



# ILO INTERNAL EVALUATION

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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 Office

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## Acronyms

AfDB	African Development Bank
DC	Development Cooperation
DWT	Decent Work Team
EIIP	Employment Intensive Investment Programme
EMCOZ	Employers' Confederation of Zimbabwe
EVAL	Evaluation Office, ILO
Excol	ILO's External Collaborator (a consultant)
GEM	Gender Equality Mainstreaming
GoZ	Government of the Republic of Zimbabwe
HR	Human Resources
IECP	Internal Evaluation Certification Program
ILO	International Labour Organization
ITCILO	International Training Center, ILO
KPI	Key Performance Indicator
M&E	Monitoring and Evaluation
MSME	Medium and Small Micro Enterprises
MWACSMED	Ministry of Women Affairs, Community, Small and Medium Enterprises Development
MYSR	Ministry of Youth, Sport and Recreation
PMU	Project Management Unit
ToR	Terms of Reference
TWG	Technical Working Group
VCD	Value Chain Development
VTC	Vocational Training Centres
YWEP	Youth and Women Empowerment Project
ZCTU	Zimbabwe Congress of Trade Unions
ZDWCP	Zimbabwe Decent Work Country Program
ZFTU	Zimbabwe Federation of Trade Unions
ZIMSTAT	Zimbabwe Statistical Office
ZUNDAF	Zimbabwe United Nations Development Assistance Framework

# **Executive Summary**

## ***Introduction***

The Transitional Stabilization Programme 2018-2020 contains the government's plans to ensure financial stabilization, stem current liquidity challenges that have seen parallel market exchange rates skyrocket and contribute to inflationary pressures, as well as attract foreign direct investment and improve the balance of trade to boost economic growth.

The jobs agenda has appeared to be high on the priorities of Government. The labour market faces a number of challenges. Although unemployment is low 12 per cent, there are high levels of informality, 94 per cent of all jobs are in the informal economy. Although agriculture has potential to increase incomes and employment, it suffers from inefficient value chains and limited access to markets, lack of access to skills and technology development as well as limited funding for business entrepreneurs/entrepreneurship.

## ***About the project***

The Empowerment for Women and Youth (E4WAY) project is the Component 1 of the Youth and Women Empowerment Project (YWEP). YWEP aims to economically empower youth and women in situations of economic vulnerability through the development of technical and business skills, as well as the promotion of enterprise development in the artisanal gold mining, horticulture and other food value chains. YWEP has 3 components namely Component 1: Food Value Addition and Enterprise Development; Component 2: Institutional Capacity Strengthening; and Component 3: Project Management (located at Ministry of Finance and Economic Development).

The project started in March 2017 and is planned to be completed in June 2020.

The ILO Country Office, Harare is the implementing partner, contracted by the AfDB to implement activities under Component 1. Strategic oversight is provided by a Project Steering Committee (PSC) coordinated by the AfDB Project Management Unit (PMU), which is housed at the Ministry of Finance and Economic Development (MoFED).

## ***Evaluation background***

The objectives of the evaluation are to “generate knowledge; assess the efficiency and effectiveness of the programme; assess the relevance and sustainability of outputs as a contribution to longer-term outcomes that can be replicated in other sustainable areas that can result in creation of decent jobs especially for youths and women. The scope of the evaluation is only Component 1: Food Value Addition and Enterprise Development of the Youth and Women Empowerment Project (YWEP). The evaluation discusses progress in implementation as well as proposed improvements of the intervention strategy for the remaining period. Due to the delayed start in the project implementation there was limited reportable progress towards achieving the project outputs which could help in understanding how to achieve the outcome targets. The main clients for the evaluation are: (1) the Government of Zimbabwe; (2) the African Development Bank; (3) employers and workers' organizations and; (4) the International Labour Organization and other development actors.

The internal evaluation assessed five criteria relevance and strategic fit; validity of design; project progress and effectiveness; Effectiveness of management arrangements and efficiency of resource

use; and sustainability. The evaluation primarily followed the qualitative method of research to obtain a complete understanding and opinion of the relevant stakeholders on the project's planning and achievements. The field mission was conducted from 24 September to 4 October, 2018. There were no major limitations for this evaluation, except the unavailability of baseline data.

### ***Main findings***

**Relevance and strategic fit:** Project outcomes match current country development priorities, i.e., women and youth empowerment as well as alleviating poverty and unemployment as mentioned in the TSP, ZUNDAF and ZDWCP. The project has set its development objectives in line with primary goal and mandate of the ILO. It has clear link with the P&B Outcome 4: Promoting Sustainable Enterprises Indicator 4.3: Member States in which public and private intermediaries have designed and implemented scalable entrepreneurship programmes aimed at income and employment creation with a focus on young people and women. There is scope to improve the synergy with other activities being implemented by other development players. It is also affirmative that some of the work can be considered to be a continuation of past Government of Zimbabwe and ILO joint initiatives.

**Validity and design:** The design process of E4WAY was different from the usual ILO project design practice which in some ways has created ambiguity in defining strategies and detailing budget. Although ILO Zimbabwe has given the responsibility of implementing Component 1 of YWEP under the fiduciary contract with the AfDB; this could have a negative impression on the project stakeholders if the project fails to follow the strategies and get successful results. Project strategies have potential to be sustainable but should be better articulated, shared and incorporated in the management and measurement plan.

Component 1 log frame indicators and their definitions are not articulated properly and require revision during preparation of the results matrix. Although no theory of change has been mentioned in the project document of the AfDB, from reading the YWEP results matrix it was found that the activities and outputs and outcomes are linked and contributing to the expected project impact.

**Effectiveness:** The Activities of the project are in progress and yet to result in any Output. During the evaluation it was found that other than conducting some stakeholders meeting, workshops, desing of processing plants and its business models, no significant OUTPUT was produced as per the workplan. (this information is also available in the progress reports). Hence, it is too early to determine the Effectiveness of the project in terms of outputs produced. However, it is likely that the outputs will be met if the project team can make adjustments in the targets and excellerate the procurement process to make up the time loss in the start.

Therefore, with the limited information available, in terms of Progress and Effectiveness, the E4WAY project achieves “Not Satisfactory” due to slow start of activities and limited clarity on milestones and targets at the earlier stages of the project.

**Effeciency:** The efforts of E4WAY project team was quite “satisfactory” regarding "*Effectiveness of Management Arrangements and Efficiency of Resource Use*". The project team, after being on board, managed to do a budget analysis, and requested support from the regional office for construction consultancy. The budget analysis helped the project to plan for a phased approach which was acknowledged by the stakeholders (most importantly the donor). Regular communication on progress with the PMU, AfDB, Ministries and tripartite constituents also shows efficient management of the

project. However, this is to be noted that, by the time of this MTE was being conducted, the M&E framework and the baseline planning were not done, and this is very crucial for any project management and its quality control and measurement mechanism.

**Sustainability:** It was not possible to measure the SUSTAINABILITY of the project results during the time of this MTE, as it has been mentioned above, the activities were in progress and significant outputs were yet to be produced. However, it is expected that the project's efforts to establish processing plants through a 'value chain development' approach will be a sustainable one since it involves local people's participation in operation with a clear business case. The M&E Framework (to be developed) should include specific indicators for the sustainability of project results.

There is a significant "Good practice" observed during the evaluation. It was found that there is the strong engagement and ownership of national stakeholders and the donor in implementing the project. This was definitely a success for the project team. The evaluation also finds four key lessons relating to project budgeting and ambition; the need to intervene across the value chain to enhance likelihood of sustainability; the importance of effective monitoring and the need to think of sustainability early on.

### **Conclusions**

E4WAY project's Market system development approach can be a unique one to operationalize the processing plants as well as to support enterprise development in the target locations. Project activities are in progress and due to delay start and revision in the strategy (phased approach of implementation) significant achievements in terms of OUTPUTs were not observed. However, it made some significant progress in involving the stakeholders (GoZ and local beneficiary groups). Therefore, it requires extension of time provided, the project management ensures technical expertise from the national and regional level in making the processing centers (horticulture, Honey and Mopane worm) more functional to work as the catalysts of the planned value chain. This further requires strong emphasis on developing other parts of the value chain including the processing center with a clear business case for sustainability. This will also help the GoZ to pilot it in Beitbridge and Mutoko and later replicate in other parts of the country.

### **Recommendations**

Recommended action for the project	Importance	Key responsible agency	Timeframe and resource implications
<b>Recommendation 1:</b> <u>All stakeholders should engage in discussions concerning the strategy for the project.</u> A trade-off has to be made either have more processing centres with low cost design or have more comprehensive design and produce fewer plants and subsequently create fewer jobs. Alternatively parties can aggressively seek to mobilise resources. The outcome of this process must be	High	Government of Zimbabwe (MWACSMED and MYSAR) and ILO	Immediately  No immediate resources required

Recommended action for the project	Importance	Key responsible agency	Timeframe and resource implications
formal and be considered an amendment of the agreement.			
<b>Recommendation 2:</b> <u>The approach to beneficiary targeting must be reconsidered.</u> The project can consider a mix of working with existing groups and new groups. When working with existing groups, more mechanisms must be put in place to introduce new members as a means to reach targets and to ensure good governance (transparent process for selecting high quality and independence of leadership) and management practices.	Medium	Government of Zimbabwe (MWACSMED and MYSAR) and ILO	Immediately and regular basis  No resource implications
<b>Recommendation 3:</b> <u>Finalise the development of a holistic monitoring and evaluation framework that captures the baseline and reflects expected results and impacts.</u> This should follow a review of the logical framework. Part of this process could be a discussion on the feasibility of the project targets as well as clarification of definitions particularly on employment.	High	ILO	Immediately  ILO internal expertise could be utilised.
<b>Recommendation 4:</b> A sustainable approach would be to look at the entire value chain beyond the processing centers. <u>The project team should lead the discussion on the importance of a broader Value Chain Development strategy at both Input and Output market levels.</u>	Medium	ILO	Immediately  Resources required to support additional interventions identified.
<b>Recommendation 5:</b> The Government of Zimbabwe and the AfDB should consider <u>extending the time frame of the Project and providing additional resources to allow for greater Project Impact and return on investment.</u> A value chain development project with extensive construction interventions and business development requires a longer time frame and sufficient resources for strengthening the value chains performance of target beneficiaries.	High	GoZ and AfDB	Immediately  High

Recommended action for the project	Importance	Key responsible agency	Timeframe and resource implications
<b>Recommendation 6:</b> In view of the fact that the Project is understaffed, it is recommended that <u>an intern or long term Consultant be employed to support project implementation, particularly for M &amp; E interventions</u>	Medium	ILO	Immediately  Low

### *Lessons Learned and Good practices*

**Lesson 1: Realistic budget, project timeframes and scope are crucial to success.** The level of ambition in terms of number of sites; processing centre specification and business development support delivered to beneficiaries must be aligned to the project budget. Adequate timeframes would have also allowed for an inception period, in project planning creating room for smooth onset of implementation period. Three years is a relatively short period for a MSD project, particularly one that has extensive construction activities, this is further compounded by the delays in implementation can reduce likelihood of success.

**Lesson 2: Sustainability can be achieved by paying attention to the entire value chain instead of having a narrow focus and intervening at the processing stage.** It is important to look at a value chain using a systemic lens that sees sectors and value chains as part of a wider system of rules, regulations and supporting functions – all of which may require some intervention.

**Lesson 3: Effective monitoring accompanied with tools, technical support staff and frequent monitoring visits help maximize results, minimize inefficiencies and provide for timely feedback.** An outline for future considerations when developing programmes of this nature is attached for discussion. See an annexes.

**Lesson 4: Focusing from the onset on project sustainability and identifying when, how and who will take over and follow-up on project achievements after the project period helps in planning an effective project exit.** Particularly if the implementation period is short.

**Emergent good practice: Build ownership in the government from the start and on-going basis in the project:** The Government of Zimbabwe has demonstrated high levels of ownership and leadership, making significant contributions to the development of the project. The Government through the Ministry of Finance and Economic Planning; the Ministry of Women's Affairs, Community Development and the Ministry of Youth, Sport, Arts and Recreation continue to lead implementation. This level of political and technical support has played a significant role in delivery of phase one and it is anticipated can have a positive bearing on sustainability. The implementation of the programme has been further reinforced by the tripartite National Steering Council; constant interactions with the Ministry of Finance and Economic Development through the Programme Management Unit and the African Development Bank who are intimately engaged in programme process (Annex 8).

# 1. Introduction

## 1.1 Country Context

Zimbabwe's economy faces an uncertain outlook. The economy performed better than expected in 2018, expanding by an estimated 3.5%<sup>1</sup>, driven by agriculture and mining. The country faces challenges relating to fiscal consolidation and financial sector stabilization; stimulating growth and investment to increase revenue collection and foreign exchange generation; protecting social gains; and improving governance outcomes through continued legislative and institutional reforms.<sup>2</sup>

On the political front, the country in July 2018 elected a new Government that has been focused on international reengagement, improving Zimbabwe's attractiveness to investors and other reforms.

The recently-announced Transitional Stabilization Programme 2018-2020 contains the government's plans to ensure financial stabilization, stem current liquidity challenges that have seen parallel market exchange rates skyrocket and contribute to inflationary pressures, as well as attract foreign direct investment and improve the balance of trade to boost economic growth. These programmes are part of the Government's efforts to make Zimbabwe a middle income country by 2030. The current national development plan (TSP) highlights the role of rural development, youth and women's empowerment and value addition as key factors in the economic development of Zimbabwe.

The jobs agenda has appeared to be high on the priorities of Government. The labour market faces a number of challenges. Although unemployment is low 12 per cent, there are high levels of informality, 94 per cent of all jobs are in the informal economy. Workers in the informal economy are not covered by social protection system, do not enjoy their full rights and face many more decent work deficits. Zimbabwe's economy is largely rural with close to two thirds of all jobs being in the rural economy. The extractive industries also make a significant contribution to the economy. As a result the economy is exposed to volatility from fluctuating global mineral prices and unpredictable rain seasons.

There are many challenges in the rural areas in terms of job creation. Although agriculture has potential to increase incomes and employment it suffers from inefficient value chains and limited access to markets, lack of access to skills and technology development as well as limited funding for business entrepreneurs/entrepreneurship.

The Government has also acknowledged, and committed to the Decent Work Agenda through the Zimbabwe Decent Work Country Programme (ZDWCP), developed by the tripartite constituents; the Government, Employers' and Workers' organizations – to which the ILO provides technical support.

## 1.2 Project background

The Empowerment for Women and Youth (E4WAY) project is Component 1 of the Youth and Women Empowerment Project (YWEP), a Government of Zimbabwe Project funded by the African Development Bank (AfDB) for which the ILO is an implementing partner. The key Government actors in the project are the Ministry of Youth, Sports, Arts and Recreation and the Ministry of Women Affairs, Community, Small and Medium Enterprises Development (MWACSMED). YWEP aims to economically empower youth and women in situations of economic vulnerability through the

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<sup>1</sup> <https://www.afdb.org/en/countries/southern-africa/zimbabwe/zimbabwe-economic-outlook/>

<sup>2</sup> <http://www.worldbank.org/en/country/zimbabwe/overview>

development of technical and business skills, as well as the promotion of enterprise development in the artisanal gold mining, horticulture and other food value chains. The project started in March 2017 and is planned to be completed in June 2020.

YWEP has 3 components which are listed below with subcomponents and major activities:

*Component 1: Food Value Addition and Enterprise Development (named **Empowerment for Women and Youth (E4WAY)** project)*

**Sub-component 1.1:** Support to Horticulture and Honey Value Chains Development

- Set up horticulture and honey processing units in targeted districts as MSMEs
- Provide technical skills in horticulture and honey processing and marketing

**Sub-component 1.2:** Support to Enterprise Development

- Support the development of women in mining enterprises

*Component 2: Institutional Capacity Strengthening (implemented directly by Government Ministries)*

- Strengthen gender mainstreaming in line Ministries and conduct sensitization on new gender related laws and on cross-border trade regimes and regulations (SADC, COMESA)
- Produce training module materials for Vocational Training Centres to train youth in business development

*Component 3: Project Management (located at Ministry of Finance and Economic Development)*

- Coordinate implementation activities including procurement and disbursement; conduct monitoring and evaluation activities, auditing and implementation progress reporting

The ILO Country Office, Harare was, contracted by the AfDB and the Government of Zimbabwe to implement activities under Component 1 (Food Value Addition and Enterprise Development), and referred to as E4WAY Project.

Hence, this internal evaluation considers only Component 1 (E4WAY) and not the entire YWEP. The funding for the E4WAY Project comes directly from the African Development Bank (AfDB) to the ILO and falls within the scope of the Cooperation Agreement entered into between the AfDB and the ILO in 2003 and is consistent with Article VI on partnerships: "Article VI on selection of the ILO as an Executing Agency of selected AfDB Projects".

### **1.2.1 Objectives of the Project and Theory of Change**

The ultimate objective of the YWEP is to contribute to the improvement of livelihoods for youth and women through the development of economic opportunities. This will be achieved through combined efforts under all three components of which the ILO is implementing only one

Component 1 of the YWEP (E4WAY) "Food Value Addition and Enterprise Development", has two specific objectives defined in the AfDB Project Documents as follows:-

- a) Promoting value addition for horticulture produce to address the dual problem of post-harvest losses and low prices during the harvesting period which results from temporary oversupply and the short shelf-life of the products)

- b) Development of an artisanal gold mining enterprise (to support improvement of incomes of women involved in this activity whose economic benefits are currently trapped by large-scale mining companies with gold ore possessing facilities)

Since ILO is implementing only one component of a larger Project (YWEP), it redefined the objectives of Component 1 to align with the overall objectives of the YWEP. The project also redefined the Theory of Change and developed a retrofitted "Project Implementation Document", with two sub-outcomes.

