts. Towards this end, the Mission recommends two things: (i) Provision of a small budget item from within the available funds to support day baby care (crèche) towards enhancing participation by women-specifically for the QIA component whose training occurs at vocational training centres, but not the TREE component where training is based on the " field school" approach allowing young mothers to attend training with their babies; (ii) Undertaking of short and focused study on social dynamics in the programme areas with a view to establishing appropriate strategies aimed at eliciting grater and sustainable support by male spouses' in the programme areas<sup>16</sup>.

**Output 2.2: "Post training support for wage and self-employment is in place".**

The main indicator of achievement under output 2.2 was "at least 60% of the beneficiaries' access post training services by end of year 5". In this regard, the Mission observed the following achievements:

<sup>15</sup> The rate of achievement in 2012 was lower than in 2011 owing to the unexpected changeover of CTA after the first one left the programme resulting in slow down of activities over a period of three (3) months.

<sup>16</sup> In this respect, the Evaluation Mission also noted the observation of the DANIDA/PARDEV Joint Review Mission of November 2011 regarding the need for the Programme to explore ways and means for enhancing the participation of young women in the apprenticeship programme (QIA).

- ✚ *A total of 37 youth groups comprising fourteen (14) in Gokwe South, two (2) in Mutoko, twelve (12) in Mt Darwin, five (5) in Makoni and four (4) in Mutasa have been mobilized and have received post training services under the TREE component;*
- ✚ *A total of 38 youth groups comprising eighteen (18) in Bulawayo, eight (8) in Chitungwiza, and twelve (12) in Harare have been mobilized and have received post training services under the QIA component;*
- ✚ *A total of nine (9) Master Crafts Associations comprising six (6) in Bulawayo, one (1) each in Marondera, Mutare and Mt Darwin have been mobilized, undergone training in Cooperative Development and have also undergone the registration process with joint support by the programme, MSMECD and Micro Financial Institutions (MFIs);*
- ✚ *A total of 84 youth groups have received BDS related capacity building under a partnership arrangements between the Programme and the Royal Business Trust Consultancy firm;*
- ✚ *The programme, in partnership with the United Nations Development Programme (UNDP), UN-Women and MSMECD, facilitated a marketing fair for three (3) youth groups and two (2) MC associations in Bulawayo;*
- ✚ *The Programme established a microfinance managed fund facility of US\$ 450,000 with US\$ 350,000 being managed Micro King Savings and Credit Company (Micro King Finance) and US\$ 100,000 being managed by the Women Development Savings and Credit Union (WDSCU)-both of which were selected competitively and are now lending to programme graduates at 2% per month;*
- ✚ *A total of 266 beneficiaries (groups/individuals) have so far accessed business loans from the micro-credit facility- with having borrowed and paid back in the first cycle and are now in the second cycle. Nevertheless, there were issues with performance of WDSCU but the MYDIE together with other key local institutions are addressing the issues;*

**IMMEDIATE OBJECTIVE 3:** *“Strengthened systems of informal apprenticeship through upgrading the skills of master craftsmen and apprentices while facilitating access to new technologies.”*

The Mission observed the following achievements in relation to the three (3) outputs planned under this immediate objective:

**Output 3.1:** *“Knowledge on the range of informal apprenticeship vocations and sites improved for programme planning and evidence based advocacy”.*

The main indicator of achievement under output 3.1 was *“Inventory of at least 25 vocations, roster of at least 1,000 master craftsmen and at least 2 area profiles of selected project sites.”* In this regard, the Mission observed the following achievements:

- ✚ *Twelve (12) new demand-driven vocations developed and implemented during phase I covering carpentry/joinery, welding/metal work, art/craft, motor vehicle mechanics and clothing technology; and during phase II-covering home decor, catering, hairdressing , plumbing, solar*

energy; electronics, and building construction technology thereby surpassing the work plan target of 10 by 20%;

- ✚ A Microsoft access database of 2,000 MCs persons is in place-which is 100% of target;

**Output 3.2: "Awareness and attitudes towards Informal Apprenticeship among Youth, Policy Makers and Communities improved".**

The main indicator of achievement under output 3.2 was "At least 25% increase from baseline in the number of beneficiaries who consider informal apprenticeship as a means for gainful employment". In this regard, the Mission observed the following achievements:

- ✚ Based on an attitude and opinion survey facilitated by the programme during 2011, about 76% of respondents indicated that the QIA methodology was suitable method for skills transfer and creation of employment compared to the baseline rate of 5%;
- ✚ A second youth attitude and opinion survey was on-going at the time of the Mission and was expected to be completed by June 2013 covering 500 youths with 200 being graduates of technical colleges, 100 being secondary and high school students, and 200 being out of school youth across some of the programme catchment sites including Mutare, Marondera, Rusape, Mt Darwin, Bulawayo, Chitungwiza and Harare (Glen View).

**Output 3.3: "Quality and relevance of informal apprenticeship improved".**

The main indicator of achievement under output 3.3 was "At least 20% increase from baseline in the satisfaction rate of the beneficiaries; 1,000 master craftspersons and 2,000 apprentices benefit by year 5". In this regard, the Mission observed the following achievements:

- ✚ A cumulative total of 1,174 youths-comprising 553 females (47.1%) and 621 males (52.9%) had undergone informal training through apprenticeship in the IA programme during the period 2011-2012-thereby surpassing the cumulative planned target of 800 by an impressive 46.8%. Of this total, 774 youths (233 females or 30% and 541 males or 70%) were trained during the year 2011-thereby surpassing the annual target of 200 by an impressive 287%, and 400 youths (320 females or 80% and 80 males or 20%) of total were trained the year 2012-thereby underperforming in relation to the annual target of annual 600 by 33.3%-primarily due to the changeover of the CTA which caused a slow-down on programme activities;
- ✚ A cumulative total of 17 VTCs (5 in 2011 and 12 in 2012) have so far undergone orientation and capacity building in technical theory and basic practical concepts-thereby surpassing the combined target 11 VTCs (i.e. 5 in 2011 and 6 in 2012) by about 54.5%;
- ✚ A cumulative total of 729 youths have so far graduated, are in self or wage employment and are accessing microfinance-thereby surpassing the combined annual target of 560 (i.e. 140 in 2011 and 420 in 2012) by about 30.1%. Of this total, women comprise about 54% while the rest 46% are males.

- ✚ *A cumulative total of 626 Master Craftspersons -comprising 198 females and 428 males or 31.6%and 68.4% respectively have undergone technical, business and pedagogical skills upgrading in variety of trades-thereby surpassing the combined planned target 400 (i.e. 100 in 2011 and 300 in 2012) by an impressive margin of 56.5%. In this regard, the mission observed that while the programme surpassed the target in the year 2011 having reached 426 MCs compared to the planned target of 100, it underperformed by as much as 33.3% in relation to planned target of 300 by having reached only 200 MCs in 2012-primarily due to the changeover of the CTAs;*
- ✚ *Based on a survey facilitated by the programme, a total of 200 master crafts persons have reported a 10% or more increase in income earning compared to the planned cumulative target of 280 for the period 2011-2012-an under-performance of nearly about 28.5% which is partly attributed to some MCs having put part of their credit to activities not directly related to the trade in question and also general poor business environment-which is outside the control of the programme staff.*
- ✚ *A cumulative total of 1,800 beneficiaries comprising 751 females (41.7%) and 1,049 males (58.2%) was reached by the programme during the period 2011-2012 compared with the combined annual targets of 1,200 (i.e. 300 in 2011 and 900 in 2012)-which is 50% over and above the combined target for the two years.*
- ✚ *About 76% of interviewed respondents covered during the first attitude and opinion survey conducted in 2011 indicated satisfaction with programme methodologies as suitable ways of skills transfer and creation of employment-compared to the baseline rate of 5%;*

***IMMEDIATE OBJECTIVE 4: Enhanced capacity of stakeholders and institutions at the national level to apply tools, methodologies and strategies developed under the programme for broader outreach"***

The Mission observed the following achievements in relation to the two (2) outputs planned under this immediate objective:

***Output 4.1: "Monitoring and Evaluation System developed"***

The main indicator of achievement under output 4.1 was *"Programme management information systems and interactive website in place by end of year 1 and at least one story of most significant change in young people's lives from each programme area.* In this regard, the Mission observed the following:

- ✚ *Baseline on IA and TREE methodologies were conducted in each of the programme areas during 2010-2012;*
- ✚ *Monitoring and Evaluation (M&E) system was developed early in the programme and is already firmly in place, data collection forms have been developed and field reports (monthly, quarterly, bi-annually and annually) are being prepared with grassroots level support by 39 programme-trained Government Field Officers (FOs)-mainly from the Ministry of Youth Development, Indigenization and Empowerment (MYDIE), Ministry of Agriculture and Irrigation (MAMI) and Ministry of Local Government (MOLG);*



- ✚ *Data/information is being documented regularly including by way of the monthly progress reports, and by way of Technical Cooperation Progress Reports-TCPRs (quarterly, bi-annually and annually);*
- ✚ *Programme Strategy Map/Work Plans have been developed and are updated regularly;*
- ✚ *Information Website [www.africayouthskills.org](http://www.africayouthskills.org) is in place with web traffic monitoring capabilities and with links to social networks Facebook and Twitter.*

**Output 4.2:** “Stakeholders sensitized on tools and methodologies of the programme as well as lessons learned”. In this regard, the Mission observed the following achievements:

