ILO EVALUATION

Evaluation Title:
Independent Mid-Term Evaluation of Zambia Green Jobs Programme
(ANNEXES TO FINAL REPORT)

ILO TC/SYMBOL: ZAM/13/01/FIN

Type of Evaluation: Independent Mid-Term Evaluation

Country (ies): Zambia

Date of the evaluation: 09 Sept. 2015- 31 Oct. 2015

Name of consultant(s): Mr. Ngonidzaishe Marimo (Team Leader) and Mr. Griffin Nyirongo

ILO Administrative Office: CO-Lusaka

ILO Technical Backstopping Office: DWT/Pretoria & ILO/Gva Green Jobs Programme

Date project ends: August 2017

Donor (country and budget): Finland, US$12,200,000

For Joint Evaluations: Lead Organization: ILO

Participating organizations: UNEP, ITC, UNCTAD & FAO

Evaluation Manager: Mr. Adolphus Chinomwe, ILO Country Office for Zimbabwe

Evaluation Budget*:*   US$23,988. 00

Key Words: Green Jobs, Joint programme; competitiveness; construction; private sector; sustainable enterprises,

This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Unit.

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Annex 1: Terms of Reference
TERMS OF REFERENCE
Independent Mid-Term Evaluation of Zambia Green Jobs Programme
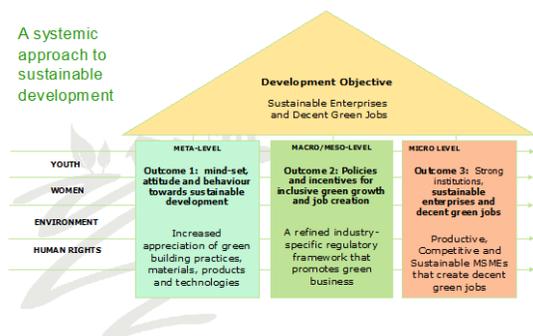**12 October - 04 December 2015**
1. Introduction & Rationale for Evaluation

The Green Jobs Programme of the Government of the Republic of Zambia implemented with technical assistance from United Nations (UN) Zambia is a private sector development programme aimed at promoting sustainable enterprises, creating more and better jobs, protecting people and preserving the quality of the environment. This initiative is funded by the Government of Finland that started with an 18-month inception phase (01 January 2012 – 31 August 2013 with an allocation of US$1.3 million. After a successful evaluation and closure of the inception phase, the programme proceeded with a 48-month implementation phase (01 September 2013 - 31 August 2017) with an allocation of US$12.1 million including US$1.1m in-kind contribution from the UN System and Government of the Republic of Zambia.

In order to create integrated policy solutions and responses needed to address multi-dimensional challenges with efficiency gains and cost savings, the UN Technical Assistance in the Zambia Green Jobs Programme is designed and organized as a UN Joint Programme (UNJP) led by the International Labour Organization (ILO) with contributions from United Nations Environment Programme (UNEP), United Nations Conference on Trade and Development (UNCTAD), International Trade Centre (ITC) and Food and Agriculture Organization (FAO). It therefore makes the best use of the mandates and expertise of the UN system to deliver results while facilitating the inclusion of all relevant stakeholders. The ILO acts as both a Convener and an Administrative Agent consolidating technical and financial reports, receiving funds from the donors and pass-through funding to UN participating agencies. The disbursement of pass-through funds is based on the adoption and written approval of the technical and financial expenditure reports by the Joint Programme Steering Committee.

The Zambia Green Jobs Programme focuses broadly on three main areas of action to promote inclusive green growth and facilitate the creation of decent work and green jobs, that is, building the national capacity of policy stakeholders and their local institutions to address systemic issues ranging from: (1) mind-set, attitude and behaviour towards sustainable development; (2) policies and incentives for inclusive green growth and employment creation; (3) the development of strong institutions and boosting job creation through Micro, Small and Medium-Scale Enterprise (MSME) development while addressing pertinent environment issues and competitive labour market issues on working conditions and productivity in MSMEs.

The Programme uses the value chain and market systems development approaches with youth, women, environment and human rights as cross-cutting or principal means of action to achieve its development objective to promote the inclusive growth of sustainable enterprises for the creation of decent work and green jobs in Zambia. The schematic diagram below provides an illustration of the Programme strategy and approach.

Programme Strategy

A systemic approach to sustainable development

Development Objective
Sustainable Enterprises and Decent Green Jobs

YOUTH
WOMEN
ENVIRONMENT
HUMAN RIGHTS

META-LEVEL	MACRO/MESO-LEVEL	MICRO LEVEL
Outcome 1: mind-set, attitude and behaviour towards sustainable development	**Outcome 2: Policies and incentives for inclusive green growth and job creation**	**Outcome 3: Strong institutions, sustainable enterprises and decent green jobs**
Increased appreciation of green building practices, materials, products and technologies	A refined industry-specific regulatory framework that promotes green business	Productive, Competitive and Sustainable MSMEs that create decent green jobs

As per the UN MOU signed between the participating agencies (ILO, UNCTAD, UNEP, ITC and FAO) as well as the Standard Administrative Arrangement (SAA) or UNJP Financing Agreement between Finland and ILO as the UN Administrative Agency signed 19 August 2013, the 48-month implementation phase (01 September 2013 - 31 August 2017) with an allocation of US$12.1 million is subject to an independent evaluation at the end of August 2015.

The independent evaluation of the Zambia Green Jobs Programme is undertaken in accordance with guidelines, norms and standards developed by the OECD Development Assistance Committee Network on Development Evaluation. These guidelines and standards have been adopted by the United Nations Evaluation Group (UNEG) which oversees UNJPs and they also form part of the ILO Evaluation Policy which is implemented by the ILO Evaluation Unit (ILO EVAL) for the systematic evaluation of projects and programmes in order to improve quality, accountability, transparency of ILO's work, strengthen the decision making process and support constituents in forwarding decent work and social justice.

The Network on Development Evaluation is a subsidiary body of the Development Assistance Committee (DAC) at the OECD. Its purpose is to increase the effectiveness of international development programmes by supporting robust, informed and independent evaluation. The Network is a unique body, bringing together 31 bilateral donors and multilateral development agencies including Finland and the UN System.

The overall objective of evaluation is to analyze 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 for the Implementation Phase from 01 September 2014 – 31 August 2015 while taking into account the preliminary results of the inception phase 01 January 2012 – 31 August 2014. The evaluation provides an opportunity for taking stock, reflection, learning and sharing knowledge regarding how the project could improve the effectiveness of its operations during the implementation phase.

ILO EVAL will lead the coordination of the independent evaluation of this ILO-led UNJP, appointing an evaluation manager who will oversee the selection of independent evaluators and manage the evaluation process to the final report and dissemination.

2. Brief background on project and context

Project codes	TC symbole: ZAM/13/01/FIN

Project duration	01/01/2012 – 31/08/2013 (18 months). Inception (closed)
	01/09/2013 – 31/08/2017 (48 months). Implementation (current)
Geographical coverage	Zambia
Donor	Government of Finland
Budget	1. 18-month Inception Phase US$1.3 million (closed)
	2. 48-month Implementation Phase US$12.1 million (current)
	3. Sum-total US$13.4 million

The Zambia Green Jobs Programme is part of the UN response to the Zambia Revised Sixth National Development Plan over the growing consensus over the importance of placing employment at the center of all national development efforts in order to reduce the rising challenge of unemployment, especially among women and young people; the growing inequalities and the deepening levels of poverty and reduction of the impact of economic and social activities on the environment - despite the growth, low inflation and high levels of foreign direct investment Zambia has recorded in recent years.

The Programme development objective is to enhance competitiveness and sustainable business among MSMEs in Zambia's building construction sector. Its *immediate objective* is to create at least 5,000 decent green jobs particularly for young people, improve the quality of at least 2,000 jobs in MSMEs which in turn will improve the incomes and livelihoods of at least 8,000 households that depend on the building construction sector. This objective is pursued through three *main outcomes*:
Outcome 1: Increased appreciation in the Zambian public at large, and building industry stakeholders in particular, of green building principles

Outcome 2: A refined industry-specific regulatory framework that stimulates demand among private and public housing developers for environmentally friendly building materials, products and methods.

Outcome 3: MSMEs have enhanced capacity to effectively participate in the building construction and green building products and services markets.

The building construction industry, especially the residential housing sub-sector in particular offers excellent potential for broad based wealth and job creation due to its high labour intensity, low entry barriers for semi-skilled and unskilled labour, and high concentration of MSMEs. At the same time, the quality of employment is just as important as creation of employment itself. The construction sector is among the most prone sectors to industrial accidents and injuries, and workers are among the most vulnerable to ill health, disease, unemployment, disability, or old age, for lack of any form of social protection. Poor living and working conditions reflect the absence or weakness of regulation, governance and enforcement of existing labour and social laws and programmes for workers in the construction sector. The UN Green Jobs Programme is promoting better occupational safety and health practices as well as access to better-managed and more gender equitable basic social security benefits to motivate and enhance employee productivity.