Therefore, ILO's E4WAY project ultimate objective is to achieve increased incomes for targeted women and youth groups through the creation of employment opportunities in targeted value chains. The basic theory of change for the E4WAY project has been articulated in Figure 2:

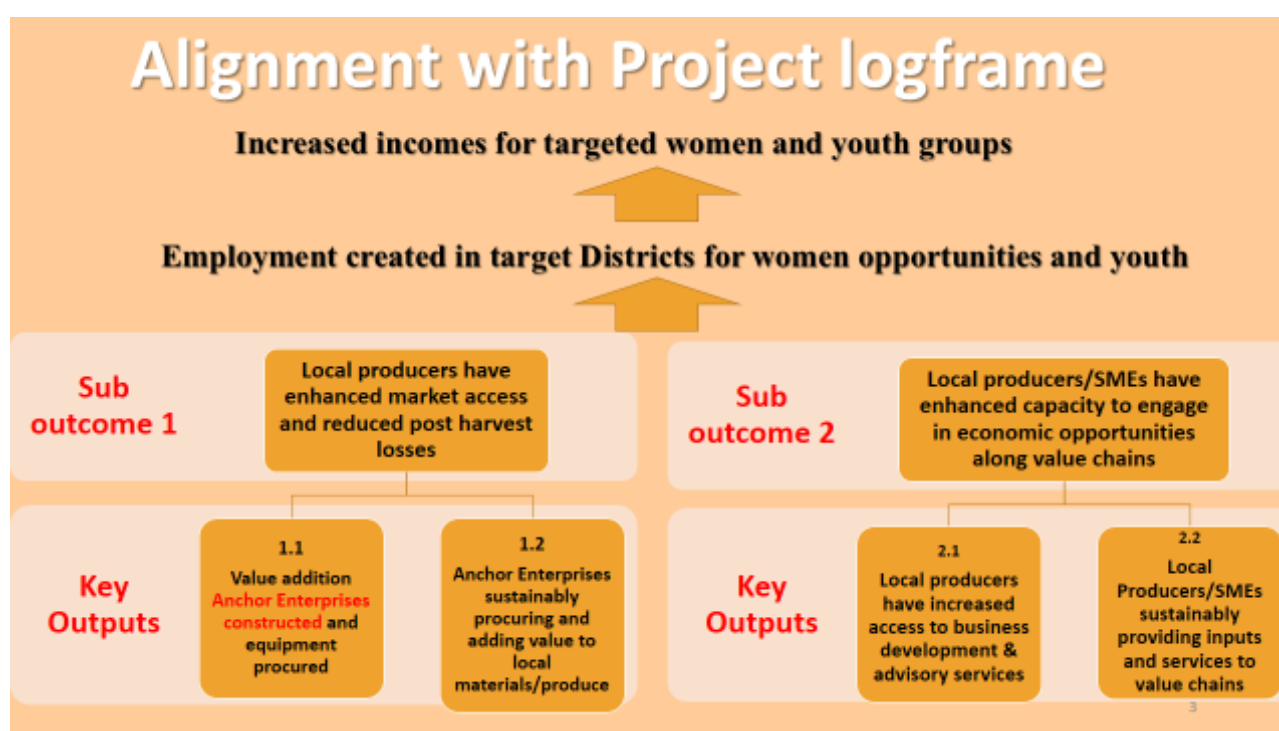


Figure 2: Component 1 Logical Framework

### 1.2.2 Project Focus and Value Chains

As informed by the E4WAY project management, the AfDB's YWEP is primarily an infrastructure development project under which 6 processing centres are supposed to be built and later transformed into economically sustainable profit making business entities. Four value chains were predefined in AfDB's Youth and Women Empowerment Project as:

- Horticulture (Fruits and Vegetables);
- Mopane Worms
- Honey
- Artisanal gold mining

Figure 3 briefly describes the basic value chain to be established as mentioned in the project document (revised by the E4WAY project). However, during discussions and field visits, 2 detailed value chains of the project were developed (Annex 2)



Figure 3: Value Chain Concept

### 1.2.3 Project Implementation Strategy

In supporting the selected value chains, the E4WAY project adopted a market systems development approach to bring about a mixture of enterprise development and institutional strengthening interventions. The market development systems approach aims to shape an inclusive growth trajectory that ensure a smooth flow of goods and services from the informal to the formal sector to build stronger and more efficient value chains and market systems. It will use a private sector development approach to support economic opportunities based on the comparative advantages and resource endowment of the targeted districts.

In doing so, the project follows a phased implementation approach in executing the project interventions, set out under 2 sub-components of Component 1 of the YWEP. This phased implementation approach was discussed and agreed to with the GoZ and the AfDB and is illustrated in Figure 4.

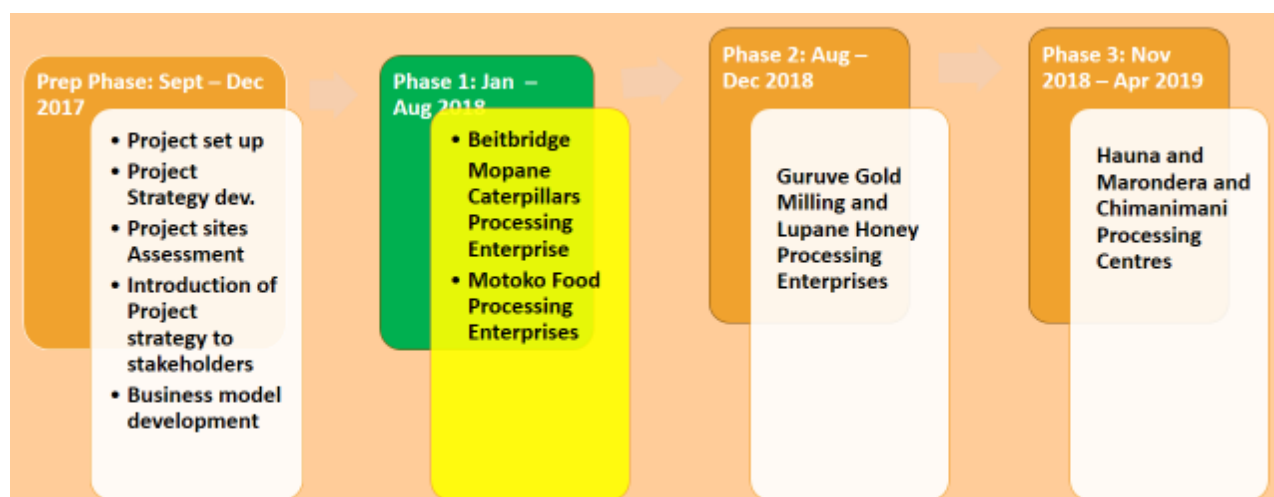


Figure 4: E4WAY's Proposed Phased Implementation Approach

### 1.2.4 Key Partners and Other Stakeholders

Table 3: Key Partners and Stakeholders of the E4WAY Project

Category	Partners and Stakeholders
Donor	African Development Bank Zimbabwe Ministry of Finance and Economic Development
Project Owners	Ministry of Youth, Sports, Arts and Recreation Ministry of Women Affairs, Community, and SMEs
Beneficiaries	Youth (Women and Men) Women (35+ years)
Market Actors (Value Chain Actors)	Anchor Processing Enterprises Medium and Small Micro Enterprises (MSMEs) Women's Cooperatives Vocational Training Centres Individual Producers Wholesalers Consumer Markets (Hotels)
Tripartite Partners	Ministry of Public Service, Labour, and Social Welfare Employers' Confederation of Zimbabwe (EMCOZ) Zimbabwe Congress of Trade Unions (ZCTU) Zimbabwe Federation of Trade Unions (ZFTU)

### 1.2.5 Target Groups

The project targets youth and women in six of the poorest districts of the country. The targeted districts are:

1. Beitbridge (Mopane worms)
2. Marondera (Honey)
3. Lupane (Honey)
4. Guruve (Artisanal gold ore milling)
5. Mutasa (Horticulture)
6. Mutoko (Horticulture)
7. Chimanimani (Horticulture)

According to the initial design of the AfDB's Youth and Women Empowerment Project, at least 5,000 youth (aged between 15-35 year) and women (over 35 years), located in the project's geographic scope, are expected to benefit from the project. The overall population of the six districts, estimated at 650 000, of which 50.7% are female, is also expected to benefit indirectly from the project as a result of increased economic activity along the selected value chains.

### **1.3 Baselines and Market Assessments**

The YWEP has its own logical framework (Log Frame), as outlined in the Project Document of the AfDB (Annex 7). The E4WAY project is in the process of elaborating its log frame for Component 1 in line with the YWEP's overall outcomes and objectives, further details of which can be found under design related description.

The E4WAY Sub-project is also in the process of contracting a consultant to develop a Monitoring and Results Measurement System for the Project. The assignment includes compilation of baseline information with the view to analyse and redefine the numbers of beneficiaries that the project will be targeting.

Prior to the initiation of the project implementation, the ILO Country Office, Harare, conducted a Rapid Market Assessment (RMA) (November 2016 to March 2017) to complement and strengthen the justification for targeting the selected sectors and to guide the design of project activities, as well as help determine more specific interventions. The RMA was done in four sectors, viz., Apiculture, Artisanal Gold Mining, Mopane Worms and Horticulture.

### **1.4 Management Set-up of the Project**

#### **1.4.1 Project Steering Committee**

Strategic oversight is provided by a Project Steering Committee (PSC) coordinated by the AfDB Project Management Unit (PMU), which is housed at the Ministry of Finance and Economic Development (MoFED). The committee comprises representatives of the key sector Ministries (Youth and Women Affairs) and the coordinating Ministry, MoFED. It provides strategic oversight and policy guidance to the project and holds scheduled meetings, at least twice per year.

#### **1.4.2 Project Technical Working Group**

In addition to the Steering Committee, the project has a Technical Working Group (TWG) constituted by the ILO and comprising the two line ministries, the Ministry of Youth, Sport, Art and Recreation and the Ministry of Women Affairs, Community and SME Development in which the PMU and ILO tripartite partners are also members. The ILO is the secretariat of the TWG and meets at least four times per year. The TWG is chaired by the line Ministries. The primary responsibilities of the TWG include the following:

- Follow up on the implementation of the project and ensure operational coordination,
- Ensure resources are used to achieve outcomes and outputs defined in the programme.
- Ensure integration of work plans, budgets, reports, and other programme related documents.
- Provide substantive technical leadership and guidance regarding the activities in the Annual Work Plan.
- Address emerging management and implementation challenges, and identify emerging lessons.
- Facilitate communication and information dissemination on the operations of the project.
- Field monitoring and implementation verification.

### **1.4.3 Project Team**

The day-to-day activities of the project are managed and coordinated by the Project Team comprising one team leader, responsible for the overall project management and is also the main technical advisor to the Government, and one programme assistant, responsible for the finance and administration and general project operations. The team also has a driver, who provides logistical support and a project secretary funded under ILO's regular budget.

The projects team is supported by Enterprise Development and Employment Intensive Investment Programme specialists from the Decent Work Team based in the ILO Country Office, Pretoria.

## **1.5 Monitoring and Evaluation System**

The main project (YWEP) has a Monitoring and Evaluation (M&E) system coordinated by the PMU's M&E. As indicated earlier, the E4WAY project is in the process of developing its own M&E system and revising the project results logic, working with a consultant.

The E4WAY project should use a simple monitoring and results measurement process designed to support the twin objectives of proving and improving impact. The basic principle is to measure and document increases in economic opportunities and earning potential for the target groups, resulting from better access, stronger linkages and better functioning markets, which can be plausibly attributed to the project's interventions.

The project should use this process to capture how market level interactions are affected and how it will affect gender, youth, and other socio-political and economic dynamics. Further details are discussed in Chapter 4.4 under Efficiency related descriptions.

## 2 Evaluation framework

### 2.1 Objectives, purpose and scope

The **objectives** of the evaluation are to “generate knowledge; assess the efficiency and effectiveness of the programme; assess the relevance and sustainability of outputs as a contribution to longer-term outcomes that can be replicated in other sustainable areas that can result in creation of decent jobs especially for youths and women. Two purposes are stated:

- An independent assessment<sup>3</sup> of progress, in terms of producing the three outcomes; assessing performance vis-à-vis targets, strategies, and implementation as well as partnerships, constraints and opportunities; and
- Provision of recommendations (based on findings and conclusions) for scale up and/or possible replication to other sectors based on the findings and lessons learnt.

The **scope** of the evaluation is only Component 1: Food Value Addition and Enterprise Development of the Youth and Women Empowerment Project (YWEP) of the Government of Zimbabwe, (Code name: E4WAY project). The evaluation discusses progress in implementation as well as proposed improvements of the intervention strategy for the remaining period. Due to the delayed start in the project implementation there was limited reportable progress towards achieving the project outputs which could help in understanding how to achieve the outcome targets. Due to the phased approach of implementation, the evaluation focuses only on two value chains (Mopani worm and Horticulture) out of the total four.

The **main clients** for the evaluation are: (1) the Government of Zimbabwe; (2) the African Development Bank; (3) employers and workers’ organizations and; (4) the International Labour Organization and other development actors.

The formative approach was followed in this Mid Term Evaluation. The project has just began its implementation after the baseline, stakeholder assessment and market assessments. Also it did not have any results framework in place (exclusively for ILO part of E4WAY).

### 2.2 Evaluation Criteria and Questions

The internal evaluation assessed five criteria outlined below and the related key evaluation questions addressed. For Gender concerns, ILO Guidelines on Considering Gender in Monitoring and Evaluation of Projects (September, 2007) was considered. The evaluation was conducted following UN evaluation standards and norms and the Glossary of Key Terms in Evaluation and Results-Based Management (May, 2004) developed by the Organization for Economic Cooperation and Development (OECD), Development Assistance Committee (DAC). In line with the results-based approach applied by the ILO, the evaluation focused on identifying and analysing project activities and results through addressing key questions related to evaluation concerns and achievement of outcomes/immediate objectives of the project as per project documents. Therefore the five criteria are:

- a) Relevance and Strategic fit;
- b) Validity of design;
- c) Project progress and effectiveness;

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<sup>3</sup> Independent means here a professional not related to the project or to the Country office.

- d) Effectiveness of management arrangements and efficiency of resource use; and
- e) Sustainability

The evaluation plan (Table 4) was designed to identify recommendations, strategic lessons learned and emerging good practices to be considered, for the project management and implementation. It also helped to achieve the evaluation objectives mentioned in the previous section. For the convenience of investigation, these questions were subdivided into several other questions mentioned in the Annex 4.

**Table 4: Evaluation Plan for the assignment**

Criteria and Related key evaluation questions	Sources of Information and Methodology	
	Primary investigation through Semi Structured Interview and Group Discussion	Desk Review of Secondary information
A. Relevance and Strategic Fit		
1. Is the project supporting the achievements of the outcomes outlined in the ZIMSTAT, the ZUNDAF and the Zimbabwe DWCP?	<ul style="list-style-type: none"><li>• ILO E4WAY project Team</li></ul>	<ul style="list-style-type: none"><li>○ Project Implementation Document of ILO, Zimbabwe</li><li>○ YWEP Project Document of AfDB</li><li>○ ILO Zimbabwe, DWCP</li><li>○ ZUNDAF 2016-2017 Results Report</li><li>○ Relevant Gender document (to be delivered by the project)</li></ul>
2. How does the project complement and fit with other on-going ILO programmes and projects in the country?		
3. What links have been established so far with other activities of the UN or other cooperating partners operating in the Country in the areas of youth employment and women’s empowerment?		
4. Does the project align with ILO’s and the Country’ mainstream strategy on gender equality?		
B. Validity of design		
1. How adequate was Project design process?	<ul style="list-style-type: none"><li>• ILO E4WAY project Team</li><li>• The M&amp;E Consultant</li><li>• .Ministry of Youth and Ministry of Women Affairs Officials</li><li>• Value Chain Actors in the Field</li></ul>	<ul style="list-style-type: none"><li>○ Project Implementation Document of ILO, Zimbabwe</li><li>○ YWEP Project Document of AfDB</li><li>○ Rapid Market Assessment Report</li><li>○ Draft E4WAY Theory of Change</li><li>○ ToR of the M&amp;E Consultant</li></ul>
2. Do outputs causally link to the intended outcomes/objectives?		
3. Did the project adequately consider the gender dimensions of the planned interventions?		
4. Has the design clearly defined performance indicators with baselines and targets?		

Criteria and Related key evaluation questions	Sources of Information and Methodology	
	Primary investigation through Semi Structured Interview and Group Discussion	Desk Review of Secondary information
5. Has the project integrated an appropriate strategy for sustainability?	<ul style="list-style-type: none"><li>• Project tripartite partners</li></ul>	
6. Has the project carried out proper consultation and involvement with the tripartite constituents?		
C. Project progress and effectiveness		
1. What outputs have been produced and delivered so far, and has the quality and quantity of these outputs been satisfactory?	<ul style="list-style-type: none"><li>• ILO E4WAY project Team</li><li>• AfDB concerned M&amp;E Official</li><li>• M&amp;E Consultant of ILO E4WAY</li><li>• Value Chain Actors in the Field</li><li>• Construction agency (for buildings of Processing centers)</li></ul>	<ul style="list-style-type: none"><li>○ Project Implementation Document of ILO, Zimbabwe (TOC, LF, Work Plan)</li><li>○ E4WAY quarterly progress report to the donor</li><li>○ YWEP Project Document of AfDB (Logical Framework, Activity list, Work Plan)</li><li>○ Implementation agreement document between ILO and GoZ</li><li>○ Procurement/Construction documents of Processing Centers (Buildings)</li></ul>
2. Were outputs produced and delivered so far as per the work plan? How do the stakeholders perceive them? Do the benefits accrue equally to men and women?		
3. What progress has been made towards achieving the overall project objectives/outcomes?		
4. What have been the unintended results of the project so far?		
5. Are the project’s activities/operations in line with the schedule of activities as defined by the project team and work plans?		
D. Effectiveness of management arrangements and efficiency of resource use		
1. Have the available technical and financial resources allocated and used strategically to provide the necessary support and to achieve the broader project objectives?	<ul style="list-style-type: none"><li>• ILO E4WAY project Team</li><li>• AfDB concerned M&amp;E Official</li><li>• ILO Harare concerned official</li><li>• DWT Pretoria Technical Back stopper</li><li>• Ministry of Youth and Ministry of</li></ul>	<ul style="list-style-type: none"><li>○ Project Budget Disbursement and expenditure report</li><li>○ Implementation agreement document between ILO and GoZ</li><li>○ E4WAY quarterly progress report to the donor</li><li>○ Procurement/Construction documents of Processing Centers (Buildings)</li></ul>
2. How effective has been the backstopping support provided so far by the Country Office, DWT Pretoria and the Regional office?		
3. Are the disbursements and project expenditures in line with expected budgetary plans? If not, what were the bottlenecks encountered?		

Criteria and Related key evaluation questions	Sources of Information and Methodology	
	Primary investigation through Semi Structured Interview and Group Discussion	Desk Review of Secondary information
4. How efficient has the project been in utilizing project resources to deliver the planned results? Value for Money?	Women Affairs Officials <ul style="list-style-type: none"><li>• Project tripartite partners</li></ul>	
5. How effectively does the project management monitor project performance and results? To what extent was results-based management implemented in the project?		
6. Is information being shared and readily available to national partners?		
E. Sustainability		
1. Is the project strategy and management steering towards impact and sustainability?	<ul style="list-style-type: none"><li>• ILO E4WAY project Team</li><li>• AfDB concerned M&amp;E Official</li><li>• ILO Harare concerned official</li><li>• DWT Pretoria Technical Back-stopper,</li><li>• Ministry of Youth and Ministry of Women Affairs Officials</li><li>Project tripartite partners</li></ul>	<ul style="list-style-type: none"><li>○ E4WAY quarterly progress report to the donor</li></ul>
2. Has the project started building the capacity of people and national institutions		
3. Is the project succeeding in developing a replicable approach that can be applied with modifications to other sectors?		

## 2.3 Methodology

The evaluation primarily followed the qualitative method of research to obtain a complete understanding and opinion of the relevant stakeholders on the project's planning and achievements. The qualitative methods included a mix of

- desk reviews (analysis of relevant reports and data related to the project);
- in-depth interviews and small group discussions with stakeholders in the field;
- a series of meetings and interviews with ILO project officials, Ministries, private sectors and selected target groups, and
- in-depth discussions with E4WAY project officials, relevant ILO Zimbabwe Country Office staff and PARDEV staff in Geneva. For the list of persons interviewed see Annex 4.

The quantitative evidence, mostly in terms of budget figures were acquired mainly from the existing budget document and progress reports produced by the project. Figure 2 shows the steps applied in the internal evaluation during the field mission. For a detailed itinerary see Annex 6.