- ✚ *Tripartite partners participating in NSC, TWG, PICs, DICs have been sensitized on tools and methodologies of the programme as well as lessons learned”;*
- ✚ *A total of 512 partner organization officers and staff at national and local levels trained and sensitized on programme tools and methodologies (across 9 provinces and 32 districts).*
- ✚ *Thirty-nine (39) field officers have been recruited, trained to provide business advisory services and each equipped with a desktop computer, printer, internet facility and motorbikes (21 motorbikes for rural districts only);*
- ✚ *A QIA study tour to Ghana (Accra & Kumasi) for nine (9) participants drawn from NSC and TWG was organized by the programme during the period 8<sup>th</sup> -12<sup>th</sup> November 2010.*
- ✚ *A TREE methodology study tour for stakeholders is planned for 2013-the Mission recommends should be to a country with fairly similar levels of socio-economic development with Zimbabwe;*

### 3.3.3 Factors that Influenced Programme Performance

The main internal and external factors that influenced programme performance included the following:

**Table 1: : Factors That Influenced Programme Performance**

	Positive	Negative
<b>Internal</b>	<ul style="list-style-type: none"> <li>• Adequate capacity of PMU staff, team work and strong commitment to programme objective and activities;</li> <li>• Availability of adequate budget and physical facilities for project implementation;</li> <li>• Open-door policy adopted by PMU allowing close and continuous consultations with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• The unexpected changeover of CTA resulting in loss of implementation time;</li> </ul>

## External

- Good political will and broad-based “buy-in” and support by all stakeholder including dedicated support through the 39 government field officers;
- Effective and timely support by other ILO units, in particular, DWT (Pretoria) and Skills and Employability Department (Geneva);
- Poor, albeit improving economic and business environment;
- Recurrent drought situations that negatively influenced the performance of TREE programmes- in particular, the crop based enterprises.

### 3.3.4 Un-intended Results of the Programme

The following were the two un-intended results:

- The unprecedented demand for project activities from different geographical areas which was triggered by the high-profiled Common Facility Centre (CFC) handover function held in Bulawayo which can be seen as positive in terms of programme publicity and visibility of the programme, ILO as the implementing agency and the Danish Government as the donor;
- The attraction of interest from among new partners including the UN-Women which has adopted the TREE methodology in its gender mainstreaming programme and SNV which is now using the methodology in the area of green technology (solar and bio-mass energy) development in some of the programme areas.

### 3.3.5 Implementation Status of Recommendation by the Joint Review Teams

The following is the status of implementation of recommendations by the Joint Review Teams

#### 3.3.5.1 Joint Review Team Recommendations-November 2011

As indicated below, the programme has implemented all the recommendations-though systematic documentation of success stories needs to be stepped up.

Recommendation	Status
Phase II should be approved for Zimbabwe.	Approved on 4 <sup>th</sup> April 2011;
• The Programme could be expanded to include more sites concerning the TREE Programme and probably also the IAs (to be seen after results of the first batch have been seen).	The programme has been expanded from the initial 5 sites (3 for TREE and 2 for QIA) to 35 districts (26 for TREE and 9 for QIA);
• The functioning of the micro credit scheme fund should be monitored closely to ensure that the financial institutions are managing the fund effectively	The micro-credit scheme has continued to be monitored. An Evaluation Study of the scheme (October 2012) made a number of recommendations have or are being

implemented-e.g. to allow a 2% per month interest instead of 0.5%;

- Efforts should be made to attract other donors – and Zimbabwe government to support the programme in Phase II.

Two donors have been attracted-SNV-for Solar & Biomass interventions in all programme districts and UN-Women which has agreed to provide technical support services & they will facilitate (US \$ 2 million );

- Unused funds for Phase I should be re-phased for the first quarter of 2012 to make sure that there will be no gap between Phase I and II.

Done

- The groups in all sectors and districts should be thoroughly monitored and results captured to document programme impact and used for replicating the programme elsewhere.

Monitoring being done effectively inadequate documentation of success stories and impact;

### 3.4 EFFECTIVENESS OF MANAGEMENT ARRANGEMENTS

The PMU, which is essentially the Secretariat for the Programme, comprises ILO staff-namely, the CTA, NPC and FAA supported by 2 support staff (secretary and a driver) is responsible for the day to day management of programme activities. The Unit is technically backstopped by the Skills Specialist based in the Decent Work Team (DWT) office in Pretoria and the Skills and Employability Department in Geneva (EMP/SKILLS, and administrative supported by the ILO-Harare CO and the ILO Regional Office for Africa (ROAF) in Addis Ababa.

In terms of its role as the secretariat, the PMU is under the overall guidance of the NSC which comprises 12 members representing various national stakeholder organizations including government, employers, workers' unions, civil society and private sector. The NSC, which is co-chaired by MYDIE, EMCOZ and ZTCU, is technically supported by a TWG-which comprising 15 members drawn from the same set of organizations as the NSC. At the field level, the PMU works through PICs and DICs and is supported by 39 field officers from key stakeholder Government ministries who assist in monitoring of programme implementation and preparation of monthly reports.

The overall Mission findings with regard to management arrangement and governance are as follows:

- ✚ *Adequacy and Effectiveness:* The management and governance arrangement is perceived by virtually all stakeholders met during field interviews to be adequate and quite effective in supporting delivery of anticipated programme outputs, outcome and impact-with the establishment of stakeholder-led local organizational structures including the NSC, TWG, PICs and DICs is being seen as very good innovations towards enhancing programme ownership and support as well as prospects for sustainability of programme activities.
- ✚ *Clarity of roles and responsibilities:* In general, all parties involved right from the grass roots to the national level and clear about the objectives of the programme and the respective roles responsibilities.
- ✚ *Clarity of target indicators:* As mentioned earlier (section 3.2.5) target indicators comply quite well with the "SMART" principles-in that they are clearly defined, specific, measurable and time bound and according to the PMU-realistic and attainable.
- ✚ *Monitoring and Evaluation:* The Programme has a well-developed monitoring and evaluation system based on the "traffic lights" strategy map tool which is being used effectively for data/information collection (monthly) and reporting (quarterly, bi-annually and annually) with the data disaggregated by gender where possible.
- ✚ *Technical, Administrative and Political support:* The PMU described technical support-especially by the Skills Specialist (DWT-Pretoria) and administrative support by the ILO Office-especially Harare-CO to have been excellent. The PMU also reported that the Programme is also receiving good and broad-based administrative and political support from government and other local stakeholder organizations including EMCOZ, ZCTU, civil

society organizations and private sector.

- ✚ *Knowledge Management and Information Sharing:* The Programme has maintained good knowledge management and platforms for sharing information-including developed a website (<http://www.africayouthskills.org>)-which makes information and resources available to the public and where results and lessons learned are shared with the public, governments, private sector, institutions, partners and youth in order to be transparent and demonstrate good governance. The various initiatives of the Programme are featured along with the progress in creating employment. This resource site also includes an interactive social network component where youth are able to upload resources, interact through blogs, and share their stories and experiences. Other fora used by the Programme to share information include meetings under the auspices of the NSC, TWG, PICs and DICs, training workshops, brochures, posters, videos, electronic and press media, trade fairs and exchange visits.

With regard to management and governance arrangements, the mission noted four issues that need to be addressed:

- ✚ Firstly, while the Programme has had notable impact by way of employment creation and income generation, this has not been well and systematically documented-thereby understating successes of the programme. The success stories provided in the programme web-site are weak and un-convincing. During the short field visits, the Mission established a few very good success stories (see for example the case of Sylvia in section 3.1.1) which are not captured by the PMU. The Mission recommends the stepping up of tracer activities with a view to bringing out good and “eye-catching” success stories which would play an important role in mentoring and counseling the youth.
- ✚ Secondly, that while the Danida Permanent Mission in Geneva is regularly informed of programme progress-through Technical Cooperation Progress Reports (TCPR), these are often quantitative and highly structured (and rightly so in accordance with ILO guidelines). There was a strong feeling from the Permanent Mission in Geneva that the TCPR should always be accompanied by an addendum of 1-2 pages summarizing the main achievements and issues arising.
- ✚ Thirdly, that while the youth are the ultimate beneficiaries, they are not represented at the PIC and DIC levels. Given the need to build the capacity of the youth through involvement in decision-making, governance and management of their affairs, the Mission recommends that democratically selected youth representative be incorporated at the DICs.
- ✚ That, while embracing ILO principles of maintaining a small but effective programme team, there is need to recruit two (2) programme officers to assist the NPC for effective roll out of programme activities in the current expanded regional coverage (32 districts);

## 3.5 EFFICIENCY OF RESOURCE USE

Efficient utilization of resources is an all-time key requirement of all ILO programmes and projects. While the Mission was neither able, nor required to carry out “value for money audit” as such, quick field level observations, and views of some key observers especially from within members of the NSC suggest the PMU has been quite prudent in the way it has utilized the available resources including time, human and financial resources. The sections below provide an overview of effectiveness of resource use in terms of finance, human and technical skills.

### 3.5.1 Time Line

The majority of respondents met during field visits indicated the overall programme time line of five years (2 years for phase I and 3 years for phase II) to be generally adequate for the delivery of anticipated outputs and outcomes. However, the inadvertent loss of up to nine (9) months of implementation time as indicated earlier, coupled with the unprecedented area expansion could have a bearing on whether the main ultimate targets by end of year 5 will be achieved or not-namely 3,400 TREE beneficiaries; 2,380 TREE graduates in employment; 2,000 apprentices in IA program-versus the current achievement of 1,174; 1,400 apprentice graduates in employment-versus the current achievement of 729; 1,000 master craftspersons beneficiaries-versus the current achievement of 626; and 700 master craftspersons experiencing at least 10% increase in income-versus the current achievement of just 200 This should be seen in the light of the current level of achievement. The PMU is optimistic that they will be able to achieve the targets by end of year five (5) especially if the programme is granted the permission to recruit 2 programme officers. That notwithstanding, the PMU should closely monitor progress so as to determine, in good time, whether a “no-cost extension” of the programme will be needed or not.