Link to Zambia National Development Plan and Strategies

Vision 2030 and RSNDP 2013 - 2016: The Government of the Republic of Zambia (GRZ) fully recognizes the challenge to facilitate more-broad based wealth and job creation through its Vision 2030. The Revised Sixth National Development Plan (RSNDP 2012) aims to accelerate poverty reduction, enhance human development, increase investment in the rural areas and create decent and productive employment. It intends to make growth more sustainable and relevant to improving the livelihood of the Zambian people, especially in the rural areas. Of particular relevance is Outcome 2 on 'Targeted populations in rural and urban areas attain sustainable livelihoods by 2015' and more specifically Country Programme Outcome 2.2.on 'Government and Partners provide targeted beneficiaries with opportunities for gainful and decent employment by 2015'.

Jobs and Industrialization Strategy 2012: This strategy aims to create 1,000,000 new formal sector jobs over the next five years, four growth sectors have been identified as having the greatest potential to achieve the objectives of promoting growth, employment, value addition and expanding Zambia's economic base. These are the Agriculture, Tourism, **Construction** and Manufacturing sectors. These sectors have been identified as having the highest requirement for labour and the potential to be highly competitive.

SME Policy 2009: GRZ has identified private sector development as a strategic means to boost employment, and is laying particular policy emphasis on the development of Micro, Small and Medium-Scale Enterprises (MSMEs). This policy focus is illustrated in the MSME policy and implementation plan (2010-15) launched in January 2011. The policy recognizes the MSME sector as one of the most prolific sources of employment, job and wealth creation.

Link to the United Nations Development Assistance Framework (UNDAF) for Zambia

The United Nations System is providing technical assistance through a coordinated response under the 2010 - 2015 United Nations Development Assistance Framework (UNDAF) for Zambia to achieve its SNDP goals and Vision 2030 aspirations. Through private sector development, the Zambia Green Jobs Programme is specifically contributing directly to UNDAF Outcome 2 on Sustainable Livelihoods and Food Security, and UNDAF Outcome 4 on reduced risks from climate change, natural and man-made disasters and environmental degradation especially, on promotion and adaptation of mitigation measures to protect livelihoods from climate change. More recently in the draft Zambia – UN Sustainable Development Partnership Framework 2016 – 2021, the Zambia Green Jobs Programme will add to the expected result on 'Environmentally sustainable and inclusive economic development' and in particular Outcome 4: 'By 2021, productive sectors expand income earning opportunities that are decent and sustainable, especially for youths and women in the poorest area'. Participating agencies have their own partner country programmes, for example the Zambia Decent Work Country Programme to which the Programme also makes a direct agency contribution. The Evaluation will consider country assistance plans from participating agencies, where they exist.

Link to Finland's Development Policy

Finland's up-dated Development Policy Programme 2012 affirms sustainable development and the eradication of absolute poverty as the ultimate aims of Finland's development policy according to Millennium Development Goals. It simultaneously shifts emphasis to reducing inequality. It assumes human rights based approach to development as the fundamental operational modality. This orientation is underpinned by the application of cross-cutting objectives of gender equality, reduction of

inequality and climate sustainability in the implementation of all development cooperation. The thematic priority areas are democratic governance, inclusive employment-intensive green economy, sustainable management of natural resources, and human development.

Programme Management Arrangement:

The Programme is managed by an International Chief Technical Advisor (CTA) based in the Programme Office in the ILO Lusaka Office and reports to the ILO Country Office Director. The CTA is the principal staff responsible for Programme implementation, supervision of staff, allocating Programme budgets, preparing progress reports and maintaining Programme relations with government and government institutional partners as well as the private sector employers and workers enterprises and organizations. He is also responsible for managing the relations across the 5 participating UN agencies (ILO, UNCTAD, UNEP, ITC and FAO) including elaborating the final programme document, establishing a monitoring and evaluation system and supporting the development of output based work plans in line with the log frame.

The CTA is supported by a Programme Manager and a team of National Professional Project Officers responsible for various components and also based in the Programme Office in ILO Lusaka. A National Steering Committee comprising of senior representatives of Government, the UN System, donor Finland and captains of industry as well as private sector workers and employers organizations is also established to provide overall governance structure at the national level. At the local level, interventions are being managed by local institutions representing the beneficiaries and local private sector partners and organizations. The Programme is technically backstopped by a number of specialists based in the ILO Decent Work Support Team office in Pretoria, UNEP Africa Regional Office in Nairobi, FAO Office in Lusaka and Rome as well as ITC and UNCTAD in both their separate offices in Geneva.

3. Purpose, scope and clients of the evaluation
Purpose
The independent evaluation serves Three main purposes:
   i. Give an independent assessment of progress to date of the Programme across the three outcomes; assessing performance as per the targets and indicators of achievement at output level; strategies and implementation modalities chosen; partnership arrangements, constraints and opportunities in Zambia;
   ii. Provide strategic and operational recommendations as well as highlight lessons to improve performance and delivery of programme results
   iii. Document lessons and good practices on the UN Delivering as One approach and pass through funding system.

Scope
The independent evaluation will cover all outcomes of the Zambia Green Jobs Programme during the implementation period to date 01 September 2013 – 31 August 2015 (first 2 years), with particular attention to coherence and synergies across components and participating agencies. The evaluation will assess all key outputs that have been produced since the start of the programme. The evaluation will also assess the implementation of the recommendations made by the Finland/ILO review team of the end of inception phase. In particular, the evaluation will make recommendations regarding:
   - Progress made towards achieving outcomes
   - How to ensure the achievement of all results (outputs and outcomes) within the agreed period
   - Internal and external factors that influence speed of implementation

- Management of the operations, including staff management
- The extent of private sector and government buy-in, support and participation in the initiative
- Strategic fit of the initiative within the context of national development plans and strategies
- Relevance of the initiative within national development priorities/frameworks
- Synergies with other relevant private sector development programmes and activities
- Programme alignment and contribution to the Finnish Private Sector Development 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 Finland as the donor, the Government of Zambia as a recipient country, its social partners (including the private sector) and the UN System as technical partner of the Programme including UN offices and staff involved in the initiative. All parties involved in the execution of the programme would use, as appropriate, the evaluation findings and lessons learnt.

4. Evaluation criteria and questions

The evaluation will address concerns such as i) relevance and strategic fit, ii) validity of design, iii) project progress and effectiveness, iv) efficiency of resource use, v) effectiveness of management arrangements and vi) impact orientation and sustainability following UN evaluation standards and norms[1] and the *Glossary of key terms in evaluation and results-based management* developed by the OECD's Development Assistance Committee (DAC). In line with the results-based approach applied by the UN, the evaluation will focus on identifying and analysing results through addressing key questions related to the evaluation concerns and the achievement of the outcomes/immediate objectives of the project using the logical framework indicators.

Key Evaluation Questions

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 Revised National Development Plan, the UNDAF/UN SDF and the country assistance plans for the UN, such as the ILO DWCP and the Donor Finland with regards in particular to private sector development?
- How well the project complements and fits with other on-going UN 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 Finnish Development Cooperation Strategy and synergies with relevant Finland supported initiatives and programmes including the level of information sharing with the Finnish Embassy in Lusaka, the Permanent Mission in Geneva and the Desk Officer in Helsinki.

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

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 UN to meet projected targets?
- Do outputs causally link to the intended outcomes that in turn link to the broader development objective?
- Has the design clearly defined performance indicators with baselines and targets?
- Considering the results achieved so far, was the programme design realistic?
- Has the Programme adequately taken into account the risks and employed appropriate risk mitigation strategies
- Has the Programme integrated an appropriate strategy for sustainability?
- Has the Programme carried out a proper participatory consultation process and involvement of the Government and its social partners including the private sector during planning, implementation and monitoring?
- How have gender issues been addressed in the Programme document and during implementation?

3. Project effectiveness

- To what extent have the expected outputs and outcomes been achieved or are likely to be achieved?
- Were outputs produced and delivered so far as per the work plan? Has the quantity and quality of these outputs been satisfactory? How do the stakeholders perceive them? Do the benefits accrue equally to men and women? How has the intended building and construction sector benefited?
- In which area (geographic, component, issue) does the programme have the greatest achievements so far? Why and what have been the supporting factors?
- Are there any unintended results of the programme?

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 programme objectives?
- Are the project's activities/operations in line with the schedule of activities as defined by the programme team and work plans?
- Are the disbursements and programme expenditures in line with expected budgetary plans? If not, what were the bottlenecks encountered? Are they being used efficiently?
- How efficient was the programme 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 programme plans?
- Is the management and governance arrangement of the programme adequate? Is there a clear understanding of roles and responsibilities by all parties involved?
- How effectively has the management monitored project performance and results? Is a monitoring & evaluation system in place and how effective is it? Is relevant information systematically collected and collated? Is the data disaggregated by sex (and by other relevant characteristics if relevant)?