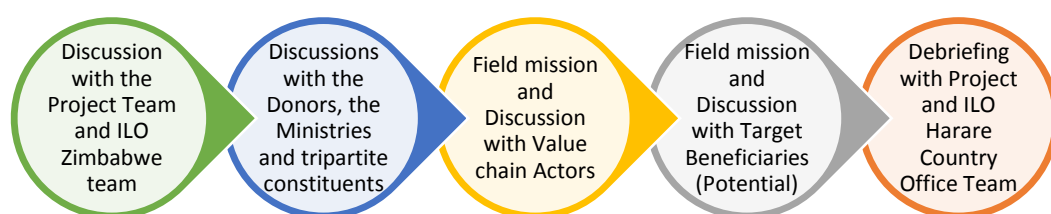


Figure 5: Steps of the Field Mission during the Internal Evaluation

Data collection started with a desk review for secondary information. A list of documents mentioned in Table 4 were reviewed prior to and during the evaluation. A semi-structured questionnaire was prepared in advance for the face-to-face meetings, discussions and interviews with the respondent groups (Annex 4). Although the questions were detailed, the evaluator adapted them for the convenience of the qualitative investigation and added other relevant questions in line with the semi-structured nature of the interviews. Questions on Gender Equality mainstreaming, fundamental rights, communication and coordination with tripartite constituents were included under Relevance, Effectiveness and Efficiency. The questionnaire was adapted for the specific categories of respondents, as mentioned in Table 3 and 4.

The field mission was conducted from 24 September to 4 October, 2018. The evaluator carried out visits in Harare, Beitbridge and Mutoko. The respondents list (Annex 5) and categories mentioned in Table 5 were selected in discussion with the E4WAY team and the evaluation manager. Especial focus was given for interview and discussion with more women (both individual and groups) to ensure gender balance in responses. In addition, two Skype meetings were conducted with the Country Office Director and with PARDEV staff, who were not

available during the field mission in Zimbabwe. The primary information collected from the field was further cross-checked in the debriefing session with the team on the final day of the mission.

**Table 5: Category of respondents**

Sl no.	Category of the Respondents	Detail
1.	E4WAY Team, ILO Harare Country Office	<ul style="list-style-type: none"> <li>Chief Technical Advisor</li> </ul>
2.	ILO Harare Harare Country Office	<ul style="list-style-type: none"> <li>Director</li> <li>Program Officer &amp; Evaluation Manager</li> </ul>
3.	PARDEV, ILO Geneva	<ul style="list-style-type: none"> <li>Development Cooperation Support Unit</li> </ul>
4.	Project Management Unit, PMU	<ul style="list-style-type: none"> <li>AfDB PMU-M&amp;E Person at the Ministry of Finance</li> </ul>
5.	Monitoring and Results Measurement (MRM) Consultant	<ul style="list-style-type: none"> <li>MRM Consultant</li> </ul>
6.	Relevant Ministries	<ul style="list-style-type: none"> <li>Ministry of Finance and Economic Development</li> <li>Ministry of Youth, Sport and Recreation</li> <li>Ministry of Women Affairs, Community, Small and Medium Enterprises Development</li> </ul>
7.	Tripartite Constituents (Employers and workers Association)	<ul style="list-style-type: none"> <li>Ministry of Labour</li> <li>Employers' Confederation of Zimbabwe</li> <li>Zimbabwe Congress of Trade Unions</li> <li>Zimbabwe Federation of Trade Unions</li> </ul>
8.	Value Chain Actors	<ul style="list-style-type: none"> <li>Anchor Processing Enterprises</li> <li>Medium and Small Micro Enterprises (MSMEs)</li> <li>Women's Cooperative</li> <li>Vocational Training Centers</li> <li>Individual Producers</li> <li>Construction Contractor</li> <li>Field officials of Ministry of Women and Ministry of Youth</li> </ul>

Emphasis on triangulation was not only made to increase the credibility and validity of the results, and cross-check information to minimise any bias – but also to deepen the evaluator's understanding of the Project and circumstances that impacted on the performance and results. Qualitative content analysis was used to analyse the gathered information and “rival” explanations. The data collection process was participatory in nature to encourage all key actors to share information, experiences and knowledge – thus contributing to the findings. The evaluator adhered to ethical standards in the analysis of gathered/processed data and in the reporting, and paid attention to avoid conclusions to be influenced by statements or views given by any particular party.

### **2.3.1 Norms, standards and ethics**

The evaluation was carried out in accordance with the UN Evaluation Group (UNEG) Norms and Standards (up-dated in 2016), and OECD/DAC's recommendations, as well as the ILO's

Evaluation Policy Guidelines.<sup>4</sup> It has also adhered to ethical standards and codes of conduct, when gathering of information in order to protect those involved in the evaluation process. Thus, confidentiality of the respondents was respected in field visits, and in interviews. As much as possible, the evaluation applied triangulation/cross-checking and observations to increase the credibility and validity and also to minimize any subjective conclusions.

Regarding gender equality, and gender concerns, which are both cross-cutting issues in the Project, and is specifically manifested in one output of the Project, the evaluation paid attention to UNEG's Norm 8, on human rights and gender equality. The Norm states that the universally recognized values and principles of human rights and gender equality need to be integrated into all stages of an evaluation (UNEG Norms and Standards for Evaluation, 2016). Thus, gender-related aspects were identified in the process of data collection, analysis and report writing.

### **2.3.2 Data analysis**

Around 26 meetings, KIIs and in-depth interviews and 2 FGDs were conducted during the field mission. These were all recorded, notes were taken and later compiled for each category of respondents. Later based on the simplified questions (sub-questions) under 5 evaluation criteria a qualitative scoring method was prepared with three levels: "Satisfactory", "Some-what satisfactory" and "Not Satisfactory". Finally, these are presented according to the set questions under the five evaluation criteria. Therefore, for this evaluation, a deductive approach was followed for analysing the collected data. The findings of primary interviews were compared with the findings from secondary reviews of project documents, differences were summarized and scores were given.

### **2.3.3 Methodological Limitations**

There were no major limitations for this evaluation, except the unavailability of baseline data and the non usefulness of applying mix-methods. Despite being a number of months into implementation the evaluation struggled to assess key indicators as few activities had been delivered.. Only one mopane worm drying plan was just being installed and no beneficiaries were there. Therefore, other than having any quantitative analysis the entire evaluation was triangulated by KII with Project and CO staff, GOZ officials and FGD with potential beneficiary group members in the field. Hence it was a complete qualitative method of investigation.

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<sup>4</sup> The evaluation is guided by the ILO Policy Guidelines for Results-based Evaluation: principles, rationale, planning and managing for evaluations (2013) and ILO Guidance Note No.4: Integrating Gender Equality in Monitoring and Evaluation of Projects (March 2014).

### 3 Main Findings

The following sections accounts for the application of the OECD-DAC standard criteria for evaluating development programs: relevance, effectiveness, efficiency, and likelihood of sustainability and impact orientation. Although the section 3.2: Validity of Design, was part of Relevance but here in this evaluation it was separately analysed. During preparation of TOR and reading the secondary documents, some initial design level inconsistencies were addressed for which sepreate sets of questions and relevant analysis was done on this. Hence, this ‘Validity of Design’ section provides comments regarding on the validity of the Project design with reference to the Project Document and its Logical Framework Analysis (LFAs) and Strategic Framework, constituting the Theory of Change. Section 3.6 looks at some key lessons and good practices emanating from the Project.

#### 3.1 Relevance and Strategic Fit

Relevance and Strategic Fit was evaluated largely by reviewing secondary information, viz., project document (the one prepared by the ILO), *Decent Work Country Programme for Zimbabwe* (2012-2015), *ZUNDAF 2016-2020* and triangulated through interviews of ILO Country Office, Harare and the E4WAY project team, partner ministry focal persons and field observations.

Overall, the Project development objective and outcomes had a high degree of relevance and the design process was relatively inclusive. The Project’s goals and objectives are relevant to the country, as clearly shown by its alignment to Vision 2030, the new national development framework, TSP and a number of other sector strategies relating to value addition, women and youth’s empowerment. The Project also has a high degree of relevance to the (donor) African Development Banks’ priorities, “High 5s for transforming Africa”, the focus on empowering women and youth is well aligned to the objective of creating a better Africa.

The project is also supporting the achievement of outcomes outlined in the ZUNDAF across a number of its results groups. The strongest link relates to the *Poverty Reduction, Employment Creation and Value Addition Results Group*, in particular *Outcome 4.2 Increased access to income and decent work opportunities in key value chains and economic sectors for young people and women*. The project also contributes to other ZUNDAF results groups such as the Gender Equality and Women Empowerment, particularly Outcome 2.2 relating to the social and economic empowerment of women. Lastly, three of the four value chains of intervention are relevant to the Food and Nutrition results group.

The Zimbabwe Decent Work Country Programme (2012 -2018) Country Programme Priority 1: seeks to promote productive employment and decent jobs through active labour market policies and programmes. The project is also highly relevant to this priority as it contributes to Outcome 1.1 on mainstreaming employment strategies into national development plans; 1.2 – improving livelihoods and alleviating poverty and 1.3 relating to increasing employability of workers.

The project complements CO Harare’s current and past work well. The work by the E4WAY project represents a good practice in that it builds on the results achieved through other past activities in the rural economy most notably the *Joint Programme on Gender Equality* and the *Skills for Youth Employment and Rural Development Programme in Zimbabwe*. These earlier

projects largely supported the production side. This project represents a natural progression as it tackles one of the most pressing challenges faced by the women and youth who benefited from earlier interventions – that of broken value chains. There is also significant potential for collaboration and synergies with current programmes being managed by CO Harare.

The Green enterprize programme is targeting the same group as the E4WAY project, the later could also tap in on the environmental sustainability and productivity ideas that emerge. Some of the young people and women that benefit from the E4WAY project could potentially gain access to finance from the business competition under the former project. Lastly CO Harare is also implementing projects on working and living conditions for workers in the informal economy. The intervention strategy focuses on wellness tackling issues such as gender equality and non-discrimination; occupational health and safety and HIV and AIDS in the workplace. The results from the E4WAY project could be deepened by the introduction of these elements.

Links with other activities of the UN or other cooperating partners have been weak as they are targeting different development dimensions however, when it comes to poverty alleviation, most interventions target women and youth since they are disadvantaged in terms of access to employment and income. Given its comparative advantage, the ILO, because of its specialization, takes the lead in employment promotion interventions.

On gender equality the project appears to be guided by the Gender Equality Mainstreaming Policy prepared centrally by the ILO. Women and youth are the major target groups of the E4WAY project and its log frame goal, outcomes and outputs also show the same. "The primary goal of the ILO is *to promote opportunities for women and men to obtain decent and productive work in conditions of freedom, equity, security and human dignity*". The project has set its development objectives in line with this primary goal of the ILO.

#### *In summary*

Project outcomes match current country development priorities, i.e., women and youth empowerment as well as alleviate poverty and unemployment as mentioned in the TSP, ZUNDAF and ZDWCP. The project has set its development objectives in line with primary goal and mandate of the ILO. There is scope to improve the synergy with other activities being implemented by other development players. It is also a positive that some of the work can be considered to be a continuation of past Government of Zimbabwe and ILO work that will benefit from this in country experience and more broadly the ILO's experience in value chain development.

### **3.2 Validity of Design**

The evaluation sought to establish if the project design process was adequate. The Ministry of Youth, Sports, Arts and Recreation and the Ministry of Women Affairs, Community, Small and Medium Enterprises Development, Government of Zimbabwe responded to the "Request for Proposal for Development Projects" by the African Development Bank (AfDB) on economic empowerment of youth and women, and submitted separate project proposals. The AfDB found the objectives (poverty alleviation through employment generation), target group of beneficiary (women and youth) and the implementation concept/design (value chain) of the two proposals were similar but had different sectors and geographical locations.

As a follow up, the AfDB conducted a feasibility study to further understand the context and practicality of the proposed projects in Zimbabwe, during which time they contacted UN agencies, including the ILO, given its technical expertise. They also visited the locations of the ILO project on skills development (*Skills for Youth Employment and Rural Development Programme in Zimbabwe*) and discussed with the ILO Office about a possible partnership. The AfDB established that the ILO had previously partnered with the two Ministries to implement skills and economic empowerment projects and that the ILO could support the Ministries to implement aspects of YWEP project. The AfDB thus recommended ILO as the technical assistance partner for implementation of Component 1 of YWEP

After a further internal review the AfDB prepared the project document for Youth and Women Employment Project (YWEP) (including the logical framework, budget, etc.) following its own format and approached ILO for a formal partnership. The project was approved by the AfDB board in December 2016. The final AfDB project document comprised of three Components with a grant of 3.79 million UA or US\$5.29 million for 3 years. These components were:

- Component 1: Food Value Additional and Enterprise Development
- Component 2: Institutional Capacity Strengthening
- Component 3: Project Management (At Ministry of Finance and Economic Development)

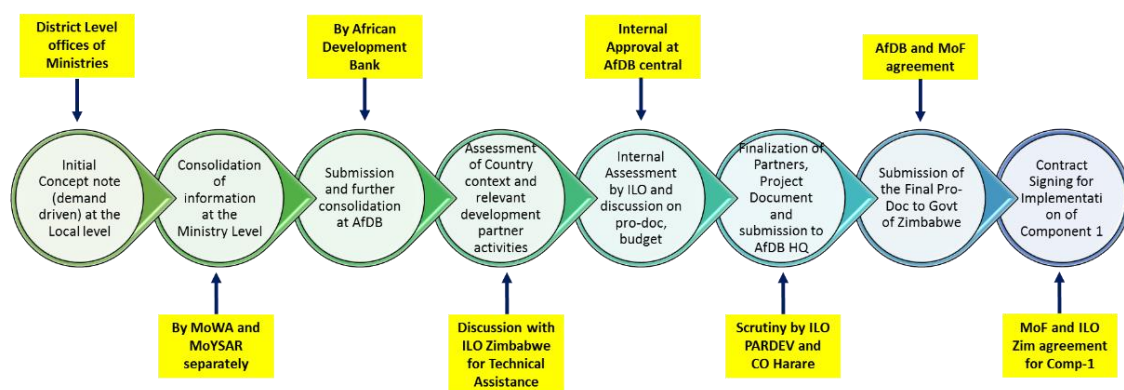


Figure 3: Project Document Development Process, YWEP

After receiving a formal proposal from AfDB, PARDEV at ILO HQ and the ILO Harare Country Office jointly assessed the Project Document. Based on an existing fiduciary contract between the ILO Global and the AfDB for co-implementation of their development projects in Africa, a financial agreement was signed between the Government of Zimbabwe (Ministry of Finance and Economic Development) and ILO Harare. The contract was for the provision of technical assistance in the implementation of Component 1 of the YWEP.

To strengthen the design of the project, the ILO took a Rapid Market Assessment (RMA) of the four preselected value chains namely apiculture, artisanal gold mining, Mopane worms and horticulture. The RMA complemented and strengthened the project's key agreed activities, as well as helped determine more specific interventions.

The project team, once on board, developed a project implementation strategy for the Component 1 which was more in line with the ILO Project document format. The Component

1 implementation strategy is aligned to the main AfDB Project document and includes a revised Theory of Change for Component 1 and can be viewed as the actual ILO Project document.

It is noteworthy that the project development did not follow the conventional ILO development cooperation approach. The process was led by the African Development Bank (AfDB) using its own format in collaboration with the Ministry of Youth, Sports, Arts and Recreation, and the Ministry of Women Affairs, Community, Small and Medium Enterprises Development. The ILO was brought in as a technical partner of the AfDB and the Government of Zimbabwe. However, based on the assessment of the project design and discussions with stakeholders, the design of the project was found to be valid and consultative. The tripartite constituents, although not directly involved in the design of the project were mostly engaged through the sharing of information and consultations.

An existing global level partnership and fiduciary agreement between the ILO and the AfDB to implement youth employment programmes helped catalyse the project implementation agreement. The International Training Centre of the ILO has in the past conducted trainings for AfDB officials in Turin, Italy and through this training, the AfDB became familiar with ILO's capacity and competence in implementing similar projects giving them confidence to partner with the ILO for technical assistance in this project.

### ***Project Budget***

The budget was prepared by the AfDB following their own format, which basically reflected the initial expected results, including for Outcome 1 which was 2.57 million UA or US\$3.588 million. **The final component 1 budget in the financing agreement is however USD 2,771,813.** A specific amount was allocated for the construction and operationalization of each of the six proposed processing centres and later summed up to make the total. The allocation for the construction of processing centres was not based on actual specifications. At the design stage of the centres, it became clear that the expectations from the clients would require a more significant investment per site than planned for. The budget provision originally did not include the operational cost of the ILO and therefore, the entire budget was allocated for constructing six processing centres as per AfDB project document for development of value chains. It was however established that other than the budget provision for construction, there were other budget requirements for operation, management, and evaluation, etc., which were not mentioned in the bank document.

The Project budget was also been affected by changes in the economy leading to massive hikes in the construction materials. The project team therefore proposed a phased approach (Figure 4). The plan was to start with the construction of two processing centres for each of the two ministries in their selected areas, then move to the next centres based on the remaining funds rather than starting construction in all six areas and face the danger of having incomplete construction. This phased approach was readily accepted with the Technical Working Group who responded positively. The AfDB was also in agreement with this approach and proposed the complete construction of one whilst learning the process and relevant challenges to build the others.

A detailed budget estimation should be prepared for a single processing centre construction considering all the issues mentioned. It should be communicated with all stakeholders so that there is no confusion or mistrust on project expenses.

### *Definition of performance indicators*

The project document includes performance indicators for the three components of the project. Since E4WAY is working only on Component 1 of the YWEP, the ILO prepared a revised implementation document. During the evaluation it was found the project recruited a consultant to prepare a detailed results framework and theory of change for the E4WAY project (Component 1).

The team had a good understanding on the performance indicators mentioned in the AfDB document. The project briefly mentions the revised logical framework in the project implementation document but this should be elaborated in more detail to include clearly defined performance indicators. Currently it does not have any document with indicators of change.

The indicators mentioned in the AfDB's project document need to be revised. According to the project team, although the target numbers and baselines are mentioned, they should be revised based on the field needs assessments already undertaken.

### *Observation on Defining Employment in the Indicators and Target Groups*

- The project is mostly for creating improved employment, and limited new employment in the construction work – this has potential long term benefits as it also leads to skills for enhanced employability. During the field visit both in Beitbridge and Mutoko it was found that the target beneficiaries were already in employment. Hence the definition of employment should be clearly defined and communicated properly with the AfDB and the Ministries, otherwise problems may arise in terms of calculating total benefit outreach.
- In the log frame mentioned in the AfDB document, employment is defined as long term employment. However, during the field visit and from discussions with the stakeholders it was found that two types of employment would be created as a result of project activities:
  - a) **Long-term Employment:** Individual enterprises, processing centre related jobs, support service related jobs (transport providers, input retailers, traders/forward market agents, packaging service providers, marketing agents, packers, irrigation providers, etc.) and maintenance of created infrastructure assets.
  - b) **Short-term Employment:** Construction and related workers at processing centres.
- The evaluation also found that the AfDB wanted both short- and long-term job creation to be calculated. This should be mentioned in the revised log frame of E4WAY and should be calculated out of the 5 000 mentioned in the initial design of the AfDB's Youth and Women Empowerment Project. It is to be noted that, long-term employment will be created within the processing centres and within the market systems of the targeted value chains including support services like transporters, packaging producers, and other service providers (Annex 2).
- From the discussions it was also noticed that the project was creating another two categories of employment in the process of implementing interventions:

- i) **Direct Employment:** All the employment mentioned in the project document as well as in the logical framework of YWEP is direct employment. Therefore, the type of employment discussed above is the direct employment created directly as a result of project interventions. For example: workers in the processing centres, individual enterprises, transporters, packaging workers, etc.
- ii) **Induced Employment:** This type of employment will be created if other processing centres are installed in the same location or nearby following a similar business model as prescribed in E4WAY Project, but without any support from E4WAY. This is called the "Crowding in" effect. Also seeing the benefits of the project supported enterprises, other individuals join the business then employment will also be created. This is called "Copying" effect. Both of these are indirect employment and are anticipated to be created without direct contribution of the project interventions.