### 3.5.2 Human Resources

Programme human resources comprise a small core team of three (3) members staff (making the PMU), namely the CTA, NPC and Financial Administrative Assistant (FAA). This core team is supported by two (2) support staff-a driver and a secretary. The team is back stopped by the ILO Skills Development specialist from the DWT-Pretoria Office and is administratively supported by ILO Director’s Office in Harare. Further, the team is also supported by stakeholder organizations at national, provincial, district and community levels-in particular the 39 field officers seconded to the programme by key stakeholder government ministries.

While the Mission found PMU staff to be technically qualified and quite committed to programme activities, their capacity in terms of numbers is now seriously strained by programme work load primarily as a result of the unprecedented expansion from just five (5) sites during the inception phase to the current 32 districts across the country. As a result, project activities and operations have in some instances not in line with schedule of activities as defined by the team’s work plan. While it is acknowledged that the unprecedented demand by stakeholders has been a major driver to the expansion programme, it is advisable for the team to halt the expansion drive to avoid further strain on programme resources-taking into account the amount of stakeholder coverage and travelling that is now called for. However, in light of the current situation, the Mission strongly feels that there is need for recruitment of two (2) programme officers (POs) to assist the CTA and

the NPC in implementing programme activities in the current outreach of districts-one to be stationed in Bulawayo in Southern region of the country and one to be stationed in Manicaland in the Eastern region

### 3.5.3 Finance

The total budget for the Zimbabwe programme component is US\$ 6.813 million. Of this amount, approximately US\$ 2.452 million or about 36% was for phase I (2010-2011) while the balance, approximately US\$ 4.361 or approximately 64% is earmarked for phase II (2012-2014). The following is a summary of the main findings in relation to financial resources:

- ✚ *Adequacy:* Overall, programme management and other key stakeholders met during field interviews considered the budget to be fairly adequate but only for up to the current 32 districts and not beyond-and hence the need to halt any further expansion unless additional funding is available.
- ✚ *Disbursements:* The budget is administered from the ILO Harare CO and according to programme staff, disbursements have been fairly timely and in line with work plans-though human capacity in terms of number of staff is getting strained due to area expansion sometimes making it difficult to ensure activities are undertaken according to plan.
- ✚ *Effectiveness of financial utilization:* From the point of view of the proportion of financial resources used towards support of beneficiaries versus overheads, the Mission observed that the programme was doing fairly well with approximately 70.2% of the budget going towards direct support of beneficiaries in a variety of ways including sensitization and mobilization, seminars, workshops, training/capacity building, extension services, business financing and study tours among other things. While all the four (4) immediate objectives of the programme are important towards the realization of the overall anticipated programme outcome-namely “to strengthen skills development systems that improve employability, promote access to employment opportunities and increase incomes for inclusive and sustainable growth” the allocation of 33% of total budget to each of the immediate objectives 2 and 3<sup>17</sup>, namely “public and private training institutions are enabled to better deliver demand-driven services to rural informal economies” and “strengthened systems of informal apprenticeship through upgrading the skills of master craftspersons and apprentices while facilitating access to new technology” respectively is deemed appropriate towards sustainability and long term impact of programme activities.
- ✚ *Economy and Efficiency of Resource use:* In this regard, the Mission observed that the PMU has consistently upheld the principles of economy and efficient use programme finance by applying stringent procurement procedures based on competitive technical and financial bidding for all goods and services;
- ✚ *Extent of Leveraging on External Resources:* The programme has managed to leverage on external resources by way of government staff-whereby 39 field officers are dedicated to programme activities across the programme areas; and use of NSC, TWG, PIC and DIC

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<sup>17</sup> See page 34 of Phase II Programme Proposal Document.

organization structures. In addition, the UN-Women and SNV; and MYDIE have also earmarked significant resources towards complementing programme activities.

- ✚ *Flexibility of Budget Re-allocations:* Allowing flexibility in budget adjustments/re-allocations within programme activities has also helped in the smooth implementation of the programme.

For sustainable roll-out of programme activities country-wide as clearly desired by local stakeholders, more financial resources beyond the amount currently available under the programme will be needed. To this end, the Mission recommends that the Programme, through the stewardship of the NSC, the ILO should explore the feasibility of mobilizing additional financial resources and establishing a stakeholder-led and managed “*basket fund facility*” to provide longer term mechanism for contribution by willing donors whether from local or external sources.



### 3.6 IMPACT ORIENTATION AND SUSTAINABILITY

The ILO has traditionally sought to reduce sustainability risk of its development initiatives. To this end, sustainability of programme/project activities beyond its shelf life has been a central element of project design approach and implementation strategy of all ILO initiatives. *In this respect, the Mission concludes that activities of the Skills Programme have high prospects for sustainability beyond its shelf life, and also high potential for outreach and long term impact through multiplier effects as a result of the enhanced capacity of local institutions to identify local economic opportunities, develop training programmes and deliver demand-oriented services to rural, informal economies.*

The above conclusion is based on the observation of a number positive attributes of the programme strategies including the following:

- (i) *The pre-programme design research work as well as the extensive stakeholder consultations that were conducted at the design stage and which have continued to be conducted during the implementation phase-which qualitatively and quantitatively informed its design besides ensuring relevance and strategic fit of interventions to the aspirations of a wide range of stakeholders thereby also enhancing broad-based stakeholder buy-in and support as was firmly confirmed during field interviews;*
- (ii) *Institutionalization of programme implementation of the TREE and QIA methodologies within local organizational structures (with ILO only playing a facilitative role) including the NSC, TWG and the DICs-which have been important vehicles for ensuring involvement of national stakeholder, ownership, support and sustainability both at the national and local (district or grass-root) levels;*
- (iii) *The pro-active and conscious nature of engagement of country level beneficiaries and implementation partners by programme staff in the planning, implementation and follow-up of development activities-which is core to the ILO TREE programme and which has also helped in stimulating local ownership;*
- (iv) *Capacity building initiatives of national partners (constituents, public and private BDS providers including vocational training centres and MC persons as well as ultimate beneficiaries) primarily through demand-driven training based on the TREE methodology and promotion of QIA methodology covering both direct ultimate beneficiaries-which has enhanced their capability to independently deliver on programme objective and activities*
  - (i) *Promotion of post-training support services including facilitation of access to finance through the establishment of micro-credit fund and support to market linkages-though the latter needs to be stepped up to overcome the poor culture and attitude towards loan repayments especially among the master craftspersons;*
  - (ii) *Strong political will, buy-in and conviction on the part of key Government institutions that the TREE and QIA methodology are appropriate approaches to youth skills development and strategies for ameliorating the problem of youth unemployment-culminating in the*

recent request for technical assistance from the ILO by MYDIE towards mainstreaming the methodology into key Government programmes and rolling its application country-wide.

- (iii) *Collaboration and sharing of lessons learned with other relevant initiatives* which has enhanced broad-based buy-in by other organizations including the recent collaborative commitment by SNV on solar and bio-mass energy Initiatives as well as UN Women on capacity building initiatives;
- (iv) *Selection of viable economic enterprises* such as horticulture, dairy, apiculture and others that are indeed already generating profits for the young entrepreneurs and the *promotion of skilling opportunities for green jobs* (e.g. apiculture, aquaculture, solar and biomass energy);

## 4.0 OVERALL CONCLUSION

Despite the inadvertent loss of implementation time of up to nine (9) months which was occasioned by the delay in approval of the programme, budget, time needed to set programme infrastructure, recruit of project staff and the second CTA after the first one left, the Programme has performed quite well-surpassing a majority of planned targets in some cases by impressive margin.

The Mission attributes this good performance to four main factors. Firstly, adequate technical expertise of PMU staff as well as commitment to programme activities. Secondly, the broad-based “buy-in” and support by stakeholders on account of relevance of interventions to their socio-economic needs. Thirdly, effectiveness and timeliness of support by other ILO units-especially the DWT-Pretoria. Fourthly, adequacy of financial resources and flexibility of reallocations in accordance with programme needs.

With institutionalization of programme implementation of the TREE and QIA methodologies within local organizational structures; broad-based involvement direct and ultimate beneficiaries and implementation partners; capacity building initiatives of national partners (constituents, public and private BDS providers including vocational training centres and MC persons as well as ultimate beneficiaries); post-training support services including facilitation of access to finance through the establishment of micro-credit fund and support to market linkages; strong political will and effective “ buy-in” of programme objectives and approaches on the part of virtually all stakeholders; collaboration and sharing of lessons learned with other initiatives; and the commercial orientation of the bulk of intervention, programme activities have high prospects for sustainability and long term impact on skills development, employment and income generation

## 5.0 KEY LESSONS LEARNED

Based on literature review, field interviews and observations by the Evaluation Mission, a number of lessons emerge:

- # *Relevance of intervention and consultations* at both programme design and implementation phase play a vital role towards broad-based “buy-in” and support by stakeholders;
- # *Post-capacity building (training) support* including apprenticeship, facilitation of access to finance, linkage to markets incubation and mentorship are essential interventions for the resource-poor unemployed and in-experienced youth;
- # *Economic enterprises with long gestation* period for the poor and vulnerable youth face a higher risk of drop out and failure than enterprises with shorter maturation period and supplementary initiatives with shorter gestation period should always be explored to enhance prospects for success for longer term enterprises;
- # *Facilitation and BDS service provision roles* should be made crystal clear to target beneficiaries right from the start to avoid misconceptions and support interventions should be time-bound, flexible and responsive to market situations, with clear exit strategy;
- # *Subsidy in the form of capacity building (training) and start up (seed) capital* is very often a necessary intervention for the inexperienced and resource poor youth, but it is important for donors to deliberately keep their visibility within safe distance and to tread carefully to avoid arousing of unwarranted expectations, misconceptions and market distortions;
- # *Time lag between capacity building (completion of training and apprenticeship) and start-up of youth enterprises* should be kept to the minimum to avoid fatigue and disillusionment of beneficiaries (especially in the case of the re-source youth who tend to have very limited patience);
- # *Strategic flexibility* should be maintained (e.g. on sector selection) given the inherent changes in market dynamics;
- # *Culture and attitude change* are vital inputs towards a successful donor-supported micro-finance credit schemes targeted to resource-poor and unemployed youth-especially in a situation where grants have been a common feature.