- Is the project receiving adequate administrative, technical and - if needed - political support from the participating UN offices and specialists in the field and the responsible technical units in headquarters? How effective were the backstopping support provided so far by the UN (Pretoria, Nairobi and Geneva) to the programme?
- Is the programme receiving adequate political, technical and administrative support from its national partners/implementing partners?
- Is the programme collaborating with other PSD programmes and with other donors in the country/region to increase its effectiveness and impact?
- Are all relevant stakeholders involved in an appropriate and sufficient manner?

6. Impact orientation and sustainability

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

7. Lessons learned and good practices

- What good practices can be learned from the programme that can be applied in the next phase and to similar future projects or replicated in other programmes?
- What should have been different, and should be avoided in the next phase of the programme?
- What can we learn from the UN Delivering As One approach and pass through funding mechanism used by the Zambia Green Jobs Programme? What is working and what is not, what improvements can be made?

5. Methodology

The evaluation will be carried out through a desk review and field visit to the Programme sites and implementing partners as well as implementing UN Agencies with regards in particular to Delivering As One as well as the Pass Through Funding Mechanism which is managed by the ILO as a convening and administrative agent. Consultations with relevant units and officials in Lusaka, Geneva, Rome, Pretoria and Nairobi 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 UN and non UN stakeholders involved in the Programme, from 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 10 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 Lusaka. The Embassy of Finland in Lusaka would be informed of such a work shop and invited as appropriate.

Desk review
A desk review will analyse Programme and other documentation including the approved document, log frame, End of Inception Phase report, annual and semi-annual reports provided by the Programme management, 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 UN Programme staff
The evaluation team will undertake group and/or individual discussions with programme staff in Zambia. The evaluation team will also interview key staff of other UN projects, and UN staff responsible for financial, administrative and technical backstopping. An indicative list of persons to be interviewed will be furnished by the programme management (CTA) after further discussion with the Evaluation Manager.

Interviews with key stakeholders
A first meeting will be held with the ILO Director of Lusaka Country Office and with the Programme Team. After that the evaluation team will meet relevant stakeholders including members of the Steering Committee and technical working groups as well as 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 Lusaka Office, the programme team and the Evaluation Manager.

6. Main outputs
The expected outcome of this evaluation is a concise Evaluation Report as per the proposed structure in the UN 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 Zambia. 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 in conducting evaluations and ideally also the subject matter in question: inclusive green growth and decent work and green jobs. The national consultants will have particular experience in the areas of small enterprise development and

job creation. 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 Adolphus Chinomwe, chinomwe@ilo.org and guided by ILO Regional Evaluation Specialist -Gugsa Yimer Farice, 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 Zambia Green Jobs Programme, with the administrative support of the ILO Office in Lusaka.

Work plan & Time Frame

The total duration of the evaluation process is estimated to be 24 working days for the independent international consultant over a 6 week period from 01 October to 04 December 2015 and 10 working days for the national consultant (2 days before the arrival of the international consultant, 6 days working together and 2 days after his departure). The international independent consultant will spend at least 7 working days in Zambia.

Evaluation Phases//Evaluation Timeline

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 11 December 2015.

Can you put the below in timeline or work process flow //You could use the template provided in the guidelines. Indicate the key deliverables and milestones….

Phase	Tasks	Responsible Person	Timing
I	• Preparation of TOR, consultation with Finland and ILO	Evaluation manager	20 July – 14 Aug
II	• Identification of independent international evaluator • Entering into contracts and preparation of budgets and logistics	Evaluation manager	17 Aug – 30 Aug
III	• Telephone briefing with evaluation manager • Desk review of project related documents • Evaluation instrument designed based on desk review	Team leader with support of national consultant	31 Aug – 06 Sept (1 week)

IV	• Consultations with Programme staff/management in Zambia • Consultations with Pretoria, Addis???, Nairobi, Geneva and UN HQ Units • Consultations with permanent mission in Geneva • Consultations with Finnish Embassy in Lusaka • Consultations with stakeholders • Debriefing and presentation of preliminary findings to ILO Lusaka and the programme team	Evaluation team with logistical support by the Programme	07 - 20 Sept (2 weeks)
V	• Draft evaluation report based on desk review and consultations from field visits	Team leader with support of national consultant	21 -27 Sept (1 week)
VI	• Circulate draft evaluation report to key stakeholders including participating UN agencies • Consolidate comments of stakeholders and send to evaluation team leader	Evaluation manager	Circulate for comments 28 Sept - 04 Oct (1 week)
VII	• Finalize the report including explanations on if comments were not included	Team leader with support of national consultant	05 – 11 Oct
VIII	• Approval of report by EVAL	EVAL	12 – 18 Oct
IX	• Official submission to the PARDEV	Evaluation manager	20 October 2015

For this independent evaluation, the final report and submission procedure will be as follows:
- 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 Lusaka in accordance with ILO regulations and policies
- Fees for DSA during the country visit

For the national consultants:
- Fees for one national consultant for 10 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 Programme Team.

Key qualifications and experience of the Evaluation Team

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

- Master degree in Business Management, Economics or related graduate qualifications
- A minimum of 10 years of professional experience specifically in evaluating international development initiatives in the area of green economy, green jobs, skills, employment, micro enterprises, entrepreneurship, business finance, policy and management of development programmes, preferably in Africa.
- Demonstrated expertise and capability in assessing UN joint programmes, 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 programme country (Zambia) would be a clear advantage.
- Excellent consultative, 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 green economy, green jobs, skills, employment, micro enterprises, entrepreneurship, business finance, policy and management of development programmes, preferably in Africa.

- Demonstrated expertise and capability in assessing UN joint programmes, 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 Zambia and preferably in the area of small enterprise development and job creation.
- 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

Annex 2: Proposed Changes to Indicators

Indicators	Description	Suggested changes
Result indicators	**Overall Objective**	
Green jobs created	Full time equivalent	**Change description to:** Full time equivalent, part time, temporary or work hours green jobs created among targeted MSMEs.
No. of green jobs whose quality has been improved	Job quality improvements as a result of services initiated by the Programme (decent income, social security, safe work and social dialogue)	**Change description to:** Jobs whose quality has improved as a result of services initiated by the Programme (social security, safe work and social dialogue) Description refined to measure absolute number of jobs improved quality. Reference to income has been removed as it has been a challenge to capture and measure because data is self-reported by enterprises.
No. Of programme beneficiaries	Total Number of all participants of the programme	Suggested to remove due to difficult in measuring and defining the value it is adding to the results. The indicator does not sufficiently represent scale up.
% annual increase in financial performance reported by MSMEs by May 2017	Percentage bands on the no. of nascent, new and established entrepreneurs reached with business support services (process indicator)	**Changes indicator to:** % increase in the number of enterprises supported by the programme reporting improved financial performance annually **Change description to:** proportion of total enterprises supported reporting improved financial performance Obtaining financial records of MSMEs is difficult make it challenging to calculate the annual increase in financial performance. The programme has to depend on reported financial performance.
Number of households of project beneficiaries with increased incomes by May 2017	Households incomes directly or indirectly y linked to building construction sector services resulting from programme support	**Changes suggested**: indicator to be remove because programme does not have direct influence on household income. Household level data would be needed to make this judgment high the programme is not currently being collected
% annual increase based on the number of programme beneficiaries whose attitude towards doing green business's is positive	Positive attitude change towards green business	**Change suggested**: % annual increase of MSMEs using green materials and practices **Change to description**: Proportion of MSMES benefiting from programme activities using green materials and practices (e.g. architecture design, landscaping, composition, rain harvesting, etc.) Attitudes are difficult to measure and the programme has not defined the parameters of attitudes. An alternative is to measure the attitude through th p rosy of practice as of the underlying assumptions for business not to engage in green building is because of attitudes towards green construction.
Share of MSMEs stating improved ease of doing green business as a result of project supported policy, legal and regulatory reforms by May 2017	Percentage of target MSMEs aware and using green building guidelines	**Change measurement time to**: impact assessment. This is an impact indicator, measuring the impact of PLRF reforms on enterprise performance. It should not be measured on an annual basis and should be linked to operationalization of PLRF reforms.