This analysis is further mentioned in the sample Results Chain of the E4WAY intervention (Annex 1.1). The project should monitor and measure this indirect employment which will be one of the strongest indicators to measure sustainability of project intervention.

- iii) **Indirect Employment:** jobs created in the businesses that supply goods and services to the project.

#### **Observation on designing Key Performance Indicators, Target and Baseline**

- ☐ Target numbers are mentioned for all three components. However, from the scope of the work in the other components it appears the bulk of the employment targets are to be achieved under component 1 (E4WAY). The evaluation was not able to determine what informed the baseline data provided in the project document. The E4WAY project team is working on revising the logical framework which requires revision in the baseline and its numbers with analysis.
- ☐ The universal indicators of a Market System Development project are "Increase in Employment", "Increase in Outreach" and "Income Increase". These indicators are included for the E4WAY project. However, no specific definition was prepared/mentioned for "Income Increase".
- ☐ The project is currently dealing mostly with the construction of the processing centres and will start working on Value Chain Development, training, subsequent to the construction and operationalization of the Processing Centres., This will then involve employment and income related analysis.
- ☐ There were some discrepancies in terms of quality of the target groups especially for Mutoko where it was found that some of the target beneficiaries were already trained and from well-off economic status. This should be critically checked otherwise it will be difficult for the project to show change in "Income Increase" as a result of the project.

Target numbers should be revised and well analysed and scaled to Component 1 interventions considering the possible attribution from Component 1. Also for the agreed phased approach

the target numbers will be changed, hence a detailed revision with analysis along with definition of indicators especially "*employment*" is required.

Therefore, during the revision of the results framework and the preparation of the measurement plan, the definition employment should be well articulated. Employment can be, short-term, long-term, improved or created. During revision in the results framework KPIs should be set according to the detail implementation strategy. Baselines require revision too, based on proper analysis.

### ***Consideration for gender dimensions***

Since the project is working on targeting women employment and women enterprise development, the gender aspects of the project is in line with ILO parameters. Although no gender review was done for the project, the YWEP logical framework has a target outreach of 60% women with an emphasis on young women against a baseline of 40%. Hence this project takes into account women as a target group. In fact the locations and sectors were also selected considering this issue.

Gender Equality Mainstreaming (GEM) has been considered, sector and location selection also appeared to have factored in gender considerations such as the Mopani worm processing plant which was located in an areas where women are actively involved in Mopani worm harvesting.

### ***Outputs link to outcomes and objectives***

Project documents of the YWEP do not have any Theory of Change. However, it has the results based logical framework including component specific outputs and outcomes which lead to impact. The evaluation found some links between the project outputs and the anticipated outcomes and objectives. However, the project should undertake a revision of the causal linkage between Outcome and Outputs which is required to understand the attribution from ILO supported activities. Suggested illustration of the Logical Framework (Annex 1) can be an alternative. During the results framework revision, a specific indicator for sustainability is to be included and proper analysis is required in this regard. The relationships between the three components could also benefit from an articulation of stronger linkages and more coherence.

### ***Integration of strategy for sustainability***

Sustainability issues are there within the project strategies. In fact, all VCD project designs, if successfully established, lead to sustainability. Therefore, the VCD project approach is itself a vehicle for sustainable business development as well as employment creation and thus income increase. The E4WAY project documents show that the project will follow a market development approach to establish value chains in specific sectors.

It is anticipated that the project will integrate appropriate strategies for sustainability. However, from reading documents and discussions with the project stakeholders it was found that sustainability issues were not clearly articulated in the monitoring and measuring strategies. Indicators are missing and the YWEP log frame did not include relevant sustainability indicators and the project partners are not very clear on the sustainability of the project results. They understood it as sustainability of the project itself, not sustainability of project results. Therefore, the project should prepare the measurement plan accordingly to measure sustainability.

### ***Involvement of tripartite partners in project design***

Due to the way the project was designed, the tripartite partners were involved after the signing of the project document. The ILO organized discussions with the tripartite constituents and brought them up-to-date. This was helpful as the ILO was working on revising the log frame and preparing the implementation plan.

### ***In summary***

Regarding the project design it can be said that, the design process was different from the usual ILO project design process. This in some ways created ambiguity in defining strategies and detailing budget. Although this was done under the fiduciary contract with the AfDB this could have a negative implication on the project stakeholders if the project fails to follow the strategies and get successful results. Project strategies have potential to be sustainable but should be better articulated, shared and incorporated in the measurement plan. The design of the project is well aligned to government's the women empowerment agenda.

Log frame indicators and their definitions are not articulated properly and require revision during preparing results matrix. Although no theory of change has been mentioned in the project document of the AfDB, from reading the YWEP results matrix it was found that the activities and outputs and outcomes are linked and contributing to the expected project impact.

## **3.3 Effectiveness**

In the YWEP project document, a brief and broad work plan was mentioned which was for all three components. There was also an implementation schedule illustrated in a quarterly Gantt chart prepared for the 2017-19 period. However, this schedule did not include the ILO's specific actions to be accomplished under Component 1. As soon as the E4WAY project team came on board, it analysed Component 1 (E4WAY part) of the project, detailed the activities and prepared an activity plan with a Gantt chart.

This workplan did not follow the original timelines mentioned in the YWEP document since the start of the project was delayed by 7 months, largely due to slow fund disbursement, delayed procurement and subsequent recruitment processes. Therefore, a new implementation plan with revised deadlines was prepared for each output. The implementation process has also been hampered by ILO's strict and lengthy procurement processes; some changes in key contact persons in some government departments; and the slack in overall activities during the election period.

During the field mission the detail activity implementation plan was found ready which was revised after 1<sup>st</sup> year and the donor was communicated about this. The field level activities were just started at that time hence it was too early to compare project operations with the plan. Project just entered into its start of implementation phase after inception period during September 2018 with the revised implementation plan. Hence, the activities set by E4WAY project team were found almost in line with the timeline as per the revised implementation schedule. There were some payment challenges related to the multi-currency situation in the country that caused significant procurement delays. The Project team had to adopt an ADAPTIVE PROCUREMENT strategy as well as project management mechanism. Therefore, if compared to the initial work plan in the AfDB project Document, the project activities were behind the time in terms of implementation progress.

It is also too early to determine if the outputs delivered were as per the work plan and to assess the perceptions of stakeholders on them as well as to measure the benefits accruing to the target population. The evaluation notes that despite the delays there appears to be a common understanding of the reasons behind the delay and an acceptance of the phased approach.

The PMU, raised some concerns on the pace of delivery of the outputs and the increase in cost for delivering the infrastructure in phase one. The PMU however, also recognises the factors that have led to these delays and cost increases. There is an expectation that the ILO will accelerate the delivery of the outputs. The PMU is also in agreement on ensuring the other value chain development elements beyond infrastructure are needed such as the skills training for the target groups. There are concerns that further delays in implementing activities could expose the project to risks relating to the currency and operating environment.

It is again too early to measure equity in benefits accruing to the targeted men and women. However, since the target is mostly on women enterprise development and their market access, it is expected that the outputs will benefit women more than men. The selection of sectors for value chain can be another reason for this.

It is also too early to measure output and its level of satisfaction in terms of quality and quantity. Already there was a delay in starting the project activities and it was expected that the project outputs would be delayed as well which made some project stakeholders unhappy. Project was yet to start the interventions and activities were found just being implemented. The outputs were subjected to be resulted from the project activities which was not matured. On the other hand the bank and ministries requested for immediate start in the implementation. According to them the progress was quite slow and they expected ILO to accelerate their efforts. Therefore, initially it was really tough for the project team to deal with the stakeholders in terms of project progress but it could effectively convince them later through proper communication, time to time meetings with the reason and concept of Phased Approach.

It is also too early to measure unintended results as a result of project interventions. However, as discussed with the stakeholders and project team, it is anticipated that there will be some positive unintended results of the project such as access to clean water in the localities, improved electricity supply, boom in economic activities and relevant support services for the industries, more vibrancy in the local economic activities, etc.

### ***In summary***

It is too early to determine if the outputs produced were as per the work plan; if results meet stakeholder's expectations; if the results meet the needs of the clients and if there are any unintended results. It is likely that these criteria will be met if the project team makes some key adjustments to make up for lost time and the operating environment remains relatively stable. With the limited information available, in terms of Progress and Effectiveness, the E4WAY project should get a Some what satisfactory score. This lower satisfaction due to slow start of activities and limited clarity on milestones and targets at the earlier stages of the project – all of which appear to have been remedied.

### **3.4 Management Arrangements and Efficiency of Resource Use**

The project is led by a Technical Officer, who is supported by a Programme and Finance Assistant. The team is supported by a driver cum messenger, and a Secretary paid for from the ILO's own regular budget. The project team is too small to efficiently manage the project. Due to the size of the team, the project has had to rely on external expertise (consultants) for technical and administration support, for consultative support on project implementation as well as defining strategies. However the PMU and the owner Ministries opined that the ILO had the technical resources to manage the project and also acknowledged the financial limitation and focused on best use of it.

The project's focus on construction of the processing centres indicates to this evaluation that the project should have had one engineer on the core team to ensure quality and proper utilization of AfDB money during the phased approach, even if it is just for the short term. The other stakeholders also thought that ideally an engineer was required for this type of project management since the project has significant construction element. As discussed in Section 4.2 the budget has been under pressure due to a number of reasons most notably complex procurement processes and devaluation due to changes in monetary policies.

The allocated funds for the construction of processing centres appear to be inadequate considering the selected processing centre designs. It now appears unlikely that it will be possible to construct the agreed number of processing plants. The original budget was also silent on project operation costs or other expenses required for value chain development. In fact the Value Chain Development in this project will require extensive activities to be performed in both forward and backward market linkage, training and orientation of the service providers, creating enabling environment for business. The Team Leader of E4WAY has expertise in implementing market system development projects and therefore it is expected that the project will not face problems in this regard. In response to these issues, the project team is pursuing a phased approach to implementation.

The wider ILO system has managed to support the project in a number of ways, at the Country Office level, the project is benefitting from a dedicated Secretary; programmatic and financial backstopping from a Senior Programme Officer; a Finance Officer and the Director. The communication elements of the project are also supported by a Communications Officer on the ILO regular budget. Specialised expertise is received from an Enterprise Development and Employment Specialist and an Employment Intensive Investment Specialist (for infrastructure elements) all based in ILO's Decent Work Team for Southern and Eastern Africa in Pretoria. The inception phases of the project also benefited from experts at the ILO's headquarters in Geneva.

The project prepared its revised budget and as informed by the project team, there were no major issues regarding disbursement of funds. Initially the project faced challenges with navigating the complex multi-tier pricing systems in which most vendors were requesting for an advance payment of over 80 per cent. The situation was further complicated by the three tier pricing on the market, cash shortages and an inability to transfer United States dollars for a period of time. The issue was however partially addressed when the Project secured a waiver to facilitate more speedy procurement from the ILO Regional Office and Headquarters. These factors slowed the disbursements of funds.

After establishment of project team in 8<sup>th</sup> month it managed to revise the budget and entered into project implementation activities through phased approach. By the time this evaluation was being conducted only some baseline study were conducted and one processing plant was being installed. Some capacity building programme and land acquisition were also in progress. Considering this, it was too early to evaluate the efficient use of resource. As discussed earlier the project initiated a phased approach of construction of the processing centres because of budget limitation and other relevant delays. For this phased approach the E4WAY team analysed the expected results to be produced and for that financial and other resources are to be used. This was also communicated to the stakeholders and endorsed as well. Donor and Ministries also advised that, rather than having everything incomplete, the project should focus on completion of at least two processing centre construction, including development of respective value chain components.

### ***Monitoring project performance and results***

On effectiveness of monitoring project performance and results, the evaluation found that the E4WAY project does not have any M&E framework in place. A consultant has been engaged to develop a framework following the DCED standards and the ILO RBM system who did not start the activities. Therefore, no structured M&E activities were being performed by the project. The project has however prepared an output based implementation schedule or activity tracker and was tracking and monitoring results and prepare quarterly reports for the PMU. Hence, the project has not prepared any other monitoring tools and done regular M&E activities. As informed by the project team, the consultant recruited for the M&E system development will also help in baseline planning. The Ministries and the PMU have their own mechanism of tracking and monitoring project activities using their traditional universal format and collect information with the help of respective field offices. This information was validated by the respective HOs through field visits.

Normally MSD projects take time to show changes at the outcome and impact level. Therefore, considering the duration of the project, it will be tough for the project to show and prove that enterprises are established and incomes have improved. The project should regularly monitor and track results produced at the output level and identify "Early Signs" of change at outcome and impact level. A participatory M&E system, as well as dedicated staff for M&E can resolve this.

### ***Information sharing***

The E4WAY team participates in regular Project Steering Coordination meetings at the PMU and shares quarterly updates. There is also a fixed schedule of meetings with the tripartite constitutes (ZCTU, ZFTU and EMCOZ) in the ILO Zimbabwe office where the project shares its implementation and other strategic updates. During interviews the stakeholders, including the tripartite constituents, also mentioned about their participation in E4WAY meetings where they have updates about the projects progress.

### ***Value for money***

On value for money, the project risks performing low if there is a significant reduction in the proposed number of processing plants to be constructed. Therefore, if the project does not accomplish the target of constructing all six processing centres and invest in the further development of respective value chains then it will likely result in a low "value for money"

Stakeholders need to have discussions on the number of plants to be constructed and more importantly on the specifications of these plant. It could be worthwhile to consider more basic design to reach more women and young people.

Clarification or a revision of the project targets could be beneficial to align the budget with the cost structures in Zimbabwe and other operating environment factors. The revision is also necessary to reflect stakeholder expectations on plant design specifications. This will ensure the project can prove the efficient use of resources and this will result in high value for money. The project should initiate this dialogue with the PMU and stakeholders.

### ***In summary***

For a project like E4WAY it should not only require market system/value chain expert and M&E person in the core team, but also it requires engineering staff to oversee the construction (including procurement). The CTA of E4WAY has expertise in implementing Market System Development projects. Therefore, it is expected that project will not face problem in this regard.

On the other hand, for day to day quality control of the construction work and monitoring of project results, Engineering expertise and M&E Expertise are required. Project is currently managing the construction related consultation with the support from regional office

Project activities were just started and the M&E system is under preparation. There is nothing much to monitor by the project at this stage. However, project can initiate plan to collect baseline information once the M&E Framework is ready.

Therefore, regarding "Effectiveness of Management Arrangements and Efficiency of Resource project's performance was moderately satisfactory. The project team, after being on board, managed to do a budget analysis, and seeked support from the regional office for construction consultancy support. The budget analysis helped the project to plan for a phased approach which has been acknowledged by all the stakeholders. Regular communication with the PMU, AfDB, Ministries and tripartite constituents also shows efficient management of the project.

## **3.5 Sustainability and Impact Orientation**

The evaluation analysed the project's approaches and activities for which there is a strong likelihood of sustainability and continuation, beyond the fact that sustainability has not been addressed well during the design of the project (see page 22 section Integration of strategy for sustainability). The E4WAY project follows a Market System Development approach to implement its activities under specific outputs for the development of the value chains. This strategy itself is a means to achieving sustainability, provided that the implementation is done properly. Although the intervention implementation process has not matured, talking to the project team, stakeholders and beneficiaries, it is assumed that the project will be able to steer towards both impact and sustainability.

Also during the evaluation, a draft project results chain and an intervention results chain was used for Component 1 (Annex 1). This clearly illustrated how the project interventions are contributing to the output to outcome to expected impact. Annex 1 also shows the possibility

of "crowding in"<sup>5</sup> at the service provider level and "copying in"<sup>6</sup> at the beneficiary level, in both the value chains as a result of project activities. Both of these are strong signs of sustainability of the project results.

The project has started initial capacity building activities for key stakeholders since April 2018 and conducted several workshops on business model development; basic business management and financial literacy training for women and youth; and basic principles of market system development with the view to create a common understanding of the enterprise development approach.

The project set its strategy to achieve the given outcome under Component 1, which is the market systems development approach. This approach is replicable and would need to be adapted to different contexts, sectors or country set up. A number of project activities are yet to be implemented to produce results. Hence it is too early to explain the replicable approaches of the project. However, there are examples in other development projects, which follow this MSD approach and were replicated in the same manner and/or sometimes modified to apply in other sectors.

In terms of E4WAY, the processing centre centric value chain development model can be applied to any agricultural produce. The same plant and business model applied for horticulture can be modified for fruits. Also the drier for Mopane worms can be used to dry fruits and vegetables during off seasons.

The planned establishment of market linkages and a profitable business models within the sectors will be key for the sustainability. Once the market linkages are established, beneficiaries will continue to have easy access to the market. In which case, they can use these market linkages for other income generating activities. It is expected that the individual beneficiaries will continue to use their training to replicate other income generating activities. The processing centres will continue to provide services, if it can be established as a profit-making business.

Lastly, the monitoring and evaluation system could also benefit from the inclusion of information regarding systemic change in the form of "Crowding in" and "Copying in" at institution and individual level. The reporting system should also be designed to provide any indications or early signs that this is happening considering that systemic change as well as sustainability of the project takes time to get results.

### ***In summary***

In terms of Sustainability, the E4WAY project has the potential to create an impact because of its mixed approach of Value chain development and skills development. During this MTE this was really tough to assess any kind of early signs of impact. However, the business model it has planned to establish through the VCD approach has the potential change the market system of Mopane worm and horticulture. Therefore, if replicated to other targeted

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<sup>5</sup> "Crowding in" at the service provider level happens when seeing the benefit of a business entity supported by the project, another service provider follows with a similar business but (possibly) in a different location and without the same project support.

<sup>6</sup> "Copying in" at the beneficiary level happens when seeing the benefit of one project beneficiary, any other similar individual copies with a similar practice without project's direct advocacy or promotion activities.

VCD, this will bring about the required changes in the economy of Zimbabwe through local level enterprise development.

## 4 Lessons Learned and Good practices

The evaluation found that due to a late start and delays as a result of many factors beyond the control of the project team, a lot of the activities are yet to be implemented. However lessons learnt and emergent good practices and have been identified.

### 4.1 Lessons learnt

**Lesson 1: Realistic budget, project timeframes and scope are crucial to success.** The level of ambition in terms of number of sites; processing centre specification and business development support delivered to beneficiaries must be aligned to the project budget. Adequate timeframes would have also allowed for an inception period, in project planning creating room for smooth onset of implementation period. Three years is a relatively short period for a MSD project, particularly one that has extensive construction activities, this is further compounded by the delays in implementation can reduce likelihood of success.

**Lesson 2: Sustainability can be achieved by paying attention to the entire value chain instead of having a narrow focus and intervening at the processing stage.** It is important to look at a value chain using a systemic lens that sees sectors and value chains as part of a wider system of rules, regulations and supporting functions – all of which may require some intervention.

**Lesson 3: Effective monitoring accompanied with tools, technical support staff and frequent monitoring visits help maximize results, minimize inefficiencies and provide for timely feedback.** An outline for future considerations when developing programmes of this nature is attached for discussion. See an annexes.

**Lesson 4: Focusing from the onset on project sustainability and identifying when, how and who will take over and follow-up on project achievements after the project period helps in planning an effective project exit.** Particularly if the implementation period is short.