## 6.0 MAIN RECOMMENDATIONS

Based on findings through literature review, field interviews and general observations, the Mission recommends the following:

- (i) Without additional funding, the PMU should *limit the roll out initiative to the current 32 districts* to avoid spreading activities too thinly and to enhance the prospects for tangible impact per cluster;
- (ii) *The Programme to be granted permission to recruit two (2) local Programme Officers (POs)* to support the PMU for effective implementation of programme activities in light of the expanded geographical coverage;
- (iii) The programme should *incorporate youth representatives in the PICs and DICs* to enhance their involvement and prospects for long term ownership and sustainability of programme activities;
- (iv) Through the stewardship of the NSC, the ILO should *explore possible sources of extra funding for the provision of technical support to government in integrating the TREE & QIA methodologies into relevant national policies, strategies, plans and programmes as requested by MYDIE and also the feasibility of establishing a stakeholder-led "basket fund facility" at the districts level* to provide an avenue for programme support by willing donors during and beyond the project cycle;
- (v) *Intensify attitude and culture change activities towards financial borrowing and loan repayment* among direct beneficiaries (in particular the master craftspersons MCs) and ultimate beneficiaries (youth) with special focus on the QIA component;
- (vi)** To enhance mainstreaming of gender equality and equity, the programme to create a small budget item to: *(a) support day baby care facility (crèche) for deserving young women to enhance their effective participation training at the vocational training centres under the QIA component; and (b) carry out a short and focused study on gender dynamics to determine ways and means of eliciting effective and long term "buy-in" of women's (females) participation among the male-spouses;*
- (vii) Ensure that *time lag between training/apprenticeship and seed capital support is maintained less than 2 months* to avoid disillusionment and fatigue among graduates;
- (viii) *Enhance tracer activities, document and disseminate success stories widely and in a systematic manner;*
- (ix) Along with the regular biannual progress (ILO TCPR), the Programme to *provide a brief (1-2 pages) on project's major events and issues to the donor;*
- (x)** As a result of the inadvertent delays in project start-up of phase I and II, the PMU should *closely monitor progress in the next few months with a view to determining, in good time, whether "no-cost" extension will be needed or not.*

## 7.0 APPENDICES

### Appendix 1: People Met and/or Interviewed

Name	Organization	Position/Title
<b>Key Informant-Interviewed from Harare</b>		
1. Alfonso Tabi-abodo	ILO Country Office Harare	Country Director
2. Manzoor Khaliq	ILO	CTA
3. Blessing Gwengwe	ILO	NPO
4. Eliam Mahohoma	ILO	Economic Empowerment Officer-CEEP
5. Colly Masuku	ILO	National Project Coordinator
6. Idah Tsitsi Chimedza	ILO	HIV/AIDS Focal Person
7. Jim Windell	ILO-Geneva	Skills & Employability Department ILO Geneva
8. Ashawani Aggarwal	ILO	Skills Specialist-DWT (Pretoria)
9. Sophie	Government of Denmark	Permanent Mission (Geneva-Telephonic)
10. Elijah Mutemeri	ZCTU	National Coordinator
11. Saviour Kasukuwere	MYDIE	Minister
12. Lancaster Museka	Ministry of Labour and Social Affairs	Permanent Secretary
13. Elias Murinda	MYDIE	Acting Director-Youth Development
14. Caroline Mudzingwa	"	Skills Training Coordinator
15. Juliet Mushonga	"	Principal-Norton VTC
<b>Key Informant Interviews-Bulawayo</b>		
16. Ophias Dube	"	Provincial Youth Development Officer-Bulawayo
17. Percy Ncube	"	Field Officer
18. Vimbayi Chandida	"	Field Officer
19. Prudence Samangore	"	Field Officer
20. Sifiso Takavarasha	"	Principal-Sizinda VTC
21. Pretty Nyoni	"	Principal-Lobengula CTC
22. Nkonzani Ncube	Ministry of Local Government	Provincial Administrator
23. Ambrose Brothers	Ambrose Brothers Piggery	Entrepreneurs
24. Temba Nhliziyo	Ambrose Brothers Piggery	Trainer
<b>Key Informant Interviews-Mutoko</b>		
25. Emelda Chidarikire	Ministry of Local Government	Assistant District Administrator
26. R.D Dube	MYDIE	District Youth Officer
27. P Shenje	Public Service Commission	Departmental Secretary
28. Z Nhidza	Mutoko Rural District Council	
29. W Chinyunyu	Zimbabwe Republic Police-Mutoko	PISI Officer
30. S Mukwnhiri	Ministry of Agriculture	AGRITEX Officer
31. E Katsvairo	Ministry of Education and Culture	Acting District Education Officer
32. M Singende	Ministry of Women's Affairs Gender And Community Development	District Officer
33. S Chifewa	MYDIE	District Officer
34. L Marongwe	Ministry of Agriculture	District Agritex Extension Officer
35. J Ndava	Zimbabwe Republic Police-Mutoko	Member in Charge
36. Chatambarara	War Veteran	
37. R Kucherera	Ministry of Small to Medium Enterprises	District Business Development Officer
38. N Mudzamiri	Tabudirira Vocational Training Centre	Principal
39. H Marufu	Ministry of Information	District Information Officer

<b>Evaluation Briefing Participants</b>		
40. Elijah Mutemeri	ZCTU	Co-Chair, TWG, National Coordinator Informal Economy
41. Tonderayi Matongo	EMCOZ	Co-Chair, TWG-Labour Markets Information Officer
42. Queen Mawoyo	ILO	Project Secretary
43.		
44. Kipson Gundani	ZNCC	
45. Kamoto Terrence		
46. Ephraim Tadzingwa	MoHTE	
47. Reuben Muchada	ZAMFI	
48. Jurgen Lischka	GIZ (ZAMFI)	
49. Chaipa Mutandwa	Bee Keepers Association of Zimbabwe	National Coordinator
50. Manzoor Khaliq	ILO	CTA
51. Sofia de la Gaza	SNV	
52. Boonstoppel Erik	SNV	
<b>Validation Workshop Participants-Harare</b>		
53. Wisdom Karonga	Ministry of Women's Affairs Gender And Community Development	Deputy Director
54. Tonderayi Matongo	EMOCOZ	Co-Chair, TWG-Labour Markets Information Officer
55. Elijah Mutemeri	ZCTU	Co-Chair, TWG, National Coordinator
56. Elias Murinda	MYDIE	Acting Director-Youth Development
57. A Nhambasora	"	Acting Deputy Director-Skills Training
58. Chaipa Mutandwa	Beekeepers Association of Zimbabwe	National Coordinator
59. Monica Vimbayi Hanga	Ministry of Labour and Social Services	Principal Labour Officer
60. Adolphus Chinomwe	ILO	Programmes
61. Manzoor Khaliq	ILO	CTA
62. Gugsa Yimer Farice	ILO-Addis Ababa	
63. Ashawani Aggarwal	ILO-DWT Pretoria	
<b>Group Discussions with Trained Youth at Chitungwiza Young Africa Skills Centre</b>		
<b>Name</b>	<b>Trade</b>	<b>Sex</b>
64. Obert Chidano	Welding	M
65. Rephias Rushinga	66. "	M
67. Lisa Mashiri	"	F
68. Lynet Bhebe	Dress making	F
69. Tigere Pamhidzai	Welding	M
70. Jannet Maseva	Dress making	F
71. Catherine Sharwa	Dress making	F
72. Tsitsi Jakachira	"	F
73. Eunice Madyambudzi	"	F
74. Benediction Kamvuri	"	F
75. Nyarai Kyitano	"	F
76. Tsitsi Mwaramba	"	F
77. Melody Mureyani	"	F
78. Chipso Muzata	"	F
79. Yolanda Masocha	"	F
80. Liberty Chimomber	Motor Mechanics	M
81. Taurai Makokoro	"	M
82. Patrick Muchirahondo	Welding	M
83. Prosper Zinyeka	"	M
84. Lenon Kanengoni	"	M
85. Augustine Pfumbidza	"	M