Indicators	Description	Suggested changes
Average % decrease in energy and water utility costs among houses built with green building materials	Comparative measurement on operating or utility costs between houses built or retrofitted with renewable energy saving and water conservation technologies and those without	**Change to indicator**: This indicator should be removed. Programme implementation does not allow for a control-treatment design in the M&E to enable assessment of impact of new technologies on savings in energy and water utility costs
No. of building using green building technologies and materials	Level of utilization of green building inputs, technologies and approaches in housing construction	**Change indicator to:** No. of building using green building technologies and materials (rain water harvesting, landscaping, SSBs, solar panels, solar geysers, timber from sustainable sources, designs etc.). There is need to make the indicator more specific on the materials and technologies. **Change description to:** Number of buildings reported by MSMEs and targeted private enterprises utilizing green building materials, products and Level of utilization of green building inputs, technologies and approaches in housing construction (to capture absolute numbers of MSMEs and large private partners)/ The description was not clear for measurement. The measurement should be absolute numbers of buildings susing green technologies and materials.
Outcome 1	**Increased appreciation in the Zambian public at large, and building industry stakeholders in particular, of green building principles**	
No. of people reached with green business advocacy messages	Absolute count of people reached with green building advocacy messages	**Change measurement to**: only measuring a block figure of numbers reached. It is not possible to accurately disaggregate the reach of current advocacy methods by gender and disability.
Improved participation of women in the building construction	Number of women businesses upgrading to higher NCC levels Number of new women members of National Construction Council registrations	**Change indicator to:** Improved participation of women in the building construction value chain. By stating "construction value chain", it provides a clear definition of the "construction industry" **Change description to**: Number of new women members of National association in the construction value chain (growers, saw-millers, contractors...). The description was limiting to NCC but NCC does not disaggregate by sex its records making it difficult to measure number of companies registered by women. Alternatively, some NCC women contractors are also registered with women focused associations or other associations related to the construction industry. The change in the description allows the M&E team to capture more broadly and accurately the participation of women entrepreneurs in the construction sector.
Outcome 2	**A refined industry-specific regulatory framework that stimulates demand among private and public housing developers for green building materials and methods**	
No. of project-supported	Absolute count of the	**Change description to**: Absolute count of the Regulations/Policies/Laws/budget

Indicators	Description	Suggested changes
submissions for policy, legal and regulatory reform to promote an enabling environment for sustainable enterprise	Regulations/Policies/Laws submitted to parent Ministries	submitted to parent Ministries The addition of budgets allows the programme to measure impact on resource allocation – an intermediate outcome of PLRF reforms.
Number of buildings utilizing green building materials, products and technologies	Number of new or retrofitted buildings utilizing green building materials, products and technologies	**Change to indicator:** The indicator is a repetition and needs to be removed.
Outcome 3:	**MSMEs have strengthened capacity to supply green building goods and services**	
Breakdown of the Business Support Services for entrepreneurs	Financial No. of NNEEs accessing financial services (ITC) e.g. business plan developed and submitted to a financial institution Non-Financial Services Business management and technical skills (ILO) Market access and business linkages (UNCTAD) Policy advocacy and lobbying services (UNEP) Forestry management and ZABS Code certification services (FAO)- forestry certification is expensive and takes a long time	**Change indicator to**: NNEs receiving financial and non-financial Business Support Services This change allows to indicator to be more specific. **Change description to**: Financial No. of NNEEs accessing financial services (ITC) e.g. business plan developed and submitted to a financial institution Non-Financial Services Business management and technical skills (ILO) Market access and business linkages (UNCTAD) Policy advocacy and lobbying services (UNEP) Forestry management and ZABS Code (FAO) The programme's focus has changed from forest certification which is very expensive and takes a long time to developing a local code for forestry management led by ZABS.
		Additional Indicator: No. of people trained by trainers trained with support from the programme **Description**: Absolute count of people trained by the trainers trained with support from the programme Introducing this indicator allows the programme to assess the effectiveness of training of trainers programme.
Breakdown outreach services for workers	Occupational Safety and Health Social Protection HIV and AIDS	**Change indicator to:** Number of workers reached with outreach services for workers This improves the indicator in making it more specific. **Change to measurement:** Measurement of reach with HIV messages needs to be removed as this has been suspended due to lack of resources.

Annex 3: Achievement of Outcomes and Outputs

Annex 3.1: Achievement of outcomes

Indicator Description	2015 Status			2017 Target			Completion	Exceeded	On track	Delayed	Remarks
OUTCOME INDICATORS	Total	Women	Youth	Total	Women	Youth					
No. of new, decent and green jobs created in target enterprises as a result of project support	2549	267	1419	5000	2500	3000	51%		▓		Number of decent green jobs not only related to contractors but also other MSMEs along the value chain who received services supported by the project. Strategic partnerships with Lafarge, Barrick Lumwana, and Kalumbila Mine are likely to contribute more jobs and the project will most likely achieve its targets.
No. of green jobs whose quality has been improved	1424	133	626	2000	1000	600	71%		▓		Number of green jobs whose quality has been improved for young people has been exceeded 626/600 but the overall performance is on track. Partnerships with NAPSA and WCFCB are likely to contribute to improving the quality of more jobs.
No. of Programme beneficiaries	6,667			16,000	8,000	10,000	42%			▓	Delay in funding release (17 October 2013) instead of June 2013. Time lost to initial set-up, building the capacity of local implementation partners and institutions, building networks and relationships, and galvanizing local ownership. Business environment worsened as signified by economic risks such as currency depreciation, reduction in credit rating and FDIs, Depressed copper prices and rampant job losses in the mining sector, a chronic energy crises crippling industrial growth.
% annual increase in financial performance reported by target MSMEs by May 2017	38			2500			2%			▓	Lack of risk mitigation incentive for financial providers to create relevant MSME credit facilities and financial services.
No of households of project beneficiaries with increase incomes by May 2017	2,549			8,000			32%			▓	Difficulties in tracing all households with incomes related to building construction.
% annual increase based on the number of Programme				5% (16,000)							Investments in publicity and communications with additional resources received from Government of Sweden is

Indicator								Notes
beneficiaries whose attitude towards doing green business is positive.	(blue)							the form of an externally funded International JPO (P2)
Share of MSMEs stating improved ease of doing green business as a result of project supported policy, legal and regulatory reforms by May 2017.	(blue)		20% (2500)					Indicator should be measured against baseline or target MSMEs (2500).
Average % decrease in energy and water utility costs among houses built with green building materials.	20% (2015)		5% (2016) 10% (2017)				(green)	First comparative measurement required in 2016. Partnership with People's Process for Housing and Poverty in Zambia solar energy retrofitting low income houses previously off the grid. Energy crisis has created more opportunities for retrofitting.
No. of building using green building technologies and materials.	74		200		37%		(yellow)	Level of utilization of green building inputs, technologies and approaches in housing construction. Partnership agreements with private sector likely to exceed this target.

KEY	Description
(green)	Target exceeding mid-term milestone and likely to be exceeded
(yellow)	Target below mid-term milestone but likely to be achieved
(red)	Target below mid-term milestone and unlikely to be achieved

Annex 3.2 Zambia Green Jobs Output Indicator Catalogue 27 September 2015

Indicator Description	2015 Status			2017 Target			Completion	Exceeded	On track	Delayed	Remarks
OUTPUT INDICATORS	Total	Women	Youth	Total	Women	Youth					
Absolute count of people reached with green building advocacy messages	6,667			18,000	9,000	12,000	37%				Media consumption data from media partners (ZNBC, Visitors to demo sites, Daily News and Times Newspapers etc.) indicates the project is reaching more than 1,500,000 listeners, readers and viewers. Absolute count likely to be achieved.
Number of new women National Construction Council registrations				10%			-				Data not available from NCC.
Number of women businesses upgrading to higher NCC levels				10%			-				Data not available from NCC.
No. of project-supported submissions for policy, legal and regulatory reform to promote an enabling environment for sustainable enterprises	4			5			80%				Functional partnerships with Ministry of Finance, Ministry of Local Government and Zambia Environment Management Agency
Number of buildings utilizing Green building materials, Products and technologies.	74			200			37%				Level of utilization of green building inputs, technologies and approaches in housing construction (Prodoc Page 49). Partnership agreements with private sector likely to exceed this target.
Total no. of nascent, new and established entrepreneurs (MSMEs) reached with business support services	2,094			2,500	1,250	1,500	84%				Increased service delivery capacity among training institutions and individual trainers is likely to increase the number of MSMEs benefitting from business support and financial services
No. of MSMEs accessing financial services (ITC)	153			2,500	1,250	1,500	6%				Field presence and capacity constraints. Incentive capital limitations.
No. of MSMEs accessing business management	734			2,500	1,250	1,500	29%				Several active training partners such as NCC, NCC Construction School, CBU and

Indicator Description	2015 Status			2017 Target			Completion	Exceeded	On track	Delayed	Remarks
OUTPUT INDICATORS	Total	Women	Youth	Total	Women	Youth					
and technical skills (ILO)											Thorn Park Construction with national outreach capacity to boost access
No. of MSMEs with market access and business linkages (UNCTAD)	178			2,500	1,250	1,500	7%				Field presence and capacity constraints. Refer to lessons, challenges and proposed solutions in the evaluation presentation
No. of MSMEs accessing policy advocacy and lobbying services (UNEP)				2,500	1,250	1,500					Already covered in the number of MSMEs reporting ease of doing green business. Indicator should be removed.
No. of MSMEs accessing forestry management and certification services (FAO)	701			2,500	1,250	1,500	28%				
No. of trainers trained in entrepreneurship promotion and green business support service provision	165			100	50	50	165%				Investment in additional capacity to reach main targets quicker and to cater for drop-outs in service delivery.
No. of workers reached with training and other business support services	2,879			7,000	3,500	3,500	41%				This number includes all those reached with training Programmes SIYGCB, EMPRETEC, MA&D as well as UNEP training for local government officers. Target likely to be reached with several partners.
Worker services: Occupational Safety and Health	567			7,000	3,500	3,500	8%				Need for increased effort and resources.
Worker services: Social Protection	835			7,000	3,500	3,500	35%				Partnership with NAPSA and WCFCB likely to yield results
Worker services: HIV and AIDS	0			7,000	3,500	3,500	0%				Activities suspended due to financial constraints.