### 4.2 Emergent good practices

**Build ownership in the government from the start and on-going basis in the project:** The Government of Zimbabwe has demonstrated high levels of ownership and leadership, making significant contributions to the development of the project. The Government through the Ministry of Finance and Economic Planning; the Ministry of Women's Affairs, Community Development and the Ministry of Youth, Sport, Arts and Recreation continue to lead implementation. This level of political and technical support has played a significant role in delivery of phase one and it is anticipated can have a positive bearing on sustainability. The implementation of the programme has been further reinforced by the tripartite National Steering Council; constant interactions with the Ministry of Finance and Economic Development through the Programme Management Unit and the African Development Bank who are intimately engaged in programme process (Annex 8).

## 5 Conclusions

The E4WAY project follows a Market System Development approach to implement its activities under specific outputs for the development of the value chains. This strategy is tried and tested. It has proved to be effective in creating enterprise and employment in a sustainable manner if implemented properly. The E4WAY project has a strong potential to bring changes in the market system of the selected value chains. If profitable business models can be established it will make notable changes to the lives of poor women and youth of the respective districts. However, some flexibility could be required to ensure the intervention deals with other challenges at different levels of the value chain and the level of ambition vis a vis the available resources. VCD approach has the beauty to bring systemic change in the market. Constructions and trainings are the modalities but the success also lies with proper guidance and training to the value chain drivers and most importantly the GOZ to respond to this effort.

Therefore, E4WAY project has strong potential to bring changes in the market system of Mopane Worm and Horticulture. If profitable business models can be established then these value chains will bring notable changes to the lives of poor women and youth of Beitbridge and Mutoko districts. Hence, these are also true for other locations of the project, where similar modality are to be followed through phased approach.

The project is focused very much on establishment of processing center led value chains. The business entities to be established will be very much dependent on the single processing centers. In future, if the processing centers somehow fail to run, then entire value chain may break down. Hence the project should plan alternative options of development of the value chains without processing centers and by providing training to the cooperative producers and Mopane worm processors, support service providers and linking them with the forward market. The ILO has the competencies and internal expertise who has the intellectual to do this. This will attract the AfDB to scale up the project or other donors to fund similar activities and thus contribute to the ability of Zimbabwe to fight against youth and women unemployment.

It has also been mentioned above that E4WAY project design did not follow the conventional ILO Development Cooperation project design approach. This hampered the clarity about the project and resulted in delay to start. However, there were certain things in the hands of both ILO CO and ILO HQ (PARDEV) to do a proper analysis of ILO's scope of work for attribution and understand the mind-set of owner ministries-Ministry of Youth and Ministry of Women (in short) as well as Government of Zimbabwe. The speedy recruitment of the project team, managing resources (technical HR staff) within the region and improved coordination among within ILO and the E4WAY project management could solve this problem.

Besides all these challenges, it has been understood that the project is currently in a good shape to implement set activities to achieve the given targets. The project can consider the recommendations mentioned in the findings chapter. To maintain the current momentum of implementation, the E4WAY project should receive the support from the ILO Country Office, as well as ILO HQ in terms of adaptive project management. Also, a strong participatory Results Based Monitoring and Evaluation system can help the project to produce and communicate credible results to AfDB and Government of Zimbabwe and finally make changes in the lives of Women and Youth.

## 6 Recommendations

Recommended action for the project	Importance	Key responsible agency	Timeframe and resource implications
<b>Recommendation 1:</b> <u>All stakeholders should engage in discussions concerning the strategy for the project.</u> A trade-off has to be made either have more processing centres with low cost design or have more comprehensive design and produce fewer plants and subsequently create fewer jobs. Alternatively parties can aggressively seek to mobilise resources. The outcome of this process must be formal and be considered an amendment of the agreement.	High	Government of Zimbabwe (MWACSMED and MYSAR) and ILO	Immediately  No immediate resources required
<b>Recommendation 2:</b> <u>The approach to beneficiary targeting must be reconsidered.</u> The project can consider a mix of working with existing groups and new groups. When working with existing groups, more mechanisms must be put in place to introduce new members as a means to reach targets and to ensure good governance (transparent process for selecting high quality and independence of leadership) and management practices.	Medium	Government of Zimbabwe (MWACSMED and MYSAR) and ILO	Immediately and regular basis  No resource implications
<b>Recommendation 3:</b> <u>Finalise the development of a holistic monitoring and evaluation framework that captures the baseline and reflects expected results and impacts.</u> This should follow a review of the logical framework. Part of this process could be a discussion on the feasibility of the project targets as well as clarification of definitions particularly on employment.	High	ILO	Immediately  ILO internal expertise could be utilised.
<b>Recommendation 4:</b> A sustainable approach would be to look at the entire value chain beyond the processing centers. <u>The project team should lead the discussion on the importance of a broader Value Chain Development strategy at both Input and Output market levels.</u>	Medium	ILO	Immediately  Resources required to support additional interventions identified.

Recommended action for the project	Importance	Key responsible agency	Timeframe and resource implications
<b>Recommendation 5:</b> The Government of Zimbabwe and the AfDB should consider <u>extending the time frame of the Project and providing additional resources to allow for greater Project Impact and return on investment.</u> A value chain development project with extensive construction interventions and business development requires a longer time frame and sufficient resources for strengthening the value chains performance of target beneficiaries.	High	GoZ and AfDB	Immediately  High
<b>Recommendation 6:</b> In view of the fact that the Project is understaffed, it is recommended that <u>an intern or long term Consultant be employed to support project implementation, particularly for M &amp; E interventions</u>	Medium	ILO	Immediately  Low

## ANNEXES

## Annex 1: Terms of Reference

**Internal Evaluation of  
Youth and Women Empowerment Project  
(E4WAY)  
Zimbabwe  
July 2018**

<b>Project codes</b>	ZWE/16/01M/BAD
<b>Project Time Scale</b>	March 2017 – June 2020
<b>Geographical coverage</b>	Zimbabwe
<b>Donor</b>	African Development Bank (AfDB)
<b>Budget</b>	US 2,771,813
<b>Evaluation Period</b>	Internal Evaluation (March 2017 – July 2018)

### 1. Introduction and Project Background

The Zimbabwe economy continues to face structural challenges from high informality, weak domestic demand, high public debt of up to 114% of GDP, weak investor confidence. The country is experiencing a liquidity crisis, which is a manifestation of structural deficiencies and distortions in the economy (Zimcodd, 2018). According to the LEDRIZ, Zimbabwe's structural regression has reduced the economy to one that is heavily dependent on external primary commodity markets and weather conditions. This has in turn resulted in massive deindustrialization and informalization with negative implications for employment creation and poverty eradication. This has in turn lead to a situation where most people are earning their living through informal economic and subsistent agricultural activities.

According to the ZIMSTAT Labour Survey (2014), 67% of the employed population were in the agriculture, forestry and fishing sector. Eighty-three percent of the employed population were unskilled, with low and precarious incomes. The majority of the labour force are youth (84%) engaged in the informal sector, characterized by insecure incomes, absence of social security, low skills, poor productivity and low earnings. Furthermore, youth development is shadowed by weakening macro-economic prospects resulting in high unemployment; lower quality of jobs for those who find work; greater labor market inequalities among young people; longer and more insecure school-to-work transitions; and increased detachment from the labor market.

The country's age disaggregation shows that the majority of the population is between the ages of 15 – 54 years (54.4%), who also make up the potential productive population, and that more than 50% of the total population are women. The labour market shows significant gender-based inequalities, in spite of the National Constitution, which promotes gender equality. A third of households are women-headed and female youth, who are disproportionately affected by all types of fragility drivers in the country. The changing economic environment exposes women to many challenges and pressures ranging from domestic work to the difficulties arising from the changing structure of the family and the community.

In view of these development challenges and against the background of raising levels of vulnerability in the country, the Government of Zimbabwe with support from the African Development Bank (AfDB) designed an initiative to increase access by youth and women to employment and economic opportunities and to finance for entrepreneurship and Medium, Small and microenterprises (MSME) development.

The Project Youth and Women Empowerment Project focuses on promoting effective exploitation of economic opportunities in artisanal mining and food processing value chains, where markets can be readily available and which can be further developed. These value chains are considered as key areas for the country's development, particularly given that the youth and women, who constitute over half of the country's population are actively engaged therein. In horticulture production however, the participating women and youth face high post-harvest losses and low prices arising from temporary and localized oversupply during harvest season, absence of processing facilities and the short shelf-life of the products. While in artisanal gold milling, lack of easily accessible processing facilities results in high losses to those involved because large-scale miners process their ore under unfavorable terms.

The Project is funded by the African Development Bank and falls within the scope of the Cooperation Agreement entered into between the AfDB and the ILO in 2003 and is consistent with Article VI on partnerships: "Article VI on selection of the ILO as an Executing Agency of selected Bank Projects.

## **2. Project intervention Strategy**

The ILO is applying its technical expertise to support the Government with implementation of Component 1 of the Project on "Value Addition and Enterprise Development" whose main element is to facilitate establishment of profit making "Anchor Processing Enterprises" in the target districts with the view to spur production, and to catalyze value addition.

The Anchor Enterprises are being established as medium sized firms with capacity to forge forward and backward commercial linkages within the value chains and to acts as focal points and hubs of the markets systems in the specific geographical production clusters. The Anchor Enterprises will be responsible for aggregating the production of the many informal and micro producers, for adding value to the raw produce, and for selling finished products to wider domestic and international markets. The Anchor Enterprises will therefore be responsible for providing market access for the many micro and informal producers and will consequently be critical to the process of creating income earning opportunities in the local communities.

The Project uses the Anchor Enterprise Model to promote more inclusive business practices because as processing companies the Anchor Enterprises will:-

- Require large volumes of inputs to feed the production process; these volumes can be secured by aggregating supplies from a number of smaller producers thereby providing increased market opportunities for the producers.
- Have greater capacity to integrate itself vertically and horizontally within a given market system thereby improving the efficiency of the value chain and spurring production upstream of the value chain
- Have capacity to offer differentiated value added products of greater quality, giving the market actors a competitive advantage.

The E4WAY Project started operations in March 2017 and has now been operational for 16 Months. It is against this background, the ILO Country office for Zimbabwe and Namibia wishes to undertake an internal evaluation of the project activities to date with the view to draw lessons for future implementation. The proposed internal evaluation is the first evaluation exercise that the project will be subjected to.

## **3. Project Management Arrangement**

The Project is managed by a Technical Officer based in Harare who reports to the Country Director for Zimbabwe and Harare. The Technical Officer is responsible for Project implementation, supervision Project staff, and preparation of progress reports and for maintaining Project relations with the donor and institutional partners. The Technical Officer is also responsible for elaborating the implementation

project strategy and for developing project work plans. The Technical Officer is supported by a Project Finance and Administration Officer who also serves as the Project Assistant.

In addition, the project is technically backstopped by the Senior Enterprise Specialist based in the Pretoria Decent Work Support Team Office.

#### 4. Project Alignment with National Strategic Frameworks

The project is well aligned to the overall objectives of the Zimbabwe Decent Work Country Programme and will contribute to the achievement of Outcome 1.2 which seek to create decent employment opportunities for improved livelihoods and alleviation of poverty. The Project will also specifically contribute to the achievement of milestone 4 of the Country Programme Outcome ZWE103 (CPO) on ***“SMEs and cooperatives supported to access finance and business development services to facilitate their access to markets”***.

The project is further aligned to Outcome 4 of the ILO Programme and Budget and will contribute towards achievement of indicator 4.3 which state that ***“Member States in which public and private intermediaries have designed and implemented scalable entrepreneurship programmes aimed at income and employment creation with a focus on young people and women”***

It contributes towards promotion of international labour standards as agreed in the Conclusions concerning the promotion of sustainable enterprises adopted by the International Labour Conference in 2007 as this is an integral part of all enterprise development initiatives.

#### 5. Purpose, Scope and Evaluation Criteria

##### 5.1 Purpose

The purpose of the proposed internal mid-term evaluation is to enable project staff, and other relevant stakeholders

- to assess the progress in delivery of project outcomes and based on this assessment,
- to take decisions regarding the intervention logic and emphasis of the project during its remaining time.

The evaluation is in line with ILO 's Evaluation Policy adopted by the Governing Body in November 2005, which provides for systematic evaluation of projects

- in order to improve quality, accountability, transparency of the ILO's work, and with the view to strengthen the decision making process that promotes decent work and social justice.
- This internal evaluation will provide an opportunity for taking stock, reflection, learning and knowledge sharing on how the project can improve the effectiveness of its operations in last implementation period.

In this regard, the internal evaluation will serve three main purposes:

- i) Give an assessment of progress to date of the project assessing performance against set targets and indicators of achievement at output level; strategies and implementation modalities chosen; partnership arrangements, constraints and opportunities;
- ii) Provide strategic and operational recommendations on the best way to implement the last part of the project
- iii) Highlight lessons to improve performance and delivery of project results

##### 5.2 Scope

The evaluation will assess the expected outcomes and key outputs of the Project that have been produced since the start of the Project.

### 5.3 Evaluation Criteria

The evaluation will assess five evaluation criteria outlined below and the related key evaluation questions to be addressed. Gender concerns will be based on the ILO Guidelines on Considering Gender in Monitoring and Evaluation of Projects (September, 2007). The evaluation will be conducted following UN evaluation standards and norms<sup>7</sup> and the *Glossary of key terms in evaluation and results-based management* developed by the OECD's Development Assistance Committee (DAC). In line with the results-based approach applied by the ILO, the evaluation will focus on identifying and analysing results through addressing key questions related to the evaluation concerns and the achievement of the outcomes/immediate objectives of the project using the logical framework indicators. The evaluation will further address ILO evaluation concerns relating to:-

- a) Relevance and Strategic fit
- b) Validity of design
- c) Project progress and effectiveness
- d) Effectiveness of management arrangements and efficiency of resource use
- e) Sustainability

### 5.4 Key Evaluation Questions

A number of questions have been developed for each set of criteria, as set out in the table below. The following key evaluation questions are expected to be addressed.

Evaluation Criteria	Related key evaluation questions
a) Relevance and Strategic Fit	<ul style="list-style-type: none"><li>• Is the project supporting the achievements of the outcomes outlined in the ZIMSTAT, the ZUNDAF and the Zimbabwe DWCP?</li><li>• How does the project complement and fit with other on-going ILO programmes and projects in the country?</li><li>• What links have been established so far with other activities of the UN or other cooperating partners operating in the Country in the areas of youth employment and women's empowerment?</li><li>• Does the project align with ILO's and the Country' mainstream strategy on gender equality?</li></ul>
b) Validity of design	<ul style="list-style-type: none"><li>• How adequate was Project design process?</li><li>• Do outputs causally link to the intended outcomes/objectives?</li><li>• Did the project adequately consider the gender dimensions of the planned interventions?</li><li>• Has the design clearly defined performance indicators with baselines and targets?</li><li>• Has the project integrated an appropriate strategy for sustainability?</li><li>• Has the project carried out proper consultation and involvement with the tripartite constituents?</li></ul>
c) Project progress and effectiveness	<ul style="list-style-type: none"><li>• What outputs have been produced and delivered so far, and has the quality and quantity of these outputs been satisfactory?</li><li>• Were outputs produced and delivered so far as per the work plan? How do the stakeholders perceive them? Do the benefits accrue equally to men and women?</li><li>• What progress has been made towards achieving the overall project objectives/outcomes?</li></ul>

	<ul style="list-style-type: none"> <li>• What have been the unintended results of the project so far?</li> <li>• Are the project's activities/operations in line with the schedule of activities as defined by the project team and work plans?</li> </ul>
d) Effectiveness of management arrangements and efficiency of resource use	<ul style="list-style-type: none"> <li>• Have the available technical and financial resources allocated and used strategically to provide the necessary support and to achieve the broader project objectives?</li> <li>• How effective has been the backstopping support provided so far by the Country Office, DWT Pretoria and the Regional office?</li> <li>• Are the disbursements and project expenditures in line with expected budgetary plans? If not, what were the bottlenecks encountered?</li> <li>• How efficient has the project been in utilizing project resources to deliver the planned results? Value for Money?</li> <li>• How effectively does the project management monitor project performance and results? To what extent was results-based management implemented in the project?</li> <li>• Is information being shared and readily available to national partners?</li> </ul>
e) Sustainability	<ul style="list-style-type: none"> <li>• Is the project strategy and management steering towards impact and sustainability?</li> <li>• Has the project started building the capacity of people and national institutions</li> <li>• Is the project succeeding in developing a replicable approach that can be applied with modifications to other sectors?</li> </ul>

## 6. Target Clients of the Evaluation Report

The primary client of the evaluation is the ILO Management, the Government of Zimbabwe, the African Development Banks and the ILO Social partners. The evaluation report will also be shared with DWT Pretoria, the Regional Office for Africa (ROAF), and the Evaluation Department at the ILO t HQ. The evaluation process will be undertaken in a participatory manner and will involve all the partners involved in the implementation of the project. .

## 7. Proposed Evaluation Methodology

The evaluation methodology shall include but not be limited to the following:-

- i) **Desk Review:** Review of existing and Project related literature (desk review). A desk review to analyze project and other documentation including Project Document, minutes of meetings, workshop reports, work plans, inception and technical progress reports and the approved log-frame. The desk review should generate 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.
- ii) **Inception Report:** An inception report will be prepared by the evaluator and approved by the project management. The purpose of the inception report is to ensure that operational plan of the evaluation, prepared by the evaluator, is consistent with the TOR. The inception plan shall cover, administrative information, background information, objective of the evaluation, evaluation criteria and questions, methodology, field mission, deliverables, and workplace.
- iii) **Field In-depth interviews:** The Evaluation Consultant is expected to meet project beneficiaries to undertake more in depth reviews of the project activities, strategies and the delivery of outputs and outcomes.

- iv) **Key informant interviews** to further investigate the operations and functioning of the Project, its implementation processes, interventions and achievements to date. The evaluation officer will meet focal point persons of project partners to undertake more in depth reviews of the respective national strategies and the delivery of outputs and outcomes. These will include relevant officials in the Ministry of Women Affairs, Gender and Community Development, Ministry of Youth, sport and Recreation and Ministry of Labour and Social Security and ILO's Social partners.
- v) **Interviews with ILO Staff:** The evaluation Officer team will interview key staff in the Project, ILO staff responsible for financial, administrative and technical backstopping to the project. An indicative list of persons to be interviewed will be furnished by the project team.
- vi) **Evaluation Report:** Based on the inception report and the inputs from the key stakeholders' discussions during the focus groups and follow-up meetings, the evaluator will draft the evaluation report. The draft report will be sent to the project management by the evaluator. The project management will forward the report to donors and stakeholders for their inputs/comments to the report. The project staff will consolidate the comments and forward them to the evaluator for consideration in finalizing the draft report. The evaluator will finalize the report, taking into consideration the stakeholder comments.

## 8. Debriefing with Country Office

At the end of the data collection, the Evaluation Officer will conduct a debriefing session with the Director and the Programme Unit staff in the Zimbabwe Country Office at the end of the data collection exercise.

## 9. Main Outputs

The main outcome of this evaluation will be

- Inception report
- Field mission, Interviews, Debriefing session
- First Draft of the Evaluation report: a concise outlining results of the evaluation of the operations the E4WAY Projects, its intermediate results and the recommendations for improvement. The evaluation report must be prepared in line with ILO evaluation guidelines and must be submitted in electronic form as a full report and as a summary report.
- Final evaluation report with evaluation summary

## 10. Management Arrangements, Work Plan and Time frame

The evaluation will be undertaken by an ILO Official nominated by the EVAL Office Geneva, who will take responsibility for the evaluation exercise as well as the development of the evaluation report and who will report to the Evaluation Manager appointed by the Country Office Director. The Evaluation Manager will coordinate all technical and methodological matters relating to the internal evaluation. The Project team will responsible for providing full logistical support and services of the Project and the Country Office.