86. Welldone Chigwedere	Carpentry	M
87. Kudakwashe Muvandi	Welding	M
88. Jacob Kuzinya	Carpentry	M
89. Ian Banhire	Motor Mechanics	M
90. Kudzo Mazire	Welding	M
91. Dennis Nyakutira	Motor Mechanics	M
92. Andrew Tashayawedu	Motor Mechanics	M
93. Blessed Mutarisi	Motor Mechanics	M
94. Elliot Matope	Motor Mechanics	M
95. Ronald Kofi	Motor Mechanics	M
96. Kevern Mlambo	Motor Mechanics	M
97. Tatenda Madyira	Carpentry	M
98. Tongai Sithole	Carpentry	M
99. Moses Dube	Motor Mechanics	M
100. Farai Karombe	Carpentry	M
101. Ruth Mashiri	Dressmaking	F
102. Clyde Chaurura	Carpentry	M
103. Onias makura	Carpentry	M
104. Robert Manyepa	Carpentry	M
105. Monalisa Musonza	Carpentry	F
106. Phineas Chinogonda	Carpentry	M
107. George Mavhu	Carpentry	M
108. Brian Masiku	Welding	M
109. Brian Mavhunga	Carpentry	M
110. Hastings Mudzamiri	Motor Mechanics	M
111. Bothwell Zindonda	Motor Mechanics	M
112. Tendai Chipuriro	Motor Mechanics	M
113. Tafadzwa Kadere	Motor Mechanics	M
114. Talent Chichoni	Motor Mechanics	M
115. Samuel Magara	Welding	M
116. Willard Magwidi	Motor Mechanics	M
117. Mildred Kapiya	Motor Mechanics	M
118. Douglas Tepatepa	Welding	M
119. Tarisai Gondoro	Dressmaking	F
120. Joana Nhamburo	Dressmaking	F
121. Innocent Nhidza	Welding	M
122. Alvord Gochera	Welding	M
123. Rutendo Dzirutwe	Welding	M
124. Chardine Mawanganga	Carpentry	M
125. Frank Madzunga	Welding	M
126. Onias Kangoni	Welding	M
127. Chaka Kurururo	Welding	M
128. Tawanda Maikana	Welding	M
129. Joseph Amandi	Welding	M
130. Norman Kuzanga	Welding	M
131. Emmanuel Mutukwa	Motor Mechanic	M
132. Priscilla Kenamu	Carpentry	F
133. Tendekai Kaja	Motor Mechanic	M
134. Russel Mangure	Carpentry	M
135. Willard Ukama	Carpentry	M



136.	Vitalis Chirinda	Motor Mechanic	M
137.	Tatenda Dumba	Dressmaking	F
138.	Tinashe Muteto	Motor Mechanic	M
139.	Toddy Chabayanzara	Carpentry	M
140.	Milton Musafare	Welding	M
141.	Mike Dube	Motor Mechanic	M
142.	Muchaneta Chipuriro	Dress Making	F
143.	Temptation Nyagura	Dress Making	F
144.	Faith Jakopo	Dress Making	F
145.	Lenox Mashonganyika	Carpentry	M
146.	Group Discussions with Norton Youth Fish Farmers Association		
147.	Ephraim Gwanzura		M
148.	Paymore Mupfumisi		M
149.	Beauty Makurumidze		F
150.	Wilbert Mande		M
151.	Linda Bhondai		F
152.	Cynthia Bavhu		F
153.	Patience Nyandoro		F
154.	Gloria Kasirori		F
155.	Netsai Hufara		F
156.	Daniel Machikiche		M
157.	Sifiso Moyo		F
158.	Ruziya Timozo		F
159.	Ian Chisale		M
160.	Lucia Banda		F
161.	Kudzanai Malundu		M
162.	Shingai Zakaria		F
163.	Kudakwashe Musendami		M
164.	Tabet Gambiza		F
165.	Mendy Gomo		F
166.	Haggar Mupotaringa		F
167.	Patients Sithole		F
168.	Juliet Matimbi		F
169.	Junior Malenga		F
170.	Shelter Takawira		F
171.	Vongai Mutanda		F
172.	Cosmos Chiremba		M
173.	Chakanetsa Chindewere		M
174.	Isaac Majuru		M
175.	Richard James		M
176.	Justine Machikiche		M
177.	Puline Mbaira		F
178.	Memory Hondo		F
179.	Cynthia Mandava		F

**Group Discussions with Master Craft Persons, Bulawayo**

Name	Organisation	Sex
180. Maxmillan Sibanda	Bright Hopes, Kelvin North	M
181. Prince Nyathi	"	M
182. SM Nxumalo	"	M
183. Benedict Ncube	"	M
184. Dennis Ncube	"	M
185. Lazarus Bafana	"	M
186. Christopher Moyo	"	M
187. Happyson Mlambo	"	M
188. Lovemore Kachangamire	"	M
189. David Muziri	"	M
190. Ethan Ndlovu	"	M
191. Webson Dube	"	M
192. Willard Ncube	"	M
193. Patricia Homerai	Step by Step	F
194. Siphe Nkomo	"	F
195. Ellis Gomo	"	F
196. Mildred Nkomo	"	F
197. E Matanhire	"	F
198. Gertrude Khanye	"	F
199. Simanga Ncube	"	F
200. Angela Moyo	"	F
201. L Mkandla	"	F
202. L Samuriwo	Saloon Select	F
203. Eustina Maposa	Kwa Mothers	F
204. S Muringayi	Step by Step	F
205. V Ndlovu	Rhodes House	F
206. J Hube	Big Five	F
207. Jimmy Dube	Big Five	M
208. Musa Sibanda	Big Five	F
209. Charles Mangena	Big Five	M
210. Tambudzai Jingura	Big Five	F
211. Alfred Ngwenya	Big Five	M

**Group Discussion with Apprentices at Sizinda Vocational Training Centre**

Name	Trade	Sex
212. Suko Dube	Hair dressing	F
213. Bongani Sibanda	Hair dressing	F
214. Nokuthula Nkomo	Hair dressing	F
215. Patience Nkomo	Hair dressing	F
216. Lewis Tshuma	Carpentry	M
217. Douglas Sibanda	Carpentry	M
218. Blessing Dzingirayi	Carpentry	M
219. Rosemary Hamundidi	Hair dressing	F
220. Precious Lunga	Hair dressing	F
221. Pretty Munyanyi	Hair dressing	F
222. Mayibongwe Malime	Hair dressing	F
223. Sazini Mpofu	Hair dressing	F
224. Sithembile Chandiwana	Hair dressing	F
225. Patricia Mutusva	Hair dressing	F
226. Brenda Haruzivi	Hair dressing	F
227. Mary makani	Hair dressing	F
228. Cleopatra Chemhere	Hair dressing	F

229.	Adnes Mutsaka	Hair dressing	F
230.	Siphiwe Dube	Hair dressing	F
231.	Sandra Mabhena	Hair dressing	F
232.	Hellen Mhike	Hair dressing	F
233.	Rachael Skadane	Hair dressing	F
234.	Freemore Musorowegomo	Hair dressing	F
235.	Evermore Manyika	Hair dressing	F
236.	Unice Matemba	Hair dressing	F
237.	Gertrude Khanye	Hair dressing	F
238.	Melody Charakupa	Hair dressing	F
239.	Laiza Mazhe	Hair dressing	F
240.	Doreen Ngara	Hair dressing	F
241.	Fortunate Chinembiri	Hair dressing	F
242.	Janette Kaingo	Hair dressing	F
243.	Nogate Dube	Hair dressing	F
244.	Sibongile Zondo	Hair dressing	F
245.	Simelokuhle Moyo	Hair dressing	F
246.	Kholwani Ndlovu	Hair dressing	F
247.	Emmanuel Chidavanyika	Carpentry	M
248.	Blessing Ncube	Carpentry	M
249.	Group Discussion with Apprentices at Lobengula Vocational Training Centre		
250.	Gilbert Bhimha	Catering	M
251.	Anela Tshuma	Catering	M
252.	Tellmore Chakanyuka	Catering	M
253.	Edson Chakanyuka	Catering	M
254.	Moses Muleya	Catering	M
255.	Aubrey Mpofo	Catering	M
256.	Petros Mkizha	Welding	M
257.	Thulani Sikhosana	Welding	M
258.	Hlompho Mthopole	Welding	M
259.	Boniswa Khumalo	Catering	M
260.	Dorcas Halimana	Catering	F
261.	Gloria Ncube	Catering	F
262.	Terrick Slau	Home Decor	F
263.	Phetani Sibanda	Catering	F
264.	Ntando	Home Decor	F
265.	Rejoice Moyo	Home Decor	F
266.	Shamilla Phiri	Home Decor	F
267.	Angela Mugore	Home Decor	F
268.	Primerose Moyo	Home Decor	F
269.	Mtunsi Ncube	Home Decor	F
270.	Saneliswe Moyo	Home Decor	F
271.	Soku Ngwenya	Welding	F
272.	Gugulethu Ngwenya	Welding	F
273.	Sithengisiwe Moyo	Catering	F
274.	Tinashe Nyashanu	Welding	M
275.	Nation Khumalo	Catering	M
276.	Sonthombazi Sithole	Catering	F
277.	Sibusisiwe Ngwenya	Catering	F
278.	Tracy Tsaisi	Catering	F
279.	Siphiwe Ncube	Catering	F
280.	Precious Toga	Catering	F
281.	Patience Nyandoro	Home Decor	F
282.	Pauline Ncube	Home Decor	F

283.	Felistus Ndaidzwa	Home Decor	F
284.	Fungayi Tsondayi	Home Decor	F
285.	Nothando Ndlovu	Home Decor	F
286.	Sibongile Manjengwa	Home Decor	F
287.	Nomagugu Ncube	Home Decor	F
288.	Ntokozo Mpofu	Home Decor	F
289.	Blessed Ndlovu	Catering	F
290.	Portia Moyo	Home Decor	F
291.	Tunirai Hwendaenda	Home Decor	F
292.	Melody Marume	Home Decor	F
293.	Muronzi definite	Home Decor	F
294.	Koliwe Sibanda	Home Decor	F
295.	Rebecca Mzerenga	Home Decor	F
296.	Portia P Moyo	Home Decor	F
297.	Rudo Chikoore	Home Decor	F
298.	Priviledge Imbayago	Home Decor	F
299.	Ntombi Moyo	Home Decor	F
300.	Mariate Dube	Home Decor	F
301.	Angel Sibanda	Home Decor	F
302.	Suku Nkomo	Home Decor	F
303.	Memory Sibanda	Home Decor	F
304.	Langalihle Sibanda	Home Decor	F
305.	Mirriam Sibanda	Home Decor	F
306.	Chipo Zembe	Home Decor	F
307.	Puline Ndlovu	Home Decor	F
308.	Loice khumalo	Catering	F
309.	Juliet Ngwenya	Catering	F
310.	Nancy Mutigi	Home Decor	F
311.	Thando Mafu	Catering	F
312.	Sithilisiwe Dube	Catering	F
313.	Nonhlanhla Khumalo	Catering	F
314.	Nobuhle Khanye	Catering	F
315.	Thabani Matema	Catering	M