Annex 4: List of Organisations Consulted

Lusaka (Lusaka Province)
1. Zambia Green Jobs Programme
2. International Labour Organization
3. Embassy of Finland in Zambia
4. Food and Agriculture Organisation
5. United Nations Conference on Trade and Development (UNCTAD)
6. International Trade Centre (ITC)
7. United Nations Environment Programme (UNEP)
8. Lafarge Plc
9. Ministry of Local Government and Housing
10. Zambia Institute of Policy and Advisory Research
11. Ministry of Labour and Social Security
12. Lusaka City Council
13. Zambia Association of Women in Construction (AWIC)
14. National Association of Medium and Small Scale Contractors (NAMSSA)
15. University of Zambia (UNZA) Technology Development and Advisory Unit (TDAU),
16. People's Progress on Housing and Poverty in Zambia
17. Zambia Institute of Architects
18. Zambia Green Building Association
19. Bankers Association of Zambia
20. Association of Building and Civil Engineering Contractors (ABCEC)
21. Zambia Congress of Trade Unions
22. Zambia Federation of Employers
23. Zambia Bureau of Standards
24. National Council for Construction
25. Zambia Environmental Management Agency
26. MSMEs, Finance and BDS Providers /Trainers

Chibombo (Central Province)

27. Zambia Homeless and Poor Peoples Federation
28. Ministry of Local Government and Housing
29. Ministry of Lands, Department of forestry
30. CLEM

Ndola (Copperbelt Province)

31. Lafarge Plc
32. Workers Compensation Fund Control Board (WCFCB)
33. Copperbelt Saw millers and Timber Growers Association (COSTIGA)

Kitwe (Copperbelt Province)

34. Zambia National Association of Saw Millers (ZNAS)
35. Copperbelt University (CBU) Built Environment School
36. National Union of Building, Engineering and General Workers (NUBEGW)

37. Mwekera Forestry College
38. Ministry of Local Government and Housing
39. MSMEs
40. Copperbelt Solar Systems
41. People's Progress on Housing and Poverty in Zambia (PPHPZ)
42. Steering Committee

Solwezi (North Western Province)

43. Department of Forestry
44. Ministry of Local Government and Housing
45. Ministry of Works and Supply
46. Ministry of Environment
47. Ministry of Youth and Sports
48. Ministry of Community Development
49. Ministry of Health
50. Trainers (MA&D, SIYGCB and FMCs)
51. ABCEC
52. National Association of Medium and Small Scale Contractors (NAMSSA)
53. ZAWIC
54. ZCSMBA
55. ZNAS
56. MSME Foresters
57. Barrick Lumwana Mine
58. Kalumbila Town Development Corporation (KTDC)

Annex 5: List of Documents Reviewed

1. Gibberd, J, "Rapid Sustainability Assessment of Housing", Gauge, Zambia Green Jobs Programme, Rapid Sustainability Assessment of Housing, February 2015
2. Huhertus J van Hensbrgen and Felix Njovu, "The Role and Future of Guidelines, Code of Practice and Certification Systems in the Forest Sector to Support the Greening of the Building and Construction Sector in Zambia", June 2015
3. ILO Finland Standard Administrative Arrangements for the Zambia Green Jobs Joint Programme Using Pass-Through Fund management
4. Info Holdings, "Zambia Green Jobs Programme Baseline Survey – Final Draft Report, September 2014
5. Memorandum of Understanding (MOU) between the International labour Organisation and the Private Programme-Zambia, June 2015
6. Memorandum of Understanding (MOU) for the Zambia Green Jobs Joint Programme Using Pass-Through Fund management (between ILO and participating UN agencies)
7. World Bank, "Concept Note: Let's Work – Implementing Zambia's Jobs Strategy (P153568)", March 2015
8. Zambia Green Jobs Programme Organogram, Updated 06.05.2015
9. Zambia UN Green Jobs Programme / Private Enterprise Programme-Zambia, Terms of Reference on the collaboration between the Zambia Green Jobs Programme and Private Enterprise Programme-Zambia,
10. Zambia UN Green Jobs Programme Document Final Version April, 2013
11. Zambia UN Green Jobs Programme Risk Register 01_09_2015
12. Zambia UN Green Jobs Programme, Attachment 1_Detailed Programme Budget June 2013 - May 2017.pdf
13. Zambia UN Green Jobs Programme, Attachment 2_Increasing Productivity and Decent work through better working conditions in Zambia's Building construction Sector.doc
14. Zambia UN Green Jobs Programme, Attachment 3_Strengthening a Social Protection floor for Vulnerable Workers and their families in Zambia's Building Construction Industry.doc
15. Zambia UN Green Jobs Programme, Attachment 4_Assessing Green Jobs Opportunities in Zambia.docx
16. Zambia UN Green Jobs Programme, Attachment 5_ Piloting Certification among 'green' Small Scale Forest Growers in Zambia.docx
17. Zambia UN Green Jobs Programme, FAO Forest Certification contributions to ZGJP 20 03 2015.docx1.docxn
18. Zambia UN Green Jobs Programme, Final Green Jobs SP Workplan 2015, Extending Social Protection to MSMEs in Construction Sector, February 2015
19. Zambia UN Green Jobs Programme, Final Joint Programme Narrative Progress Report September – December 2013
20. Zambia UN Green Jobs Programme, Forest Certification Concept Note
21. Zambia UN Green Jobs Programme, ZGJP Annual Impact Report 2014
22. IOD PARC (2013) Joint Evaluation of Joint Programmes on Gender Equality in the United Nations System. Final Synthesis Report.
23. ZGJP Results Chains
24. Outcome 1, 2 and 3 Activity reports
25. Infor holdings (2014). Zambia Green Jobs Programme Baseline Survey
26. ILO (2014) Annual Impact Report

27. IFAD (2012) Forest Resource Management Project: Project Performance Assessment Report. IFAD Independent Evaluation Office.
28. Brian P. Mulenga, Chewe Nkonde, and Hambulo Ngoma (2015) Does Customary Land Tenure System Encourage Local Forestry Management in Zambia? A Focus on Wood Fuel. Indaba Agricultural Policy Research Institute (IAPRI), Working Paper No. 95
29. Leventon, J, Kalaba, FK, Dyer, JC, Stringer, LC and Dougill, AJ (2014) Delivering Community Benefits through REDD+: Lessons from Joint forest Management in Zambia. Forest Policy and Economics, 44. 10-17. ISSN 1389-9341
30. Marimo N., Ahikire, J. (2015) Final Evaluation of the Uganda UN Joint Programme on Gender Equality and Women's Empowerment

Annex 6: Evaluation Framework

Evaluation criterion	Detailed questions/Issues	Indicators	Methods and sources	Data collection	Data analysis
Relevance and strategic fit	Is the project relevant to the achievements of the outcomes in the Revised National Development Plan, the UNDAF/UN SDF and the country assistance plans for the UN, such as the ILO DWCP and the Donor Finland with regards in particular to private sector development?	Programme outcomes are linked to priorities under: a. Sixth National Development Plan of Zambia b. the UNDAF/UN SDF and the country assistance plans of the participating UN agencies c. Finland country and global development strategy	Key informant interviews *(Participating UN Organisations (PUNOs), Ministries Departments and Agencies (MDAs), Finnish embassy)* *Group Interviews (NGOs/Training Institutions/Trade Unions and Employer confederations)* Literature review *(SNDP, UNDAF, Finland Country Strategy for Zambia, Annual progress reports, Programme document, Impact Reports)*	Evaluation team	Evaluation team
	How well the project complements and fits with other on-going UN programmes and projects in the country?	Evidence of collaboration with other UN programmes Evidence of collaboration with other PSD projects in Zambia Linkage between objectives of the Green Jobs Programme and other PSD and NRM/Environment programmes	Key informant interviews *(PUNOs, MDAs)* Literature review *(Annual progress reports, Impact Report, Programme document)*	Evaluation team	Evaluation team

Evaluation criterion	Detailed questions/Issues	Indicators	Methods and sources	Data collection	Data analysis
	What links are established so far with other activities of the UN or non-UN international development aid organizations at local level?	Evidence of collaboration with other UN programmes Evidence of collaboration with other PSD projects in Zambia	Key informant interviews *PUNOs, DFID, World Bank, other PSD donors* Literature review *(Annual progress reports, Impact Report, Programme document)* *Group Interviews (NGOs/Training Institutions/Trade Unions and Employer confederations)*	Evaluation team	Evaluation team
	Strategic fit with the Finnish Development Cooperation Strategy and synergies with relevant Finland supported initiatives and programmes including the level of information sharing with the Finnish Embassy in Lusaka, the Permanent Mission in Geneva and the Desk Officer in Helsinki?	Objectives/results of the Green Jobs Programme directly contribute to the Finnish Country Strategy Evidence of linkage with other Finnish funded Programmes in Zambia Reporting frequency and consistency to Finnish Embassy in Lusaka, the Permanent Mission in Geneva and the Desk Officer in Helsinki	Key informant interviews *with PUNOs, and Finnish embassy, TT Finland, Saint- Gobain* Literature review *(Annual progress reports, Impact Report, Programme document)*	Evaluation team	Evaluation team
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 programme	Human resources are adequate and properly qualified Investments are made based on the programme design/plan of activities	Key informant interviews *with PUNOs, and Finnish embassy* Literature review *(Annual progress reports, Impact Report, Programme document)*	Evaluation team	Evaluation team