The draft report should be submitted for comments to the Evaluation Manager. One week will be allocated to concerned parties to provide inputs, where after the Evaluation Manager will return the draft report to the evaluator. The final report will be submitted to the Country Office, Director and Programme Unit.

The table below gives an indication of the planned activities in the mid-term evaluation process with the corresponding timelines.

Phase	Tasks	Responsibility	Time Frame
1	Telephone brief with evaluation manager	Both Evaluation Manager and Evaluator	8 August, 2018
2	Finalize the ToR by the project and finalize the selection of the Evaluator	Evaluation Manager	15 to 26 August, 2018
3	Desk review of project background documents (PRODOC, Workplans and Progress Reports, etc	Evaluator	27 to 30 August, 2018
4	Preparation of an Inception report including design of evaluation instrument based on desk review and skype conversation with Evaluation Manager	Evaluator	1 to 9 September, 2018
5	Preparation of the Field visit itinerary and arrangement of logistics	Evaluation Manager	5 to 14 September, 2018
6	Field work in Zimbabwe. Consultations and interviews with: <ul style="list-style-type: none"> <li>• Discussion with Project Team and Relevant ILO officials on Project – Logical Framework, M&amp;E system, Intervention Strategy, Value Chains, partners/stakeholders and Mission Itinerary and Evaluation Tools</li> <li>• Interview/discussion with Project beneficiaries (Youth, Women), Anchor Enterprises, other market actors (forward and Backward)</li> <li>• Interview with Relevant partners from the Government: <ul style="list-style-type: none"> <li>➤ Ministry of Youth, sport and Recreation;</li> <li>➤ Ministry of Women Affairs, Gender and Community Development;</li> <li>➤ Programme Management Unit – Ministry of Finance</li> <li>➤ Ministry of Labour and Social Welfare</li> </ul> </li> <li>• De-briefing with country office and relevant ILO Officials (to be identified)</li> </ul>	Evaluator	24 September to 4 October, 2018 (excluding the travel dates)
7	Preparation of draft evaluation report	Evaluator	1 to 16 October, 2018
8	Circulate draft report to key stakeholders (responsibility of ILO Evaluation Manager who will also collect and consolidate and share the comments with the Consultant)	Evaluation Manager	17 to 30 October, 2018
9	Finalization of Evaluation Report	Evaluator	31 October to 7 November 2018
10	Submit the final report to EVAL	Evaluation Manager	8 November 2018

## **Annex i: Report Format**

The expected structure of the report is outlined below:

- Cover page with key project and evaluation data
- Table of contents and list
- List of acronyms/abbreviations
- Executive Summary
- Body of the report

### **Introduction**

1. Brief background on the project and its logic
2. Purpose, scope and clients of evaluation
3. Methodology
4. Review of implementation
5. Main findings
  - 5.1 Relevance of strategic fit
  - 5.2 Validity of design
  - 5.3 Project progress and effectiveness
  - 5.4 Effectiveness of management arrangements and efficiency of resource use
  - 5.5 Sustainability

### **6. Conclusions**

- 6.1 Conclusions
- 6.2 Lessons learned
- 6.3 Good practices
- 6.4 Recommendations

### **7. Appendices**

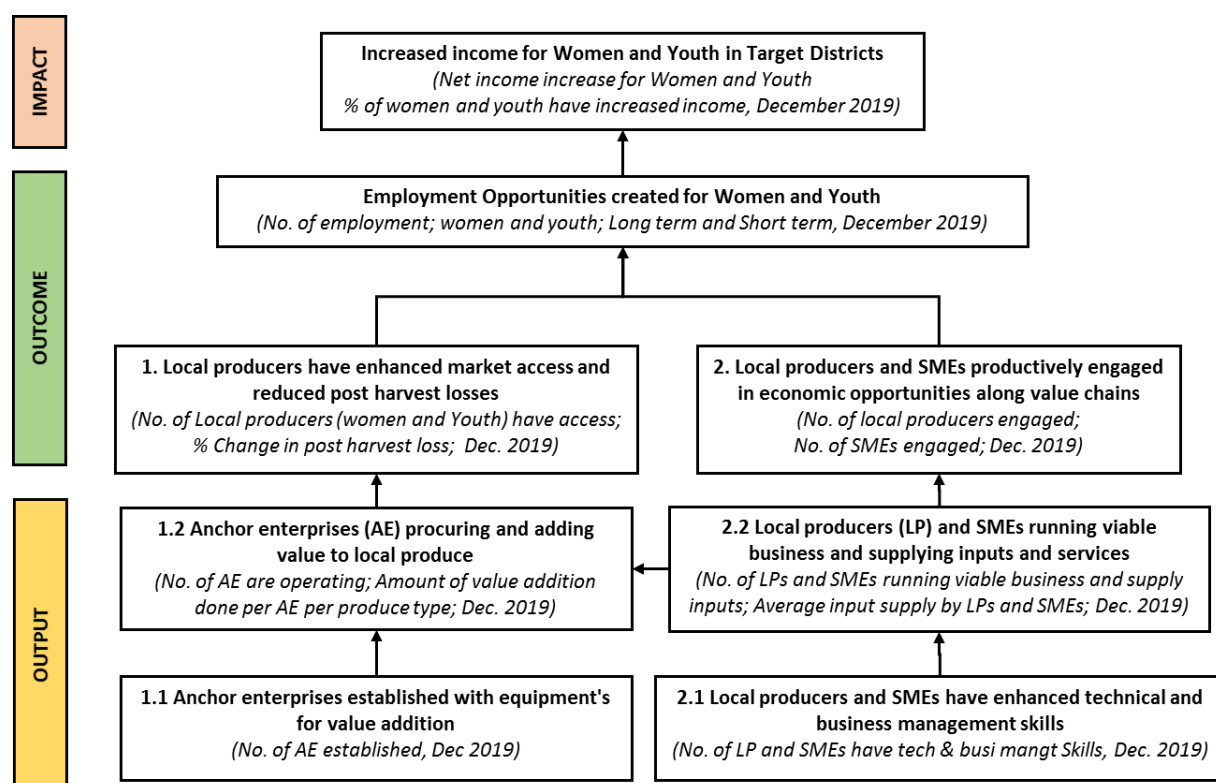
## Annex 2: Brief Outline of the Results Based M&E System

The brief outline of the Results Based Monitoring and Evaluation (M&E) System for the E4WAY project proposed here is mainly to assist the project team so it can share ideas with the recruited consultant working on development of the M&E system. However, it is also suggested that the contents mentioned below are the basics of any Results Based M&E System.

### • A2.1 Results Chains

As recommended for M&E, E4WAY should prepare a Results Based Monitoring and Evaluation System following a mix of DCED and ILO RBM guidelines. The project should develop a Results Chain (RC) for the entire project and all outputs. A sample results chain is illustrated below with important notes.

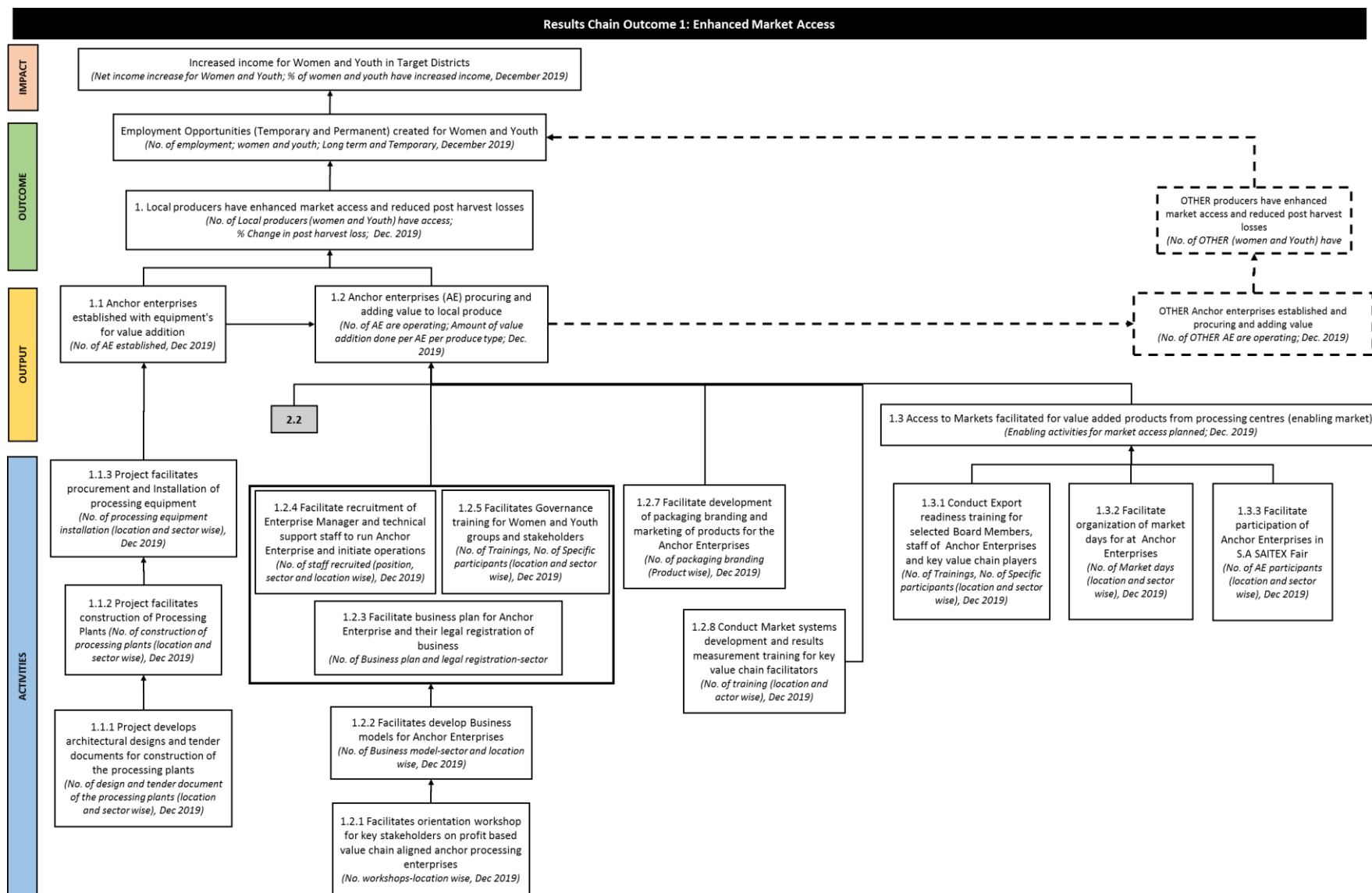
### • A2.2 E4WAY Project Results Chain



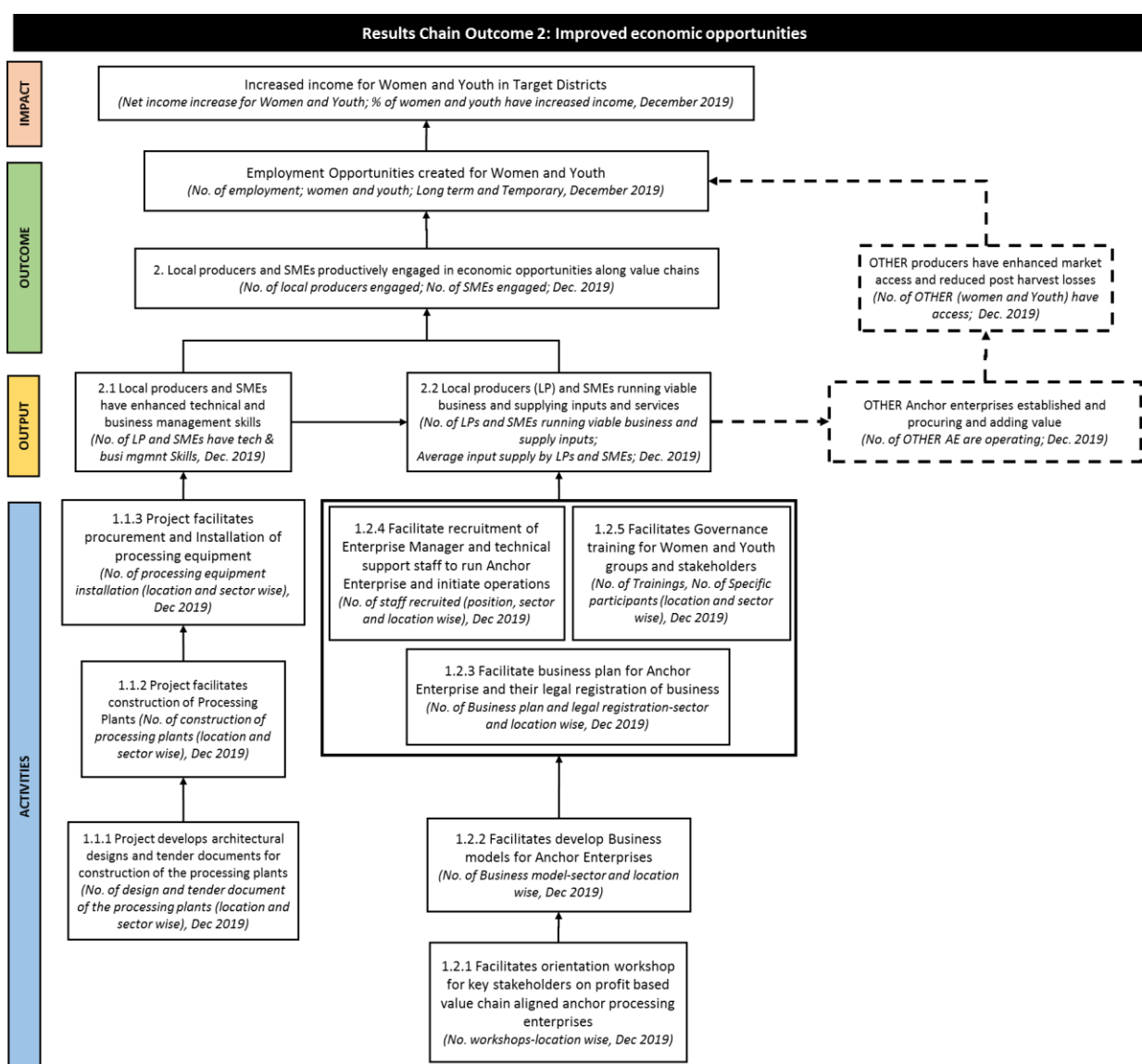
### - Notes:

- \* The project results chain should show programme level hypothesis, with key indicators of change, outlining how different key outputs and outcomes lead to overall programme vision.
- \* While output specific result chains are updated frequently, theory of change on the other hand is reflected upon on a periodic or annual basis.
- \* The **figure above** shows how the outputs are interconnected and lead to outcome and impact level results.
- \* The bold lines are the results at different levels and thin-italic lines show updates in the key indicators for specific RESULT.

## A2.3 Outcome Specific Results Chain







**Notes:**

- \* Results chain shows how project activities lead to expected changes in different levels leading ultimately to goal level impact. Therefore, **Results Chain** for specific output should be developed in the first year.
- \* These are causal models which entail a flowchart mapping how there is a causality and plausible attribution between activities and the results that are generated in the form of outputs, outcomes and impact. These should be updated on a regular basis, at least twice a year with valid results.
- \* The boxes with broken lines indicate possible "Crowding in" and "Copying in" which happen as a results of project intervention implementation. This ultimately shows that systemic changes are taking place. The project can monitor this change with the help of the key indicators mentioned.



- **A2.4 Measurement Plan**

- **A2.4.1 Project Level Measurement Plan**

The table below shows the overall measure project level measurement and tracking tool sample. This should be developed inline with the project results chain and indicators are to be set with key indicators of change.

Levels	As per log framer							As per M&E Plan								
	Indicators	Who Does What	First person responsible	Major Stakeholders	Baseline	Target (Total)	Means of Verification	Assumptions	Source of informaiton	M&E method	Tools	Responsibility (Who)	M&E Periodicity	What do we have	Results (Total)	Budget (M&E Activities)
Impact																
Outcome																
Output																

- **A2.4.2 Outcome Level Measurement Plan**

Table 1 shows a sample measurement plan of Outcome 2. It is not exhaustive and is presented for the understanding on the proposed measurement plan. The columns are self-explanatory. The table should also to be updated every 6 months along with the results chain and each version should be saved.

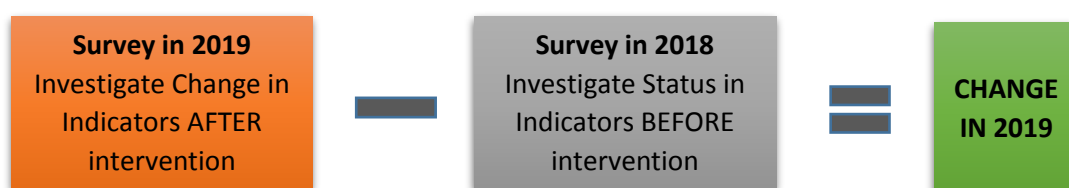
**Table 1: Sample Measurement Plan**

Results Level	Results Box no.	Results Statement Box	Indicators	Assessment Method	When	Tools	Who	What do we have
Impact	0	Increased income for Women and Youth in Target Districts	Net income increase for Women and Youth; % of women and youth have increased income	Early Sign of Impact Assessment	Dec 2018 and 2019	Questionnaire (Structured and Semi Structured)	Independent Research Agency	Questionnaire, Report, ToR, Study contract.
Outcome	1	Employment Opportunities created for Women and Youth	No. of employment; women and youth; Long term and Temporary	Early Sign of Impact Assessment	Dec 2018 and 2019	Questionnaire (Structured and Semi Structured)	Independent Research Agency	Questionnaire, Report, ToR, Study contract.
	2	Local producers and SMEs productively engaged in economic opportunities along value chains	No. of local producers engaged; No. of SMEs engaged; Change in KAP	Early Sign of Impact Assessment	Dec 2018 and 2019	Questionnaire (Structured and Semi Structured)	Independent Research Agency	Questionnaire, Report, ToR, Study contract.
Output	2.1	Local producers and SMEs have enhanced technical and business management skills	No. of LP and SMEs have tech & busi mgmnt Skills. Change in KAP	Early Sign of Impact Assessment	Dec 2018 and 2019	Questionnaire (Structured and Semi Structured)	Independent Research Agency	Questionnaire, Report, ToR, Study contract.
	2.2	Local producers (LP) and SMEs running viable business and supplying inputs and services	No. of LPs and SMEs running viable business and supply inputs; Average input supply by LPs and SMEs;	Early Sign of Impact Assessment	Dec 2018 and 2019	Questionnaire (Structured and Semi Structured)	Independent Research Agency	Questionnaire, Report, ToR, Study contract.
Activities	1.1.3	Project facilitates procurement and Installation of processing equipment	No. of processing equipment installation (location and sector wise)	Field visit, regular monitoring, Monthly report review	Quarterly update	Activity Tracker	E4WAY team	M&R Tools, Monthly Reports
	1.1.2	Project facilitates construction of Processing Plants	No. of construction of processing plants (location and sector wise)	Field visit, regular monitoring, Monthly report review	Quarterly update	Activity Tracker	E4WAY team	M&R Tools, Monthly Reports
	1.1.1	Project develops architectural designs and tender documents for construction of the processing plants	No. of design and tender document of the processing plants (location and sector wise)	Field visit, regular monitoring, Monthly report review	Quarterly update	Activity Tracker	E4WAY team	M&R Tools, Monthly Reports
	1.2.5	Project Facilitate Governance training for Women and Youth groups and stakeholders	No. of Trainings, No. of Specific participants (location and sector wise)	Field visit, regular monitoring, Monthly report review	Quarterly update	Activity Tracker	E4WAY team	M&R Tools, Monthly Reports
	1.2.4	Facilitate recruitment of Enterprise Manager and technical support staff to run Anchor Enterprise and initiate operations	No. of staff recruited (position, sector and location wise)	Field visit, regular monitoring, Monthly report review	Quarterly update	Activity Tracker	E4WAY team	M&R Tools, Monthly Reports
	1.2.3	Facilitate business plan for Anchor Enterprise and their legal registration of business	No. of Business plan and legal registration-sector and location wise	Field visit, regular monitoring, Monthly report review	Quarterly update	Activity Tracker	E4WAY team	M&R Tools, Monthly Reports
	1.2.2	Facilitates develop Business models for Anchor Enterprises	No. of Business model-sector and location wise	Field visit, regular monitoring, Monthly report review	Quarterly update	Activity Tracker	E4WAY team	M&R Tools, Monthly Reports
	1.2.1	Facilitates orientation workshop for key stakeholders on profit based value chain aligned anchor processing enterprises	No. workshops-location wise,	Field visit, regular monitoring, Monthly report review	Quarterly update	Activity Tracker	E4WAY team	M&R Tools, Monthly Reports
	44	OTHER Anchor enterprises established and procuring and adding value	No. of OTHER AE are operating	Field visit, regular monitoring, Monthly report review	Quarterly update	Activity Tracker	E4WAY team	M&R Tools, Monthly Reports
	55	OTHER producers have enhanced market access and reduced post harvest losses	No. of OTHER (women and Youth) have access	Field visit, regular monitoring, Monthly report review	Quarterly update	Activity Tracker	E4WAY team	M&R Tools, Monthly Reports

- **A2.5 Baseline ideas**

- \* Baseline is basically the "before" situation of an indicator (mentioned in the results matrix) prior to implementation of an intervention. Therefore, all the needs assessment "conducted" and "to be conducted" by the project can be considered as baseline information.
- \* For this project, there is no need to conduct an overall baseline but a need based baseline study in line with the set indicators of change should be conducted.
- \* In a value chain development project it is quite tough to get the potential beneficiaries for conducting baseline. Hence it is better to collect baseline information following the RECALL method after one year of the project implementation. This can be done by surveying potential sample beneficiaries regarding change in specific indicators (like income, savings, knowledge and practice) one year after the intervention and previous year's similar information and analyse changes Figure 6.