## Appendix 2: Evaluation Research Instrument

Mid-term Evaluation for the Skills for Youth Employment and Rural Development in Western and Southern Africa – Zimbabwe Component

<b>Introduction</b>	My (Our) names are .....
	I (we) have been contracted by the ILO to undertake an independent external mid-term evaluation of phase I of <i>Skills for Youth Employment and Rural Development in Western and Southern Africa –Zimbabwe Component</i>
<b>Purpose of the Evaluation</b>	To analyse progress made during Phase I of the project towards achieving established outcomes, identify lessons learned and propose recommendations for improved delivery of quality outputs and achievement of outcomes in a Phase II.
	<p>I would now like to ask you a number of questions to enable me undertake this exercise and help the project implementation team to enhance performance in future</p> <p>Is it okay and do you have any questions before we start?</p> <p>Thank you for finding time to answer my questions.</p>
<b>A:General Questions</b>	
	<ol style="list-style-type: none"> <li>1. In <b>what way have you been you involved</b> in the project?</li> <li>2. In your view, <b>what worked well</b> and <b>what did not work well</b> during this phase of the project and <b>why</b>?</li> <li>3. <b>Has the project made a difference to your life and other beneficiaries? If Yes, how?</b></li> <li>4. What <b>good practices</b> can be learned from the project that we can apply in the next phase and to similar future projects?</li> <li>5. <b>What should have been different during phase 1 of the project?</b></li> <li>6. <b>What should be avoided</b> in the next phase of the project?</li> <li>7. What is your <b>overall view of the project</b> (verbal statement....quote)?</li> <li>8. What <b>key recommendations</b> would you like to make for the next phase?</li> </ol>
<b>B: Specific Questions<sup>18</sup>.</b>	
<b>Relevance &amp; Strategic Fit</b>	<ol style="list-style-type: none"> <li>9. How relevant are the interventions to your <b>socio-economic aspirations/livelihood?</b></li> <li>10. How relevant are project's interventions to <b>Government policies/strategies</b> and which ones in particular?</li> <li>11. Are the <b>project interventions relevant/complementary/well linked</b> to the objectives/priority outcomes under: <ol style="list-style-type: none"> <li>i. Zimbabwe DWCP?</li> <li>ii. Zimbabwe UNDAF?</li> <li>iii. Decent Work Agenda for Africa (DWAA)</li> <li>iv. Danish Development Cooperation Strategy/Danida development initiatives</li> <li>v. Other ongoing ILO programmes/projects in Zimbabwe (which ones?)</li> <li>vi. Other UN &amp; non-UN regional &amp; global commitments (which ones?)</li> </ol> </li> </ol>
<b>Validity of Project Design</b>	<ol style="list-style-type: none"> <li>12. Do you think the <b>foundational information base</b> upon which the project was conceptualized &amp; designed was adequate (which information)?</li> <li>13. Do you think <b>stakeholder consultations</b> were adequate (degree/stakeholder scope)?</li> <li>14. How <b>plausible is the linkage between activities/outputs &amp; anticipated outcomes &amp; impact and the broader development objective?</b></li> </ol>

<sup>18</sup> Questions to be tailored in accordance with the type of respondent being interviewed...that is to navigate around the evaluation questions depending on relevance to, and the nature of involvement of the respondent.

	<p>15. Do you think project design addressed <b>gender mainstreaming &amp; equality</b> adequately?</p> <p>16. Do you think the <b>project timeline was adequate</b>? If not why and what should it have been?</p> <p>17. How effective were the applied <b>development model (s)/strategies</b> (ILO-Training for Rural Economic Empowerment-<b>TREE</b> &amp; Informal Apprenticeship-<b>IA</b>)</p> <p>18. Has there been/is there potential for <b>synergy</b> of the <u>Zimbabwe project component with the other components (Benin &amp; Burkina Faso) &amp; other relevant ILO/Danida initiatives in the regions</u>;</p> <p>19. Was there <b>baseline data</b>?</p> <p>20. Do you think <b>performance indicators and targets were sufficiently and did they comply with the SMART<sup>19</sup> principles</b>?</p> <p>21. Do you think project <b>targets were realistic</b> given the project timeline, resources (human, finance and other), geographical coverage, number and mix of stakeholders involved, quantity and mix interventions</p> <p>22. What risks did the project face and do you think the project has had adequate <b>systems for risk analysis and assessment</b>/has the project adequately taken into account the <b>risks of blockage</b>?</p> <p>23. What <b>sustainability interventions</b> have been applied &amp; do you think project activities are sustainable beyond its life?</p> <p>24. Does the project have a clear <b>exit strategy</b>? If not, what are the risks?</p> <p>25. How adequate was project's knowledge management?</p> <p>26. Did the project have a <b>communication strategy and</b> how effective was it? If not what has been the implications?</p>
<p><b>Project Performance &amp; Effectiveness</b></p>	<p>27. <b>What achievements have been made</b> (output, outcome, impact and PDO levels);</p> <p>28. Have the achievements been in line with work plans? If not why?</p> <p>29. Has the quantity and quality of outputs/outcomes been satisfactory? If not what were the shortcomings and why? (explain)</p> <p>30. Are project <b>benefits equally shared between women and men</b> (explain)? If not why and what should have been/should be done in future?</p> <p>31. Which <b>aspect of the project was most successful</b> (geographic, component, issue etc)? In what way and what were the explanatory factors?</p> <p>32. Was <b>performance of PMU, NAC/NSC</b> or such other organisational structures effective? (explain)</p> <p>33. Have <b>meetings of NAC/NSC or such other organizational structures</b> been regular? Has the attendance been good and did members contributed effectively in meetings?</p> <p>34. Was <b>PMU</b> easily accessible and open in the way they carried their responsibility?</p> <p>35. Were <b>roles/responsibilities of the various stakeholders</b> clear and well understood?</p> <p>36. Were there any <b>unintended results</b> of project interventions (positive/negative)?</p> <p>37. What internal and <b>external factors</b> (positive/negative) influenced the performance of the project?</p> <p>38. To what extent have the <b>recommendations of the joint review</b> been implemented?</p>

<sup>19</sup> Acronym standing for: *Specific, Measurable, Attributable Realistic and Time-bound.*

<b>Project Management Arrangement</b>	<p>39. How was the project management /governance arrangement organized? Was it adequate?</p> <p>40. Did all relevant <b><u>stakeholders get involved in project activities</u></b> an appropriate and sufficient manner?</p> <p>41. Did the various parties <b><u>understand their respective role &amp; responsibilities</u></b></p> <p>42. How were the <b><u>working relationship</u></b> between within and between stakeholder groups (team work)</p> <p>43. Did the project have an <b><u>adequate M&amp;E system</u></b> and how effective was it?</p> <p>44. How <b><u>regularly/effectively was project performance monitoring done?</u></b></p> <p>45. Was relevant <b><u>information systematically collected and collated?</u></b></p> <p>46. Was <b><u>data disaggregated</u></b> by sex (and by other relevant characteristics if relevant)?</p> <p>47. Was there adequate <b><u>political/administrative</u></b> support by national stakeholders?</p> <p>48. How effective was <b><u>backstopping support</u></b> by ILO (regional offices-Harare &amp; Addis-ROAF), HQ-Geneva &amp; DW-Pretoria?</p> <p>49. Has the project been <b><u>collaborating with other ILO programmes/other donors' Initiatives</u></b> in the country/region to increase its effectiveness and impact?</p>
<b>Adequacy and Efficiency of resource use</b>	<p>50. Were <b><u>available resources</u></b> (human resources &amp; expertise, finance/budget, timeline and other) <b><u>adequate</u></b> to fulfil the project plans?</p> <p>51. Were the resources <b><u>strategically allocated and used efficiently?</u></b></p> <p>52. Were <b><u>financial disbursements and project expenditures</u></b> in line with expected budgetary plans? If not, what were the bottlenecks encountered?</p> <p>53. What resources did the project <b><u>leverage from external sources?</u></b></p>
<b>Impact orientation and sustainability</b>	<p>54. Is the <b><u>project strategy and programme management steering towards impact and sustainability?</u></b></p> <p>55. Has the project started <b><u>building the capacity of people and national institutions or strengthened an enabling environment</u></b> (laws, policies, people's skills, attitudes etc.)?</p> <p>56. Are <b><u>project activities sustainable beyond project life?</u></b> If not, what <b><u>measures are needed to enhance prospects for sustainability</u></b> of project components and objectives?</p>
<b>Lessons learned</b>	<p>57. Any other lesson learned? (follow up to initial questions)</p>
<b>Recommendations</b>	<p>58. Any other recommendations you would like to make? (follow up to the initial questions)</p>

## Appendix 3: Terms of Reference

FINAL DRAFT

### Terms of Reference Independent Mid-Term Evaluation of Skills for Youth Employment and Rural Development in Western and Southern Africa: The Zimbabwe Component

February 2013

#### 1. Introduction & rationale for evaluation

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The *Skills for Youth Employment and Rural Development in Western and Southern Africa* is a project launched in support of the Danish Commission for Africa's Promoting Post-Primary Education Initiative. The 5 year initiative is funded by the Government of Denmark with an overall allocation of DKK 85 million (app. U.S. \$ 16.4 million) for Benin, Burkina Faso and Zimbabwe (approx. U.S. \$ 6.81 million for Zimbabwe). The project focuses broadly on two main areas of action to promote enhanced employment and income generating opportunities through skills development initiatives: 1) introducing the ILO's Training for Rural Economic Empowerment (TREE) methodology in a number of rural communities to support local economic development, and 2) upgrading delivery of training through systems of informal apprenticeship.