Evaluation criterion	Detailed questions/Issues	Indicators	Methods and sources	Data collection	Data analysis
	objectives?	Mechanisms put in place to review and improve approaches Evidence of strategic partnerships made to improve efficiency in implementation			
	Are the project's activities/operations in line with the schedule of activities as defined by the programme team and work plans?	Activities implemented according to annual work plans	Key informant interviews *with PUNOs, and Finnish embassy* Literature review *(Annual progress reports, Annual work plans, budgets and expenditure reports, steering committee meetings)*	Evaluation team	Evaluation team
	Are the disbursements and programme expenditures in line with expected budgetary plans? If not, what were the bottlenecks encountered? Are they being used efficiently?	Budgets are disbursement according to agreed timeframe Programme expenditures are according to agreed annual work plans and budgets	Key informant interviews *with PUNOs, and Finnish embassy* Literature review *(Annual progress reports, Annual work plans, budgets and expenditure reports)*	ILO Evaluation team	Evaluation team
	How efficient was the programme in utilizing project resources to deliver the planned results?	Cost saving measures employed Strategic partnerships developed to take advantage of economies of scale	Key informant interviews *with PUNOs, and MDAs and Finnish embassy* Literature review *(Annual progress reports, Annual work plans, budgets and*	Evaluation team	Evaluation team

Evaluation criterion	Detailed questions/Issues	Indicators	Methods and sources	Data collection	Data analysis
			expenditure reports, Steering committee meeting minutes)		
Effectiveness of Management Arrangements	Are the available technical and financial resources adequate to fulfil the programme plans?	Activities are implemented at the required scale and depth to achieve the envisaged impact Human resources are adequate (numbers and technical expertise) to meet the demands of the programme	*Group Interviews (NGOs/Training Institutions/Trade Unions and Employer confederations, MDAs* Key informant interviews *with PUNOs, and Finnish embassy* Literature review *(Programme document, Annual progress reports, Annual work plans, budgets and expenditure reports, Steering committee meeting minutes*	*Evaluation team*	*Evaluation team*
	Is the management and governance arrangement of the programme adequate? Is there a clear understanding of roles and responsibilities by all parties involved?	Stakeholders view programme and management and governance is inclusive, transparent and incorporates all implementing partners Stakeholders understand their roles and responsibilities in programme management and governance Programme management and governance arrangements allow for efficient implementation of the programme activities		Evaluation team	Evaluation team
	How effectively has the management monitored project performance and	Mechanisms put in place to monitor programme activities are providing adequate evidence to		Evaluation team	Evaluation team

Evaluation criterion	Detailed questions/Issues	Indicators	Methods and sources	Data collection	Data analysis
	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)?	inform programme implementation Relevant data (guided by programme indicators and Monitoring framework) is collected in a systematic manner Data is sex disaggregated			
	Is the project receiving adequate administrative, technical and - if needed - political support from the participating UN offices and specialists in the field and the responsible technical units in headquarters? How effective were the backstopping support provided so far by the UN (Pretoria, Nairobi and Geneva) to the programme?	Technical backstopping by ILO is timely and adequate Administrative support is timely UN offices and specialist provide adequate and timely support to participating UN agencies Type of Support provided by the UN (Pretoria, Nairobi and Geneva) to the programme		Evaluation team	Evaluation team
	Is the programme receiving adequate political, technical and administrative support from its national partners/implementing	Opinions of government and its institutions' involvement in the programme Opinions on the support	*Group Interviews (NGOs/Training Institutions/Trade Unions and Employer confederations, MDAs)*	*Evaluation team*	*Evaluation team*

Evaluation criterion	Detailed questions/Issues	Indicators	Methods and sources	Data collection	Data analysis
	partners?	provide by other key stakeholders (trade unions, employer confederations, private sector to the programme)	Key informant interviews *with PUNOs, and Finnish embassy*		
	Is the programme collaborating with other PSD programmes and with other donors in the country/region to increase its effectiveness and impact?	Collaborations between the programme and other PSD programmes and other donors in the country and region	Key informant interviews *PUNOs, DFID, World Bank, other PSD donors* Literature review *(Annual progress reports, Impact Report, Programme document)* *Group Interviews (NGOs/Training Institutions/Trade Unions and Employer confederations)*	Evaluation team	Evaluation team
	Are all relevant stakeholders involved in an appropriate and sufficient manner?	Views of stakeholders on their involvement with the programme	Key informant interviews *with PUNOs, and Finnish embassy,* *Group Interviews (NGOs/Training Institutions/Trade Unions and Employer confederations)* Literature review *(Annual progress reports, Impact Report, Programme document)*	Evaluation teams	Evaluation team
Programme Effectiveness	To what extent have the expected outputs and outcomes been achieved or are likely to be achieved?	% achievement of outcomes and outputs expressed in the Programme Document and Results Framework	*Group Interviews (NGOs/Training Institutions/Trade Unions and Employer confederations, MDAs*	ILO	Evaluation team
	Were outputs	Annual output delivery		ILO	Evaluation team

Evaluation criterion	Detailed questions/Issues	Indicators	Methods and sources	Data collection	Data analysis
	produced and delivered so far as per the work plan? Has the quantity and quality of these outputs been satisfactory? How do the stakeholders perceive them? Do the benefits accrue equally to men and women? How has the intended building and construction sector benefited?	rate Views of stakeholders on the quality of and quantity of the outputs Benefits accruing to the building and construction sector as a result of the programme Proportion of men and women benefiting from the programme (women and men owned companies benefiting from the programme activities, women and men in employment created)	Key informant interviews *with PUNOs, and Finnish embassy, Private Sector Companies/Associations/Trade Unions* Literature review *(Programme document, Annual progress reports, monitoring visit reports)*	Evaluation team	
	In which area (geographic, component, issue) does the programme have the greatest achievements so far? Why and what have been the supporting factors?	Results achieved by geographical area Support factors for success		ILO Evaluation team	Evaluation team
	Are there any unintended results of the programme?	Results achieved not elaborated in the Results Framework		Evaluation team	Evaluation team
Impact orientation and sustainability	Is the programme strategy and programme management steering towards impact and	Indications that the programme is contributing to: 1) MSMEs are competitive and effectively participate	*Group Interviews (NGOs/Training Institutions/Trade Unions and Employer confederations, MDAs*	*Evaluation team*	*Evaluation team*

Evaluation criterion	Detailed questions/Issues	Indicators	Methods and sources	Data collection	Data analysis
	sustainability? What steps can be taken to enhance sustainability?	in the green building goods and services market in order to create more and better decent green jobs 2) Access to wider and more lucrative MSME green (housing) construction markets 3) MSMEs have improved access and usage of a wide range of relevant financial services and products 4) MSMEs have improved financial literacy and management capacity	Key informant interviews *with PUNOs, and Finnish embassy, Private Sector Companies/Associations/Trade Unions* Literature review *(Programme document, Annual progress reports, monitoring visit reports)*		
	Has the programme started building the capacity of people and national institutions or strengthened an enabling environment (laws, policies, people's skills, attitudes etc.)?	Type of capacity developed for people and national institutions Progress in enabling laws, policies, people's skills, attitudes etc.	Key informant interviews *with PUNOs, and Finnish embassy, Private Sector Companies/Associations/Trade Unions* Literature review *(Programme document, Annual progress reports, monitoring visit reports)* *Group Interviews (NGOs/Training Institutions/Trade Unions and Employer confederations, MDAs*	Evaluation team	Evaluation team
Validity of the design	The adequacy of the design process (Is the project design logical and coherent)? What internal and external	Consultations conducted to design the programme Factors influencing UN to meet targets	Key informant interviews *with PUNOs, and Finnish embassy, Private Sector Companies/Associations/Trade Unions*	Evaluation team	Evaluation team

Evaluation criterion	Detailed questions/Issues	Indicators	Methods and sources	Data collection	Data analysis
	factors have influenced the ability of the UN to meet projected targets?		Literature review *(Programme document, Annual progress reports, monitoring visit reports)* *Group Interviews (NGOs/Training Institutions/Trade Unions and Employer confederations, MDAs*		
	Do outputs causally link to the intended outcomes that in turn link to the broader development objective?	Activities and outputs are guided by a coherent and clear theory of change and causality chain (Evidence results matrix was preceded by a theory of change/logic model for the programme design) Clarity in the linkage between results of the UNGJP and development goals in the UNDAF and Finnish embassy country strategy for Zambia Outcome areas are sufficiently integrated in design and implementation	Key informant interviews *with PUNOs, and Finnish embassy, Private Sector Companies/Associations/Trade Unions* Literature review *(Programme document, Annual progress reports, monitoring visit reports, UNGJP Results Chain)* *Group Interviews (NGOs/Training Institutions/Trade Unions and Employer confederations, MDAs*	Evaluation team	Evaluation team
	Has the design clearly defined performance indicators with baselines and targets?	Elaborated results framework and SMART indicators Baseline values available for all indicators	Key informant interviews *with PUNOs, and Finnish embassy, Private Sector Companies/Associations/Trade Unions*	Evaluation team	Evaluation team