**Regular Baseline**



**Recall Baseline**



*Figure 6: Regular and Recall Baseline*

- \* This RECALL method can be helpful to save money and time from conducting a baseline study.
  - \* However, since the project is working with some specific target groups who are already identified and selected by the Ministries, information regarding their income, savings, knowledge and practice and other relevant socio-economic profiles can be collected prior to the start of processing centre operation.
  - \* The project has conducted a Rapid Market Needs Assessment which shows overall scenarios of the selected sector with information at the national level.
  - \* The project should activate its baseline planning as early as possible so that it can collect indicator specific information and measure change after a certain time of implementation.
- **A2.6 Activity Tracker and Other Tools Development**

E4WAY should develop specific tools or tracker to monitor day-to-day results produced. This will help to track both the process and progress of activities. The tools should include both qualitative and quantitative information with separate tools for the outputs and if necessary for activities. One of the templates of tracking results at the project level is illustrated below. Such tools are to be developed with respect to the information to be monitored and reported.

**Table2: Tracking Results**

What		Start Date	End Date	Progress Update (Quarterly Report)					When														
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	2017		2018												
				Oct-Dec '17	Jan – Mar '18	Apr-Jun '18	Jul-Sept '18	Oct-Dec '18	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Output 1.1:Value addition and processing Centers constructed in target districts																							
Activity Cluster 1.1.1:	Develop architectural designs for small scale food processing plants and tender documents for construction of the processing plants																						
Activity Cluster 1.1.2	Develop architectural Design for small scale gold processing facility and tender documents for construction of gold processing unit																						
Activity Cluster 1.1.3:	Facilitate construction of Mopane worm Processing Plants in Beit Bridge																						
Activity Cluster 1.1.4	Facilitate procurement and Installation of mopane worms processing equipment in Beit Bridge																						
Activity Cluster 1.1.5:	Construct honey processing plants in Lupane and Marondera																						
Activity Cluster 1.1.6	Procure and install honey processing equipment for Lupane and Marondera																						
Activity Cluster 1.1.7	Construct fruits and Vegetable porcessing plants in Mutasa and Mutoko																						
Activity Cluster 1.1.8	Procure and install fruits and vegetable processing equipent in Mutasa and Mutoko																						
Activity Cluster 1.1.9	Construct gold processing plant in Guruve																						
Activity Cluster 1.1.10	Facilitate procurement and installation of gold processing equipment in Guruve																						

- **A2.7 Measuring Systemic Change**

- \* As anticipated from discussions with the project team, stakeholders and observations in the field, systemic change will happen in the project locations as a result of E4WAY interventions.
- \* The results chain has already identified the 'Crowding in' and 'Coping in' effect.
- \* In the recommendations for sustainability (Chapter 4.5.5) measuring systemic change will be a useful tool to show the donor as well as stakeholders the sustainability of the project results.
- \* Hence following an Adopt-Adapt-Expand-Respond diagram can help understand, document and measure systemic change.

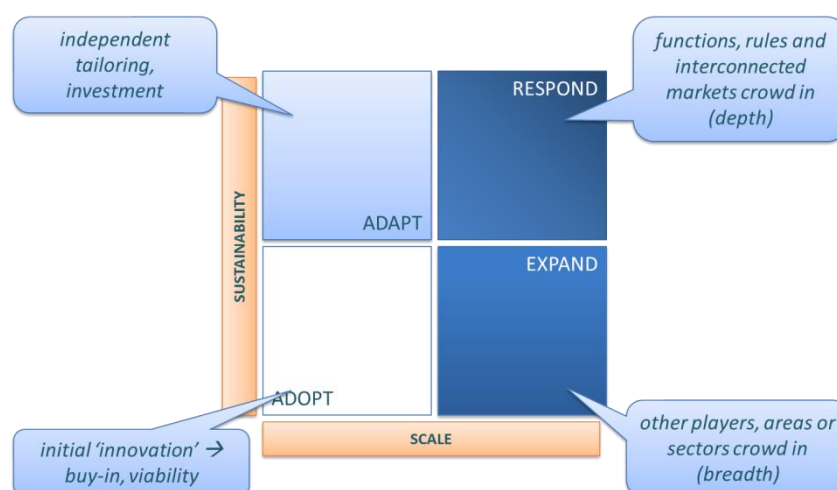


Figure 7: Adopt-Adapt-Expand-Respond

If Figure 7 above is described in line with the E4WAY project results, it can be found that:

- ADOPT** will happen when, because of project interventions, target women and youths understand and participate in the value chain (both Mopane worm and Horticulture), learn new techniques, benefit from Market linkage and thus increase income. However, when the processing centre authority or transport service provider or any other service provider run their business and participate in the value chain, **ADOPT** also occurs.
- At the next stage when the same processing centre (e.g., of Mopane worm) does business differently without project advice, for example provide a service of drying fruits and vegetables during off season, then another level of systemic change (vertical) occurs which is called **ADAPT**. This shows the sustainability of the business with the processing centre.
- Horizontal systemic change also takes place when "Crowding in" happens, i.e., if other cooperative established processing centres provide a similar service without project support or other transport service providers join the project contacted ones. This is called **EXPAND**.
- Finally at the fourth stage when interconnected markets join the value chain and support its actors then **RESPOND** happens. For the E4WAY project, seeing the benefit of a Mopane worm business, if the Government of Zimbabwe plans to give support to the business firms/superstores to establish processing centres or reduce tax for this business then it is called **RESPOND**.

- **A2.8 Measuring Impact**

- \* The project should conduct annual impact assessment studies as a part of its internal initiatives and internal management reporting. This can be a rigorous study or simple investigation with trackers depending on the activities implemented.
- \* For a value chain project like E4WAY, it will take time to show result of impact. Considering the delay of implementation it will be useful if the project conducts an Early Signs of Impact Assessment Study. It is assumed that, after the establishment of the processing centres the target youth and women will be able to benefit from the second year.
- \* The project should also conduct impact assessment studies to compare benefits from the value chain with and without processing centres. If the latter is more, then it will be easy for the E4WAY project to have a proper exit strategy and scale up the business model without processing centres. This will be less expensive and attract the donor to apply the same in other sectors.
- \* A special studies on Gender, Women Economic Empowerment should be conducted as part of the projects internal M&E activities.

- **A2.9 M&E Guideline Table of Content (Sample)**

- \* Introduction
  - o Background to the E4WAY M&E System
  - o Introduction to the Project, Overview, Log Frame, Theory of Change
- \* E4WAY M&E Manual
  - o Purpose, Objective
  - o Approach
  - o Baseline Planning
  - o Results Chain and Measurement Plan Development
    - ❖ Rules for Results Chain Development
    - ❖ Rules for Measurement Plan Development
  - o Definition of Indicators
    - ❖ Qualitative
    - ❖ Quantitative
  - o Studies and Assessments
    - ❖ Impact Assessment
    - ❖ Special Studies
    - ❖ Internal Studies/Assessments
  - o Measuring Systemic Change
  - o Review Discussion, Reporting and Knowledge Management.
    - ❖ Internal: Project Internal
    - ❖ External: with Donor, and other Stakeholders
  - o Meetings and Workshops, Sharing with Stakeholders
  - o MIS
- \* Scope of M&E Activities
  - o Regular Monitoring
  - o Periodic Evaluation
    - ❖ Annual Review

- ❖ Mid-term Review
- ❖ Final Evaluation
- \* M&E Roles and Responsibilities of Project Staff
- \* External Support Required
- \* Conclusion
- \* Appendix

## Annex 3: Proposed Value Chains

### A3.1 Value Chain WITH and WITHOUT processing centres

- \* Both Mopane worm and Horticulture market proposed value chains are illustrated below.
- \* The value chain WITH a processing centre is currently being implemented by E4WAY. However, during field visits and talking to the local service providers and target beneficiaries, it was revealed that the same business model in the value chain can be run even without a processing centre if;
  - o strong market linkage can be established with the forward market
  - o storage, drying and packing service providers can be developed or the producer groups or cooperatives can be trained to do the same at the household or local levels.
- \* The grey boxes showed in the value chains are the service providers as well as value chain actors. These are the areas where employment will be created. In that case project needs to put some efforts on identifying these support service providers and facilitate them to participate in the value chain.
- \* Therefore, if value chains without a processing centre can be established the project will prove less costly but strong value chains where long-term employment can be ensured.
- \* Success of these value chains (both with and without value chains) largely depends on the profitable business model and proper research to establish this.
- \* From the following self-explanatory figures the above can be understood.