As per the Agreement between Denmark and the ILO, the project is planned to be implemented in two phases with Phase I over two years in 2010-11 (app. USD 2.773 million for Zimbabwe) and Phase II over three years from 2012-14 (app. USD 4.04 million for Zimbabwe).

The independent mid-term evaluation of the project is undertaken in accordance with the ILO Evaluation Policy adopted by the Governing Body in November 2005, which provides for systematic evaluation of projects in order to improve quality, accountability, transparency of the ILO's work, strengthen the decision making process and support to constituents in forwarding decent work and social justice. The current evaluation covers the Zimbabwe component of the project.

The overall objective of evaluation is to analyse progress made towards achieving established outcomes, to identify lessons learnt so far and to propose recommendations for improved delivery of quality outputs and achievement of outcomes in a Phase II. The evaluation provides an opportunity for taking stock, reflection, learning and sharing knowledge regarding how the project could improve the effectiveness of its operations in the phase II.

#### 2. Brief background on project and context

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<b>Project codes</b>	Umbrella code: RAF/10/52/M/DAN TC symbole: ZIM/10/01/DAN
<b>Project duration</b>	01/01/2010 - 31/12/2014
<b>Geographical coverage</b>	Zimbabwe
<b>Donor</b>	Government of Denmark
<b>Budget</b>	DKK 85 million (env. app. U.S. \$ 16.4 million) for Benin, Burkina Faso and Zimbabwe (approx. 6.81 million for Zimbabwe)



The project was designed in response to the Africa Commission's call for initiatives that would refocus the development agenda for Africa and contribute to realising the potential of Africa's youth. The Africa Commission was led by the Prime Minister of Denmark and consisted of heads of state from selected countries in Africa – including H.E. President Kikwete of Tanzania - representatives from the private sector, from academia and from international development agencies and development banks, including the World Bank and the African Development Bank.

The ILO designed a project document, which was approved by the Government of Denmark in December 2009. An agreement was signed by Denmark and the ILO. Since April 2010 (effectively from June 2010) the ILO have been executing the project in Zimbabwe in partnership with national governments and a range of private and civil sector partners.

The project was designed to strengthen skills development systems that improve employability, promote access to employment opportunities and increase incomes for inclusive and sustainable growth. This objective is pursued through four main outcomes:

Outcome 1: Increased capacity of rural community groups to identify local economic opportunities, develop appropriate training programmes to access jobs and provide post-training support to community and private small-scale enterprises.

Outcome 2: Public and private training institutions are enabled to better deliver demand-oriented services to rural, informal economies.

Outcome 3: Strengthened systems of informal apprenticeship through upgrading the skills of master crafts-persons and apprentices while facilitating access to new technologies.

Outcome 4: Enhanced capacity of stakeholders and institutions at the national level to apply tools, methodologies and strategies developed under the programme for broader outreach.

#### **Link to the Decent Work Country Programmes**

The project supports the realization of the following DWCP outcomes (Z\_DWCP 2012-2015):

- Outcome 1.2: Decent employment opportunities created for improved livelihoods and alleviation of poverty
- Outcome 1.3: Increased employability for workers (youths, women, retrenches) for employment creation and livelihoods improvements

#### **Project management arrangement:**

The project is managed by an International Chief Technical Advisor based in the project Office in Harare and reports to the director of the ILO office in Harare. The CTA is the principal staff responsible for Programme implementation, supervising staff, allocating Programme budgets, preparing progress reports and maintaining Programme relations with institutional partners. He is also responsible for elaborating the final programme document, gathering supporting information and developing preliminary work plans.

The CTA is supported by a National Programme Coordinator based in the project Office in Harare. A National Advisory Committees is also established to provide overall governance structure at the national level. At the local level, interventions are being managed by a Programme implementation committee representing the beneficiaries and local partner organizations. The project is technically backstopped by the Skills specialist based in the Decent Work Support Team office of Pretoria and the Skills Department in Geneva (EMP/SKILLS).

### 3. Purpose, scope and clients of the evaluation

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#### Purpose

The independent evaluation serves two main purposes:

- i.* Give an independent assessment of progress to date of the project across the four outcomes; assessing performance as per the foreseen targets and indicators of achievement at output level; strategies and implementation modalities chosen; partnership arrangements, constraints and opportunities in Zimbabwe;
- ii.* Provide strategic and operational recommendations as well as highlight lessons to improve performance and delivery of project results

#### Scope

The independent evaluation will cover all outcomes of the Skills for Youth Employment and Rural Development project in Zimbabwe, with particular attention to synergies across components. The evaluation will assess all key outputs that have been produced since the start of the project. The evaluation will also assess the implementation of the recommendations made by the Danida/ILO review team of the end of inception phase as well as the ILO/Danida 2011 Annual Review report.

In particular, the evaluation will make recommendations regarding:

- Progress made towards achieving the project outcomes
- How to ensure the achievement of all results (outputs and outcomes) within the 5 year project period
- Internal and external factors that influence speed of implementation
- Management of the operation of the project, including staff management
- The extent of government buy-in, support and participation in the initiative
- Strategic fit of the initiative within the context of the DWCP
- Relevance of the initiative within national development priorities/frameworks
- Synergies with other relevant DANIDA programmes and activities
- Strategic of the project fit with the Danish Development Cooperation Strategy
- Knowledge management and sharing
- Results based measurement and impact assessment systems
- Systems for Risk analysis and assessment
- Other specific recommendations to improve performance and the delivery of results

#### Clients

The primary clients of the evaluation are the Government of Denmark as donor of the initiative, the governments of Zimbabwe as recipient countries, constituents and the ILO as executor of the project as well as other relevant stakeholders. Furthermore ILO offices and staff involved in the initiative (DWT Pretoria, Regional Office for Africa (ROAF), ILO departments at HQ, first and foremost the Skills Development Department. The evaluation process will be participatory. The Office, the tripartite constituents and other parties involved in the execution of the project would use, as appropriate, the evaluation findings and lessons learnt.

### 4. Evaluation criteria and questions

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The evaluation will address ILO evaluation 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 as defined in ILO policy guidelines for results-

based evaluation<sup>20</sup>. Gender 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<sup>21</sup> 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 concerns and the achievement of the outcomes/immediate objectives of the project using the logical framework indicators.

### Key Evaluation Questions

The evaluator shall examine the following key issues:

#### 1. Relevance and strategic fit,

- Is the project relevant to the achievements of the outcomes in the national development plan, the UNDAF and the Zimbabwe DWCP?
- Is the project relevant to achieve the targets set in the Decent Work Agenda for Africa (DWAA) and other relevant regional and global commitments?
- How well the project complements and fits with other ongoing ILO programmes and projects in the country.
- What links are established so far with other activities of the UN or non-UN international development aid organizations at local level?
- Strategic fit with the Danish Development Cooperation Strategy and synergies with relevant Danida initiatives and programmes and information sharing with Danida, i.e. the Permanent Mission in Geneva and the Embassy of Denmark in Harare.

#### 2. Validity of design

- The adequacy of the design process (Is the project design logical and coherent)? What internal and external factors have influenced the ability of the ILO to meet projected targets?
- Validity, relevance and potential synergies of the component in Southern Africa (Zimbabwe) vis-à-vis the component in Western Africa (Benin and Burkina Faso).
- Do outputs causally link to the intended outcomes that in turn link to the broader development objective? Has the design clearly defined performance indicators with baselines and targets?
- Considering the results that were achieved so far, was the project design realistic?
- Has the project adequately taken into account the risks of blockage?
- Has the project integrated an appropriate strategy for sustainability?
- Has the project carried out a proper consultation and involvement of tripartite constituents during planning, implementation and monitoring?
- How gender issues have been addressed in the project document?

#### 3. Project effectiveness

- To what extent have the expected outputs and outcomes been achieved or are likely to be achieved?

<sup>20</sup> ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations, 2012

<sup>21</sup> ST/SGB/2000 Regulation and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation

- Were outputs produced and delivered so far as per the work plan? Has the quantity and quality of these outputs been satisfactory? How do the stakeholders perceive them? Do the benefits accrue equally to men and women?
- In which area (geographic, component, issue) does the project have the greatest achievements so far? Why and what have been the supporting factors?
- How effective were the backstopping support provided so far by ILO (regional office, DWT Pretoria and Geneva) to the programme?
- Are there any unintended results of the project?

#### 4. Efficiency of resource use

- Are resources (human resources, time, expertise, funds etc.) allocated and used strategically to provide the necessary support and to achieve the broader project objectives?
- Are the project's activities/operations in line with the schedule of activities as defined by the project team and work plans?
- Are the disbursements and project expenditures in line with expected budgetary plans? If not, what were the bottlenecks encountered? Are they being used efficiently?
- How efficient was the project in utilizing project resources to deliver the planned results?