Evaluation criterion	Detailed questions/Issues	Indicators	Methods and sources	Data collection	Data analysis
		Targets developed for all indicators	Literature review *(Programme document, Annual progress reports, monitoring visit reports, UNGJP Results Chain)* *Group Interviews (NGOs/Training Institutions/Trade Unions and Employer confederations, MDAs*		
	Has the Programme adequately taken into account the risks and employed appropriate risk mitigation strategies	Process for determining risks and mitigation strategies Views of stakeholders on programme risks and mitigation strategies	Key informant interviews *with PUNOs, and Finnish embassy, Private Sector Companies/Associations/Trade Unions* Literature review *(Programme document, Annual progress reports, monitoring visit reports, UNGJP Results Chain, Mitigation Matrix of the UNGJP)* *Group Interviews (NGOs/Training Institutions/Trade Unions and Employer confederations, MDAs*	Evaluation team	Evaluation team
	Has the Programme integrated an appropriate strategy for sustainability?	Exit strategy in place Opinions of stakeholders on the exit strategy	Key informant interviews *with PUNOs, and Finnish embassy,* Literature review *(Programme document, Annual progress reports, monitoring visit reports)*	Evaluation team	Evaluation team

Evaluation criterion	Detailed questions/Issues	Indicators	Methods and sources	Data collection	Data analysis
			Group Interviews (NGOs/Training Institutions/Trade Unions and Employer confederations, MDAs		
	Considering the results achieved so far, was the programme design realistic?	Results achieved versus planned Factors for achievement or non-achievement of results	Key informant interviews *with PUNOs, and Finnish embassy, Private Sector Companies/Associations/Trade Unions* Literature review *(Programme document, Annual progress reports, monitoring visit reports)* *Group Interviews (NGOs/Training Institutions/Trade Unions and Employer confederations, MDAs*	Evaluation team	Evaluation team
	Has the Programme carried out a proper participatory consultation process and involvement of the Government and its social partners including the private sector during planning, implementation and monitoring?	Consultation process conducted during the design of the programme Views of stakeholders on consultation process a) number and type of stakeholders consulted and views b) inclusion of stakeholder opinions in design	Key informant interviews *with PUNOs, and Finnish embassy, Private Sector Companies/Associations/Trade Unions* *Group Interviews (NGOs/Training Institutions/Trade Unions and Employer confederations, MDAs*	Evaluation team	Evaluation team
	How have gender issues been addressed in the Programme	Activities in place to address gender in the UNGJP	Key informant interviews *with PUNOs, and Finnish embassy, Private Sector*	Evaluation team	Evaluation team

Evaluation criterion	Detailed questions/Issues	Indicators	Methods and sources	Data collection	Data analysis
	document and during implementation?	Number of women and men reached with the UNGJP activities	*Companies/Associations/Trade Unions* *Group Interviews (NGOs/Training Institutions/Trade Unions and Employer confederations, MDAs*		
Lessons Learned and Good Practices	What good practices can be learned from the programme that can be applied in the next phase and to similar future projects or replicated in other programmes?	Good practices that demonstrate: a. replicability b. value for money c. joint programming	Key informant interviews *with PUNOs, and Finnish embassy, Private Sector Companies/Associations/Trade Unions* *Group Interviews (NGOs/Training Institutions/Trade Unions and Employer confederations, MDAs* Literature review *(Programme document, Annual progress reports, monitoring visit reports)*	Evaluation team	Evaluation team
	What should have been different, and should be avoided in the next phase of the programme?	Opinions on what could be done differently Opinions on what could be avoided	Key informant interviews *with PUNOs, and Finnish embassy, Private Sector Companies/Associations/Trade Unions* *Group Interviews (NGOs/Training Institutions/Trade Unions and Employer confederations, MDAs*		

Evaluation criterion	Detailed questions/Issues	Indicators	Methods and sources	Data collection	Data analysis
			Literature review *(Programme document, Annual progress reports, monitoring visit reports)*		
	What can we learn from the UN Delivering As One approach and pass through funding mechanism used by the Zambia Green Jobs Programme? What is working and what is not, what improvements can be made?	Evidence of: 1. bringing together their comparative strengths 2. sharpening strategic intervention 3. strengthening strategic leadership 4. developing synergies among United Nations agencies 5. simplifying resource flows 6. promoting coherence in support 7. joint resource mobilization 8. harvesting economies of scale in provision of services 9. maximizing use of funds in support of agency operations Evidence of: 1. reduced	Key informant interviews *with PUNOs, and Finnish embassy, Private Sector Companies/Associations/Trade Unions* *Group Interviews (NGOs/Training Institutions/Trade Unions and Employer confederations, MDAs* Literature review *(Programme document, Annual progress reports, monitoring visit reports)*		

Evaluation criterion	Detailed questions/Issues	Indicators	Methods and sources	Data collection	Data analysis
		duplication; 2. reduced fragmentation; 3. reduced competition for funds; and 4. enhanced capacity for strategic approaches. Evidence of: 1. Enhanced ownership 2. Effectiveness of UN agencies			

Annex 7: Data Collection Instruments

Annex 7.1: Key informant Guide for UN Agencies
Estimated Time: 1hour 30 minutes

Relevance and strategic fit

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

Validity of design

5. The adequacy of the design process (Is the project design logical and coherent)? What internal and external factors have influenced the ability of the UN to meet projected targets?
6. Do outputs causally link to the intended outcomes that in turn link to the broader development objective?
7. Has the design clearly defined performance indicators with baselines and targets?
8. Considering the results achieved so far, was the programme design realistic?
9. Has the Programme adequately taken into account the risks and employed appropriate risk mitigation strategies
10. Has the Programme integrated an appropriate strategy for sustainability?
11. Has the Programme carried out a proper participatory consultation process and involvement of the Government and its social partners including the private sector during planning, implementation and monitoring?
12. How have gender issues been addressed in the Programme document and during implementation?

Project effectiveness

13. To what extent have the expected outputs and outcomes been achieved or are likely to be achieved?
14. Were outputs produced and delivered so far as per the work plan? Has the quantity and quality of these outputs been satisfactory? How do the stakeholders perceive them? Do the benefits accrue equally to men and women? How has the intended building and construction sector benefited?

15. In which area (geographic, component, issue) does the programme have the greatest achievements so far? Why and what have been the supporting factors?
16. Are there any unintended results of the programme?

Efficiency of resource use

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

Effectiveness of management arrangements

21. Are the available technical and financial resources adequate to fulfil the programme plans?
22. Is the management and governance arrangement of the programme adequate? Is there a clear understanding of roles and responsibilities by all parties involved?
23. How effectively has the management monitored project performance and results? Is a monitoring & evaluation system in place and how effective is it? Is relevant information systematically collected and collated? Is the data disaggregated by sex (and by other relevant characteristics if relevant)?
24. Is the project receiving adequate administrative, technical and - if needed - political support from the participating UN offices and specialists in the field and the responsible technical units in headquarters? How effective were the backstopping support provided so far by the UN (Pretoria, Nairobi and Geneva) to the programme?
25. Is the programme receiving adequate political, technical and administrative support from its national partners/implementing partners?
26. Is the programme collaborating with other PSD programmes and with other donors in the country/region to increase its effectiveness and impact?
27. Are all relevant stakeholders involved in an appropriate and sufficient manner?
28. How "jointed" is the implementation approach?

Impact orientation and sustainability

29. Is the programme strategy and programme management steering towards impact and sustainability? What steps can be taken to enhance sustainability?
30. Has the programme started building the capacity of people and national institutions or strengthened an enabling environment (laws, policies, people's skills, attitudes etc.)?

Lessons learned and good practices

31. What should have been different, and should be avoided in the next phase of the programme?

32. What good practices can be learned from the programme that can be applied in the next phase and to similar future projects or replicated in other programmes?
    a. programme management
    b. partnerships
    c. strategic focus and coordination
33. What can we learn from the UN Delivering As One approach and pass through funding mechanism used by the Zambia Green Jobs Programme? What is working and what is not, what improvements can be made?

Annex 7.2: Key Informant Guide Finnish Embassy

Estimated Time: 1hour 30 minutes

Relevance and strategic fit

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

Validity of design

1. The adequacy of the design process (Is the project design logical and coherent)? What internal and external factors have influenced the ability of the UN to meet projected targets?
2. Do outputs causally link to the intended outcomes that in turn link to the broader development objective?
3. Has the design clearly defined performance indicators with baselines and targets?
4. Considering the results achieved so far, was the programme design realistic?
5. Has the Programme adequately taken into account the risks and employed appropriate risk mitigation strategies
6. Has the Programme integrated an appropriate strategy for sustainability?
7. Has the Programme carried out a proper participatory consultation process and involvement of the Government and its social partners including the private sector during planning, implementation and monitoring?