#### 5. Effectiveness of management arrangements

- Are the available technical and financial resources adequate to fulfil the project plans?
- Is the management and governance arrangement of the project adequate? Is there a clear understanding of roles and responsibilities by all parties involved?
- Have targets and indicators been sufficiently defined for the project?
- How effectively the project management monitored project performance and results? Is a monitoring & evaluation system in place and how effective is it? Is relevant information systematically collected and collated? Is the data disaggregated by sex (and by other relevant characteristics if relevant)?
- Is the project receiving adequate administrative, technical and - if needed - political support from the ILO office and specialists in the field (Harare, Pretoria and Addis Ababa (ROAF)) and the responsible technical units in headquarters?
- Is the project receiving adequate political, technical and administrative support from its national partners/implementing partners?
- Is the project collaborating with other ILO programmes and with other donors in the country/region to increase its effectiveness and impact?
- To what extent have the recommendations of the joint review been implemented?
- Are all relevant stakeholders involved in an appropriate and sufficient manner?

#### 6. Impact orientation and sustainability

- Is the programme strategy and programme management steering towards impact and sustainability?
- Has the project started building the capacity of people and national institutions or strengthened an enabling environment (laws, policies, people's skills, attitudes etc.)?
- Assess whether project activities are sustainable and identify steps that can be taken to enhance the sustainability of project components and objectives

#### 7. Lessons learned

- What good practices can be learned from the project that can be applied in the next phase and to similar future projects?
- What should have been different, and should be avoided in the next phase of the project

## **5. Methodology**

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The evaluation will be carried out through a desk review and field visit to the project sited in Zimbabwe for consultations with ILO management and staff, constituents, permanent mission of Denmark in Geneva, Danish Embassy in Harare as well as other relevant bilateral donors, implementing partners, beneficiaries and other key stakeholders. Consultations with relevant units and officials in Geneva, Addis Ababa and Pretoria will be done and the method for doing so will be decided by the evaluation team. The independent evaluation team will review inputs by all ILO and non ILO stakeholders involved in the project, from project staff, constituents and a range of partners from the private and civil sectors.

The draft evaluation report will be shared with all relevant stakeholders and a request for comments will be asked within a specified time (not more than 5 working days). The evaluation team will seek to apply a variety of evaluation techniques – desk review, meetings with stakeholders, focus group discussions, field visits, informed judgement, and scoring, ranking or rating techniques. Subject to the decision by the evaluation team a guided Open Space workshop with key partners may be organised in Harare. The Embassy of Denmark in Harare would be informed of such a work shop and invited as appropriate.

### **Desk review**

A desk review will analyse project and other documentation including the approved logframe, ILO/Danida 2010 End of Inception Phase Review report, annual and semi-annual reports provided by the project management and Field and HQ backstopping officers. The desk review will suggest a number of initial findings that in turn may point to additional or fine-tuned evaluation questions. This will guide the final evaluation instrument which should be finalized in consultation with the evaluation manager. The evaluation team will review the documents before conducting any interview.

### **Interviews with ILO staff**

The evaluation team will undertake group and/or individual discussions with project staff in Zimbabwe. The evaluation team will also interview key staff of other ILO projects, and ILO staff responsible for financial, administrative and technical backstopping of the project in ILO DWT Pretoria, the regional office in Addis Ababa, and ILO HQ. An indicative list of persons to be interviewed will be furnished by the project management (CTA) after further discussion with the Evaluation Manager.

### **Interviews with key stakeholders in Harare**

A first meeting will be held with the ILO Director of Harare Country Office and with the Project Team. After that the evaluation team will meet relevant stakeholders including members of the NAC and technical working group, project beneficiaries to undertake more in depth reviews of the respective national strategies and the delivery of outputs and outcomes of the respective components in the country. Around the end of the data collection from the field, the evaluation team will make a debriefing to the ILO Director of Harare Office, the project team and the evaluation manager.

## **6. Main outputs**

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The expected outcome of this evaluation is a concise Evaluation Report as per the proposed structure in the ILO evaluation guidelines:

- Cover page with key project and evaluation data
- Executive Summary
- Acronyms

- Description of the project
- Purpose, scope and clients of the evaluation
- Methodology
- Clearly identified findings for each criterion
- Conclusions
- Recommendations
- Lessons learned and good practices
- Annexes

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

## 7. Management arrangements, work plan & time frame

### Composition evaluation team

The evaluation team will consist of one international evaluation consultant and one independent national consultant, who will accompany the international evaluator in the Zimbabwe. The international consultant will be the team leader and will have responsibility for the evaluation report. He/she will be a highly qualified senior evaluation specialist with extensive experience from evaluations and ideally also the subject matter in question: skills for youth employment and rural development. The national consultants will have particular experience in the areas of youth employment and skills development. The evaluation team will agree on the distribution of work and schedule for the evaluation and stakeholders to consult.

### Evaluation Manager

The evaluation team will report to the evaluation manager (Mr. Gugsu Yimer Farice, [farice@ilo.org](mailto:farice@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 Skills for Youth Employment and Rural Development Project, with the administrative support of the ILO Office in Harare.

### Work plan & Time Frame

The total duration of the evaluation process is estimated to 24 working days for the independent international consultant over a 6 week period from 11 March to 17 April 2013 and 10 working days for the national consultant (2 days before the arrival of the international consultant, 6 days working together and 3 days after his departure). The international independent consultant will spent at least 7 working days in Zimbabwe.

### Evaluation Phases

The evaluation is foreseen to be undertaken in the following main phases and time period aiming for submission of the final evaluation report to the donor no later than 24 April 2013.

Phase	Tasks	Responsible Person	Timing
I	<ul style="list-style-type: none"> <li>• Preparation of TOR, consultation with Danida and ILO</li> </ul>	Evaluation manager	5-22 February
II	<ul style="list-style-type: none"> <li>• Identification of independent international evaluator</li> <li>• Entering contracts and preparation of budgets and logistics</li> </ul>	Evaluation manager	25 February – 8 March

<b>III</b>	<ul style="list-style-type: none"> <li>• Telephone briefing with evaluation manager</li> <li>• Desk review of project related documents</li> <li>• Evaluation instrument designed based on desk review</li> </ul>	Team leader with support of national consultant	11-19 March
<b>IV</b>	<ul style="list-style-type: none"> <li>• Consultations with Project staff/management in Zimbabwe</li> <li>• Consultations with ROAF, ILO Pretoria, HQ Units</li> <li>• Consultations with permanent mission in Geneva</li> <li>• Consultations with Danish Embassy in Harare</li> <li>• Consultations with stakeholders</li> <li>• Debriefing and presentation of preliminary findings to ILO Harare and the project team</li> </ul>	Evaluation team with logistical support by the Project	20- 30 March
<b>V</b>	<ul style="list-style-type: none"> <li>• Draft evaluation report based on desk review and consultations from field visits</li> </ul>	Team leader with support of national consultant	1-5 April
<b>VI</b>	<ul style="list-style-type: none"> <li>• Circulate draft evaluation report to key stakeholders</li> <li>• Consolidate comments of stakeholders and send to evaluation team leader</li> </ul>	Evaluation manager	Circulate 8 April Deadline for comments 15 April
<b>VII</b>	<ul style="list-style-type: none"> <li>• Finalize the report including explanations on if comments were not included</li> </ul>	Team leader with support of national consultant	16-17 April
<b>VIII</b>	<ul style="list-style-type: none"> <li>• Approval of report by EVAL</li> </ul>	EVAL	18- 19 April
<b>IX</b>	<ul style="list-style-type: none"> <li>• Official submission to the PARDEV</li> </ul>	Evaluation manager	22 April 2013

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

- The team leader 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.
- The evaluation manager officially forwards the evaluation report to stakeholders and PARDEV.
- PARDEV will submit the report officially to the donor.

### **Budget**

A budget is allocated under BL 16.05 for this mid-term evaluation and is under the full control of the evaluation manager for engagement of international and national consultants, international and domestic travels and organization of workshops and consultative meetings with stakeholders.

### **For the team leader:**

- Fees for international team leader for 24 days
- Fees for international travel from consultants' home to Harare in accordance with ILO regulations and policies
- Fees for DSA during the country visit

### **For the national consultants:**

- Fees for one national consultant for 12 days
- Fees for local DSA for any country travel deemed necessary

**For the evaluation exercise as a whole:**

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

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

**8. Key qualifications and experience of the Evaluation Team**

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

- Master degree in Business Management, Economics or related graduate qualifications
- A minimum of 10 years of professional experience specifically in evaluating international development initiatives in the area of skills, employment, micro enterprises, entrepreneurship, rural development and management of development programmes, preferably in Africa.
- Demonstrated expertise and capability in assessing technical and vocational skills training in rural and informal economies, business support services in support of micro-enterprise development including entrepreneurship and small business management training, access to finance, business linkages and markets.
- Proven experience with logical framework approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing.
- Knowledge and experience of the UN System.
- Understanding of the development context of the project country (Zimbabwe) would be a clear advantage.
- Excellent communication and interview skills.
- Excellent report writing skills.
- Demonstrated ability to deliver quality results within strict deadlines.

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

- Master degree in Business Management, Economics or related graduate qualifications
- A minimum of seven years of professional experience, specifically in the area of monitoring and evaluation of international development initiatives and development organizations.
- A minimum of 5 years of professional experience specifically in evaluating development projects/programmes in the area of skills, employment, micro enterprises, entrepreneurship, rural development and management of development programmes, preferably in Africa.
- Demonstrated expertise and capability in assessing technical and vocational skills training in rural and informal economies, business support services in support of micro-enterprise development including entrepreneurship and small business management training, access to finance, business linkages and markets.
- A track record of conducting various types of evaluations, including process, outcome and impact evaluations in Zimbabwe and preferably in the area of skills, employment, entrepreneurship, rural development.
- Knowledge and experience of the UN System
- Excellent communication and interview skills.
- Excellent report writing skills.
- Demonstrated ability to deliver quality results within strict deadlines.



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