Project effectiveness

8. To what extent have the expected outputs and outcomes been achieved or are likely to be achieved?
9. Were outputs produced and delivered so far as per the work plan? Has the quantity and quality of these outputs been satisfactory? How do the stakeholders perceive them? Do the benefits accrue equally to men and women? How has the intended building and construction sector benefited?
10. In which area (geographic, component, issue) does the programme have the greatest achievements so far? Why and what have been the supporting factors?
11. Are there any unintended results of the programme?

Efficiency of resource use

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

Effectiveness of management arrangements

15. Are the available technical and financial resources adequate to fulfil the programme plans?
16. Is the management and governance arrangement of the programme adequate? Is there a clear understanding of roles and responsibilities by all parties involved?
17. How effectively has the management monitored project performance and results? Is a monitoring & evaluation system in place and how effective is it? Is relevant information systematically collected and collated? Is the data disaggregated by sex (and by other relevant characteristics if relevant)?
18. Is the project receiving adequate administrative, technical and - if needed - political support from the participating UN offices and specialists in the field and the responsible technical units in headquarters? How effective were the backstopping support provided so far by the UN (Pretoria, Nairobi and Geneva) to the programme?
19. Is the programme receiving adequate political, technical and administrative support from its national partners/implementing partners?
20. Is the programme collaborating with other PSD programmes and with other donors in the country/region to increase its effectiveness and impact?
21. Are all relevant stakeholders involved in an appropriate and sufficient manner?
22. How "jointed" is the implementation approach?

Impact orientation and sustainability

23. Is the programme strategy and programme management steering towards impact and sustainability? What steps can be taken to enhance sustainability?
24. Has the programme started building the capacity of people and national institutions or strengthened an enabling environment (laws, policies, people's skills, attitudes etc.)?

Lessons learned and good practices

34. What should have been different, and should be avoided in the next phase of the programme?
35. What good practices can be learned from the programme that can be applied in the next phase and to similar future projects or replicated in other programmes?
    a. programme management
    b. partnerships
    c. strategic focus and coordination
36. What can we learn from the UN Delivering As One approach and pass through funding mechanism used by the Zambia Green Jobs Programme? What is working and what is not, what improvements can be made?

Annex 7.3: Focus Group Discussion with Government Ministries, Departments and Agencies

Time: 2hours and 30mins

Resources: (1) Rapporteur, (2) Flip charts and stand and (3) markers

Process for the group discussion:

Step 1: Introduce the purpose of the meeting, evaluation team and how the information will be used to inform the evaluation findings.

Step 2: Divide the participants into five groups of three (depending on the numbers) with each group given to discuss the following: (1) relevance and strategic fit; (2) validity of design; (3) project effectiveness; (4) efficiency of resource use; and (5) effectiveness of management arrangements. The discussion should centre on the questions provided for each topic for 30mins. After the discussion, allow for a plenary discussion of the topics probing to ensure all the questions are discussed. This should take 1 hour (20 mins per topic).

Step 3: Divide participants into two groups to discuss: (1) impact and sustainability; and (2) lessons learnt and recommendations. The discussion should last 30mins. Following these group discussions facilitate a plenary discussion of the results from the group discussion ensuring all the questions are answered. The plenary discussion should take 30 mins.

Step 4: Thank the participants and provide the way forward and any feedback on the results of the entire evaluation process.

Relevance and strategic fit
1. What is the Green Jobs Programme aiming to address?
2. Is this in line with national priorities encapsulated in the Sixth national Development Plan?
3. How does the programme with other government programmes and sector plans? What links have been established?

Validity of design

4. Considering the results achieved so far, was the programme design realistic?
5. Has the Programme adequately taken into account the risks and employed appropriate risk mitigation strategies
6. Has the Programme integrated an appropriate strategy for sustainability?
7. Has the Programme carried out a proper participatory consultation process and involvement of the Government and its social partners including the private sector during planning, implementation and monitoring? Was the design process adequate?
8. How are gender issues addressed in the programme?

Project Effectiveness
9. Is the project on track to achieve its objectives?
10. Which objectives are on track which ones are not?

11. What are the bottlenecks and how has the programme addressed them?
12. Have outputs been delivered according to the work plan?
13. What about the quality and adequacy of the outputs?

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

Effectiveness of management arrangements
18. Are the available technical and financial resources adequate to fulfil the programme plans?
19. Is the management and governance arrangement of the programme adequate? Is there a clear understanding of roles and responsibilities by all parties involved?
20. How effectively has the management monitored project performance and results? Is a monitoring & evaluation system in place and how effective is it? Is relevant information systematically collected and collated? Is the data disaggregated by sex (and by other relevant characteristics if relevant)?
21. What support are you giving to the programme? Do you think your role and support is adequate to achieve the objectives?
22. Is the programme collaborating with other PSD programmes (government and those donor funded) to increase its effectiveness and impact?
23. How "jointed" is the implementation approach by the different UN agencies involved?

Impact orientation and sustainability

24. Is the programme strategy and programme management steering towards impact and sustainability? What steps can be taken to enhance sustainability?
25. Has the programme started building the capacity of people and national institutions or strengthened an enabling environment (laws, policies, people's skills, attitudes etc.)?

Lessons learnt and recommendations
26. What good practices can be learned from the programme that can be applied in the next phase and to similar future projects or replicated in other programmes?
27. What should have been different, and should be avoided in the next phase of the programme?
28. What can we learn from the UN Delivering As One approach and pass through funding mechanism used by the Zambia Green Jobs Programme? What is working and what is not, what improvements can be made?

Annex 7.4: Focus Group Discussion with Private Sector National and Sectorial Employer Associations and Trade Unions or Workers Organizations

Time: 2hours and 30mins
Resources: (1) Rapporteur, (2) Flip charts and stand and (3) markers

Process for the group discussion:

Step 1: Introduce the purpose of the meeting, evaluation team and how the information will be used to inform the evaluation findings.

Step 2: Divide the participants into five groups of three (depending on the numbers) with each group given to discuss the following: (1) relevance and strategic fit; (2) validity of design; (3) project effectiveness; (4) efficiency of resource use; and (5) effectiveness of management arrangements. The discussion should centre on the questions provided for each topic for 30mins. After the discussion, allow for a plenary discussion of the topics probing to ensure all the questions are discussed. This should take 1 hour (20 mins per topic).

Step 3: Divide participants into two groups to discuss: (1) impact and sustainability; and (2) lessons learnt and recommendations. The discussion should last 30mins. Following these group discussions facilitate a plenary discussion of the results from the group discussion ensuring all the questions are answered. The plenary discussion should take 30 mins.

Step 4: Thank the participants and provide the way forward and any feedback on the results of the entire evaluation process.

Relevance and strategic fit
1. What is the Green Jobs Programme aiming to address?
2. Is this in line with your priorities?
3. How does the programme align with your plans and strategies? What links have been established with your organisations by the programme?

Validity of design

4. Considering the results achieved so far, was the programme design realistic?
5. Has the Programme adequately taken into account the risks and employed appropriate risk mitigation strategies
6. Has the Programme integrated an appropriate strategy for sustainability?
7. Has the Programme carried out a proper participatory consultation process and involvement of the Government and its social partners including the private sector during planning, implementation and monitoring? Was the design process adequate?
8. How are gender issues addressed in the programme?

Project Effectiveness
9. Is the project on track to achieve its objectives?
10. Which objectives are on track which ones are not?
11. What are the bottlenecks and how has the programme addressed them?

12. Have outputs been delivered according to the work plan?
13. What about the quality and adequacy of the outputs?

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

Effectiveness of management arrangements
18. Are the available technical and financial resources adequate to fulfil the programme plans?
19. Is the management and governance arrangement of the programme adequate? Is there a clear understanding of roles and responsibilities by all parties involved?
20. How effectively has the management monitored project performance and results? Is a monitoring & evaluation system in place and how effective is it? Is relevant information systematically collected and collated? Is the data disaggregated by sex (and by other relevant characteristics if relevant)?
21. What support are you giving to the programme? Do you think your role and support is adequate to achieve the objectives?
22. Is the programme collaborating with other PSD programmes (government and those donor funded) to increase its effectiveness and impact?

Impact orientation and sustainability

23. Is the programme strategy and programme management steering towards impact and sustainability? What steps can be taken to enhance sustainability?
24. Has the programme started building the capacity of people and national institutions or strengthened an enabling environment (laws, policies, people's skills, attitudes etc.)?

Lessons learnt and recommendations
25. What good practices can be learned from the programme that can be applied in the next phase and to similar future projects or replicated in other programmes?
26. What should have been different, and should be avoided in the next phase of the programme?
27. What can we learn from the UN Delivering As One approach and pass through funding mechanism used by the Zambia Green Jobs Programme? What is working and what is not, what improvements can be made?