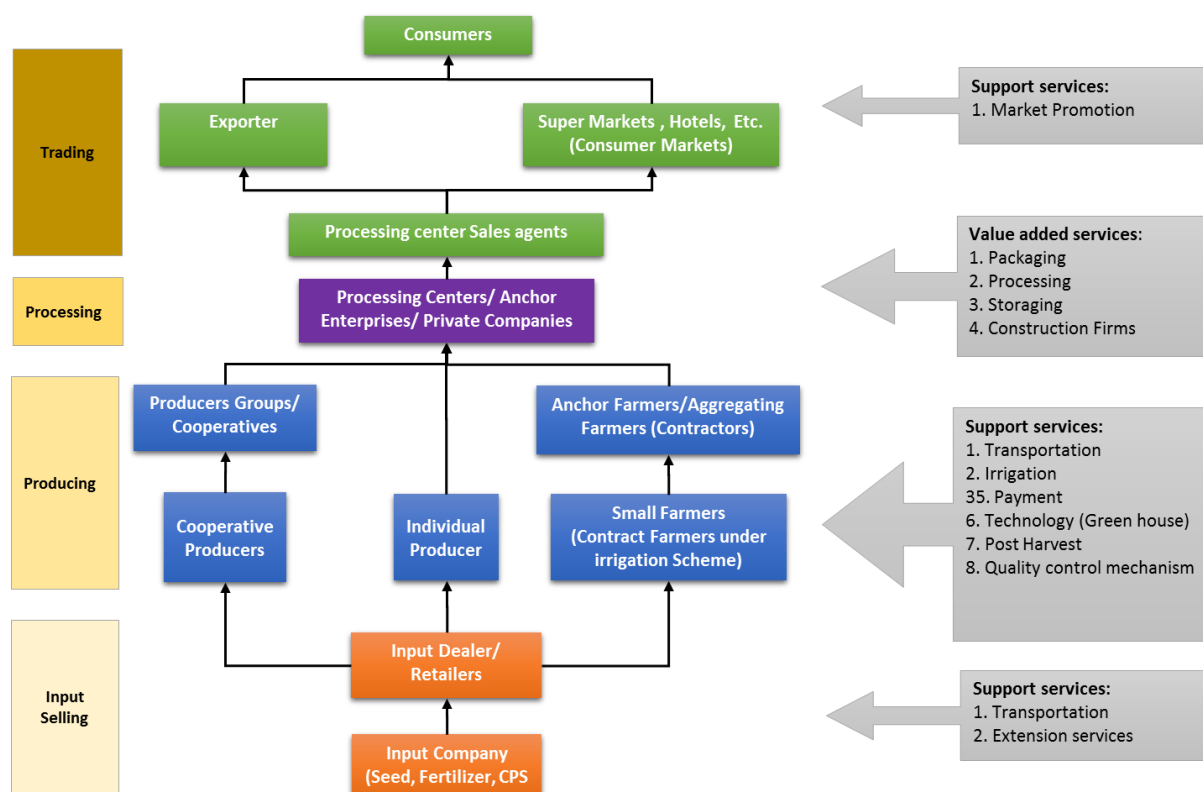


Figure 8: Horticulture Market Value Chain (Proposed) WITH Processing Centre

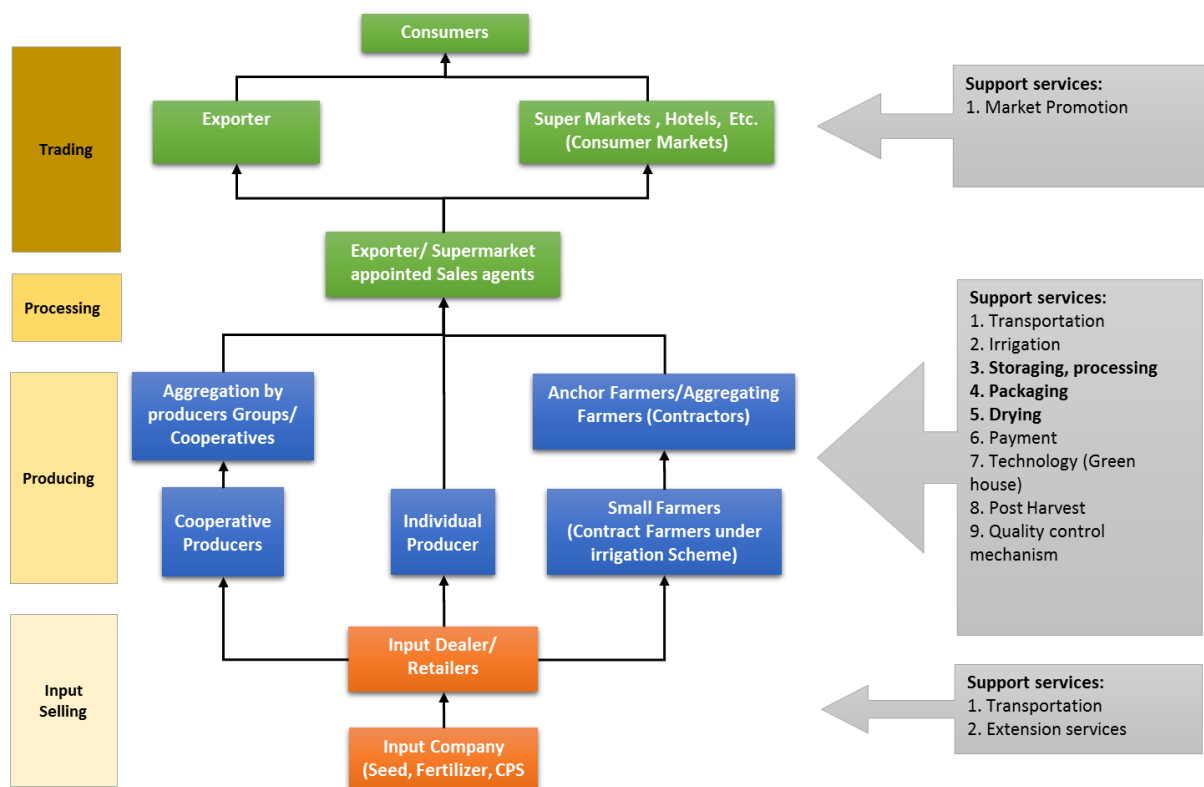


Figure 9: Horticulture Market Value Chain (Proposed) WITHOUT Processing Centre

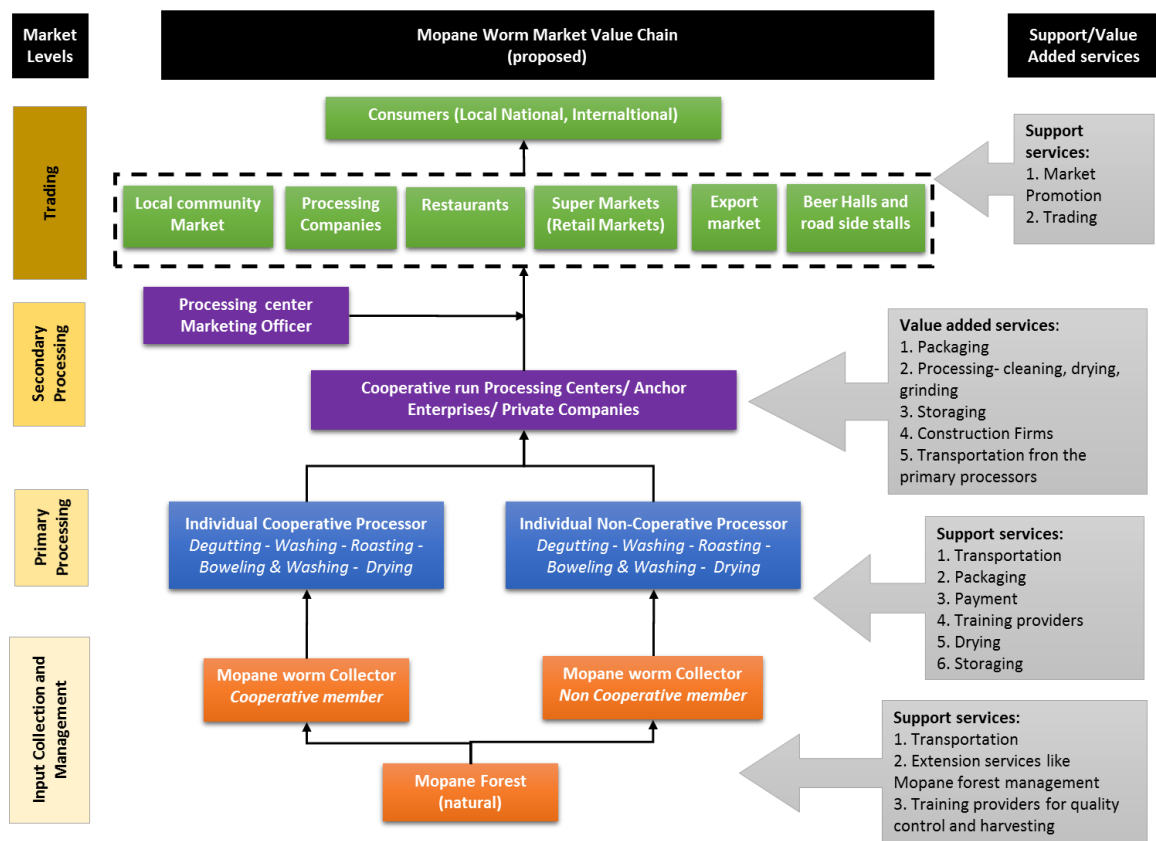


Figure 10: Mopane Worm Market Value Chain (Proposed) WITH PROCESSING CENTER

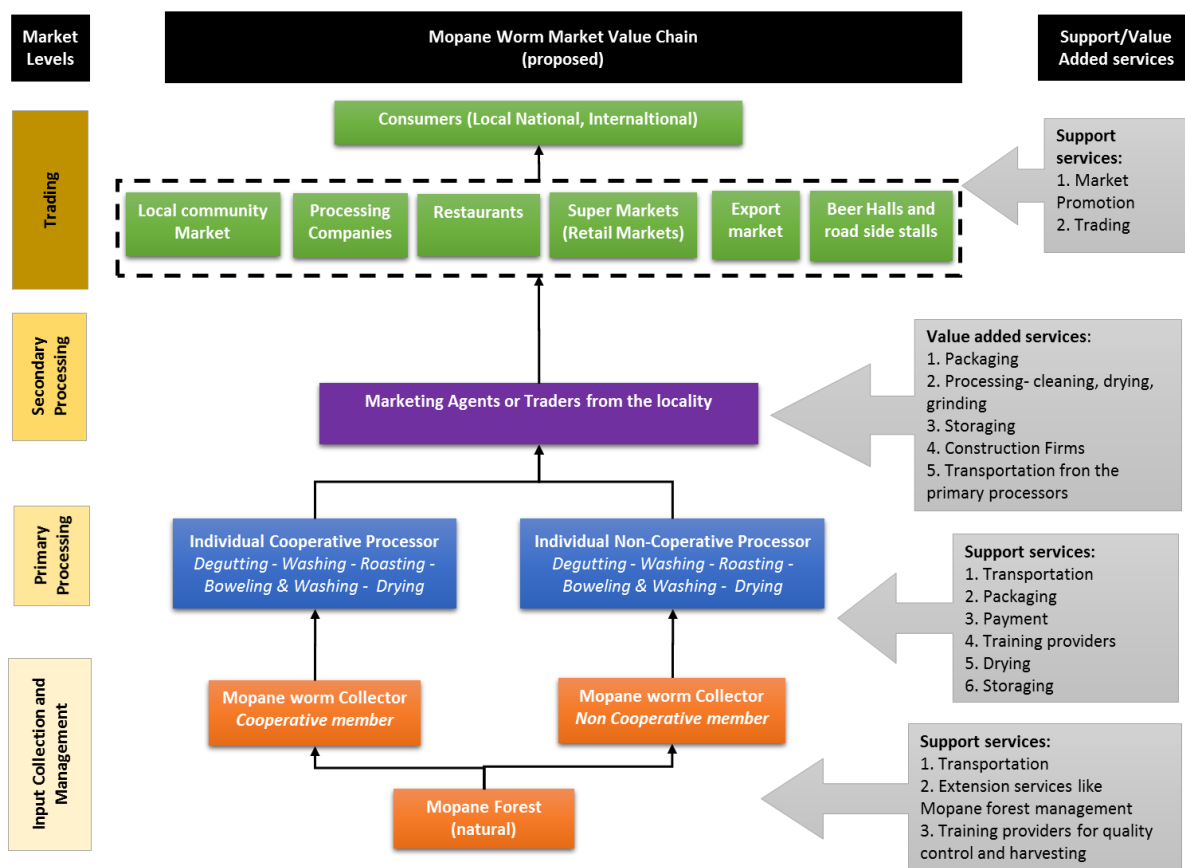


Figure 11: Mopane Worm Market Value Chain (Proposed) WITHOUT PROCESSING CENTER



## Annex 4: Evaluation Questions

Broad Questions	Detailed Questions
<b>Relevance and Strategic Fit</b>	
A.1 Is the project supporting the achievements of the outcomes outlined in the ZIMSTAT, the ZUNDAF and the ZDWCP?	<p>A.1.1 What is your understanding regarding the ZUNDAF and ZDWCP outcomes that complies with E4WAY outcome?</p> <p>A.1.2 Are these fully considered or partially? Since E4WAY will only deal with Component 1 of YWEP, what do you think about consideration of the outcomes with ZUNDAF and ZDWCP?</p>
A.2 How does the project complement and fit with other on-going ILO programmes and projects in the country?	<p>A.2.1 Please provide me the briefs of on-going ILO Zimbabwe projects.</p> <p>A.2.2 Did you think, during planning for the project (E4WAY) other in-country ILO projects were considered, (for coordination, using lessons learning, implementation challenges, partnership management, GoZ and donor liaison)? Please explain your answer.</p>
A.3 What links have been established so far with other activities of the UN or other cooperating partners operating in the Country in the areas of youth employment and women's empowerment?	<p>A.3.1 Please provide me the briefs of other UN projects/donor projects on youth employment and women empowerment?</p> <p>A.3.2 Do you think, during planning for the project (E4WAY) other in-country UN or cooperation projects were considered, (for coordination, using lessons learning, implementation challenges, partnership management, GoZ and donor liaison)? Please explain your answer.</p> <p>A.3.3 Do you see or have any plan for linkage with other in-country UN or cooperation agency projects? Please explain your answer?</p>
A.4 Does the project align with the ILO's and the Country's mainstream strategy on gender equality?	<p>A.4.1 Is there any GEM policy guideline for ILO Zimbabwe?</p> <p>A.4.2 Is there any GEM policy guideline of GOZ? What is mentioned in the constitution?</p> <p>A.4.3 Is there any GEM review of E4WAY project document?</p>

Broad Questions	Detailed Questions
<b>Design</b>	
B.1 How adequate was the project design process?	<p>B.1.1 What were the steps followed in the project designing, adapted from the YWEP (Bank Pro Doc)?</p> <p>B.1.2 How was you/your ministry/organization involved in the process?</p> <p>B.1.3 What are the arrangements of implementation linkage of Component 1 with Component 2 and 3 (considering that ILO is dealing with Component 1 only)?</p>
B.2 Do outputs causally link to the intended outcomes/objectives?	<p>B.2.1 How are the project outputs ATTRIBUTING to intended outcomes and objectives?</p> <p>B.2.2 Do you think this single Component 1 can have the intended result the outcomes/Objective? Please explain your answer.</p> <p>B.2.3 Did you prepare (or are you involved in) the Theory of Change of the project (E4WAY)? Let us discuss.</p> <p>B.2.4 Did you prepare the project log frame? Let us discuss.</p>
B.3 Did the project adequately consider the gender dimensions of the planned interventions?	<p>B.3.1 What does GEM mean for the projects like this.</p> <p>B.3.2 Do you think gender dimensions have been considered during the project designing (specifically for Component 1) in terms of:</p> <ul style="list-style-type: none"> <li>- Setting indicators of change</li> <li>- Designing interventions</li> <li>- Identifying target groups/beneficiaries</li> </ul> <p>B.3.3 Is there any GEM guideline for the project or do you have any plan to develop one for the project? What are your ideas?</p>
B.4 Has the design clearly defined performance indicators with baselines and targets?	<p>B.4.1 Were/are you involved in setting indicators (baselines, targets)? How did you do that (are you doing that)?</p> <p>B.4.2 Do you think the target numbers are attributable?</p> <p>B.4.3 Did you prepare the M&amp;E framework? Please update. What is your plan/proposal about baseline?</p>
B.5 Has the project integrated an appropriate strategy for sustainability?	<p>B.5.1 Did the project consider indicators that will help to measure sustainability?</p> <p>B.5.2 What are the systemic changes the project is anticipating?</p>
B.6 Has the project carried out proper consultation and involvement with the tripartite constituents?	<p>B.6.1 How did you select and consult with tripartite constituents?</p> <p>B.6.2 How do you see their contribution in achieving the project objectives? How did the project involve them in project design and implementation?</p> <p>B.6.1 What were the steps followed in the project designing, adapted from the YWEP (Bank Pro Doc)?</p> <p>B.6.2 How was you/your ministry/organization involved in the process?</p>

Broad Questions	Detailed Questions
<b>Progress and Effectiveness</b>	
C.5 Are the project's activities/operations in line with the schedule of activities as defined by the project team and work plans?	C.5.1 Did you prepare any Work plan to track the project activities/output? Please explain? How do you track the results/activities?
C.2 Were outputs produced and delivered so far as per the work plan? How do the stakeholders perceive them? Do the benefits accrue equally to men and women?	C.5.2 What challenges did you see in implementing the activities as per the work plan (or without the work plan)? Please explain. C.5.3 Are you satisfied with the activities done so far? Are these in line with the work plan? Please explain. C.5.4 Are you aware and satisfied with the activities done so far. Please explain. C.5.5 Are you satisfied with the outputs/results produced so far? Are these in line with the work plan? Please explain. C.5.6 Are you aware and satisfied with the outputs produced so far. Please explain. C.5.7 Does the format/work plan include any system to measure/monitor/track results with GENDER disaggregated? C.5.8 Did you see the work plan?
C.1 What outputs have been produced and delivered so far, and has the quality and quantity of these outputs been satisfactory?	C.1.1 Do you think the project is on track to achieve project objective/outcome within the planned schedule? C.1.2 Do you see any Early Signs? Do you have any plans to measure and report early signs? C.1.3 How did you communicate the output level results with the donor, ILO management, tripartite constitutes and other relevant stakeholders?
C.3 What progress has been made towards achieving the overall project objectives/ outcomes?	C.1.4 How does the project communicate its results with you? What is your level of satisfaction in this regard?
C.4 What have been the unintended results of the project so far?	C.4.1 What are the potential unintended project results identified by the project? What is your understanding or statement regarding this? C.4.2 Does the results tracking system addresses these unintended results? C.4.3 What is the plan/suggestion to document and share these unintended results?

Broad Questions	Detailed Questions
<b>Effeciency</b>	
D.1 Have the available technical and financial resources been allocated and used strategically to provide the necessary support to achieve the broader project objectives?	<p>D.1.1 What are the technical resources required in the project (overall/external and/or internal)? How is that managed in the project? Please explain along with your HR planning.</p> <p>D.1.2 Are you satisfied with the technical expertise available for the project (both internal/external)?</p> <p>D.1.3 Does the project have any challenges regarding the technical resources? Did you anticipate any? Is there any remedial plan for this? Please explain.</p> <p>D.1.4 Is the financial resources allocated according to the outputs? Did you prepare any activity wise financial plan?</p> <p>D.1.5 Are you satisfied with the financial resources allocated?</p> <p>D.1.6 Does the project have any challenge regarding the financial resources? Did you anticipate any? Is there any remedial plan for this? Please explain.</p>
D.2 How effective has the backstopping support provided so far by the Country Office, DWT Pretoria and the Regional office been?	<p>D.2.1 What is the arrangement between the project and CO, DWT Pretoria and Regional Office regarding support in</p> <ul style="list-style-type: none"> <li>- Project Design</li> <li>- Implementation</li> <li>- Technical Assistance</li> <li>- HR Management</li> <li>- Financial Management</li> </ul> <p>D.2.2 Please explain what has been received so far on the above?</p> <p>D.2.3 Do you think these three offices have sufficient capability to support E4WAY on the above?</p> <p>D.2.4 How often do you organize meetings with these three offices? Are these done as per need? Is there any documentation practice in this regard? Please explain.</p>
D.3 Are the disbursements and project expenditures in line with expected budgetary plans? If not, what were the problems encountered?	<p>D.3.1 Are the disbursements and project expenditures in line with expected budgetary plans?</p> <p>D.3.2 If not, what were the problems encountered? How did you overcome these?</p>

Broad Questions	Detailed Questions
D.4 How efficient has the project been in utilizing project resources to deliver the planned results? Value for Money?	<p>D.4.1 Considering the project progress so far, what do you think about the utilization of the project financial resources, was it efficient or not? Please justify your response.</p> <p>D.4.2 Explain the efficient use of technical resources as well. Could you do that?</p> <p>D.4.3 In terms of following aspects what do you think about the value for money considered/achieved for the project, What is your level of satisfaction? Did these meet your expectations?:</p> <ul style="list-style-type: none"> <li>- Recruitment of Excoll</li> <li>- Recruitment of Project Staff</li> <li>- Allocation of money for Capacity Building</li> <li>- Allocation of money of different Project Activity Implementation</li> <li>- Allocation of money for M&amp;E</li> <li>- Allocation of money for Field Mission</li> <li>- Allocation of money for Stakeholder Consultation</li> </ul>
D.5 How effectively does the project management monitor project performance and results? To what extent was results-based management implemented in the project?	<p>D.5.1 How do you define results based M&amp;E/management for the project?</p> <p>D.5.2 Do you have an M&amp;E framework/plan/guideline for the project? How are you developing this? What makes the M&amp;E system of E4WAY?</p> <p>D.5.3 What are the contents (or planned contents) of the M&amp;E system? What steps will be followed to prepare this?</p> <p>D.5.4 How much money, time and staff involvement has been planned for the project M&amp;E system?</p> <p>D.5.5 How will the project involve/will involve the stakeholders in the M&amp;E process?</p> <p>D.5.6 Is the M&amp;E roles of project staff and stakeholders defined?</p>
D.6 Is information being shared and readily available to national partners?	<p>D.6.1 Who are the national partners as well as receiver of project information? What type of information is being or will be shared with the national partners?</p> <p>D.6.2 What is the mechanism followed in this regard? How these are documented?</p> <p>D.6.3 Does the project have any communication strategy or plan?</p>

Broad Questions	Detailed Questions
<b>Sustainability</b>	
E.1 Is the project strategy and management steering towards impact and sustainability?	<p>E.1.1 Do you anticipate any systemic change for the project? What are those? What is your plan to measure those?</p> <p>E.1.2 Did you define any indicator of change in the log frame/M&amp;E framework that will help to measure systemic change as well as sustainability?</p> <p>E.1.3 Do you have any plan to measure early signs of impact?</p>
E.2 Has the project started building the capacity of people and national institutions	<p>E.2.1 Please describe your capacity building plan for the following:</p> <ul style="list-style-type: none"> <li>- Project Staff</li> <li>- Value Chain Actors (both beneficiaries and service providers)</li> <li>- National Partner Institutes</li> </ul>
E.3 Is the project succeeding in developing a replicable approach that can be applied with modifications to other sectors?	<p>E.3.1 According to your opinion, what results of the project activities will sustain and contribute further after completion of the project? Do you find any potential replicable approach to be resulted?</p> <p>E.3.2 What is your plan to document and communicate the lessons learning with the stakeholders?</p>

## **A 5: List of Persons Interviewed**

1. Ms. Hopolang Phororo, Director, ILO Country Office, Harare, Zimbabwe
2. Ms. Naomi Lintini, CTA, E4WAY Project, ILO Country Office, Harare, Zimbabwe
3. Ms. Annamari, OIC, ILO Country Office, Harare, Zimbabwe.
4. Mr. Adolphus Chinomwe, Programme Officer, ILO Country Office, Harare, Zimbabwe
5. Mr. Simbarashe Sibanda, Programme Assistant and Evaluation Manager, ILO Country Office, Harare, Zimbabwe
6. Mr. Jairos Chanetsa, Programme, Finance and Admin Assistant, E4WAY Project, ILO Country Office, Harare, Zimbabwe
7. Ms. Gloria Makomeke, Secretary, CO-Harare, ILO Zimbabwe
8. Ms. Esther Gomez, Development Cooperation Support Officer, PARDEV, ILO HQ, Geneva.
9. Ms. Junior Muchychy, Ministry of Women Affairs, Community, Small and Medium Enterprises Development, Zimbabwe
10. Mr. Brian Guyo, Principal Admin Office, Ministry of Women Affairs, Community, Small and Medium Enterprises Development, Zimbabwe
11. Ms. Ratidzai Machawira, M&E Specialist, AfDB Project Management Unit, Ministry of Finance and Economic Development, Zimbabwe
12. Ms. Farisai Hanyire, Administrator, Zimbabwe Federation of Trade Unions (ZFTU), Zimbabwe
13. Mr. Tonderai Matongo, Programme Officer, Employers Confederation of Zimbabwe (EMCOZ)
14. Mr Sidhuli, District Development Officer, Beitbridge, Ministry of Women Affairs, Community, Small and Medium Enterprises Development, Zimbabwe
15. Ms. Maranda, Rubona Raita Women's Cooperative, Beitbridge, Zimbabwe
16. Mr. Ngonidzaishe Mudzamiri, Principal, Tabudiriria Vocational Training Center, Mutoko, Zimbabwe
17. Mr. Stephen Chifewe, District Youth Officer, Mutoko, Zimbabwe
18. Mr. Elijah Mtemeri, Zimbabwe Congress of Trade Unions (ZCTU), Zimbabwe
19. Ms. Caroline Murewi, Director, Youth Development, Ministry of Youth, Sports, Arts and Recreation, Zimbabwe.
20. Ms. Senzeni Gumbo, Chief Employment Officer, Ministry of Public Service, Labour, and Social Welfare, Zimbabwe.
21. MRM Consultant, E4WAY Project

## Annex 6: Detail Field Mission Itinerary

<b>Mission Itinerary</b> <b>E4WAY Internal Evaluation, Harare, Zimbabwe</b> <b>23 September – 5 October 2018</b>				
Date (2018)	Time	Event	Venue	Purpose/Details
Sun.23 Sept	14:25	Arrival at the airport	Harare Int. Airport	Transfer to Holiday Inn
Mon 24 Sept	08:30hrs	Introductory meeting with Evaluation Manager	ILO Offices	Review of programme of events and proposed itinerary
	09:30hrs	Introductory meeting with E4WAY Project Team	ILO Offices	Project Background
				Project Progress update
	11:00hrs	Security Briefing	UNDSS Offices	Security Briefing
	11:30hrs	Continue introductory meeting with E4WAY Project Team	ILO Offices	
	13:00hrs	<b>Lunch</b>		
	14:30hrs	Meeting with Min. of Women Affairs. Mr Brian Guyo, Principal Admin Officer,	8 Floor Kaguvi Building,	Appreciate role of key partners in the project and get feedback Project operations
Tues. 25 <sup>th</sup>	07:30hrs	Meeting with MRM Consultant	Holiday Inn	Discuss the Projects planned strategy for Monitoring and Results Management
	09:00hrs	Meeting with AfBD Project Management Unit. Ms Ratidzai Machawira, M&E Specialist,	Min. of Finance New Government Complex,	Get understanding of Project context from AfBD perspective and the AfBD/Government financing arrangement context
	10:30hrs	Continue introductory meeting with E4WAY Project Team	ILO Offices	
	13:00hrs	<b>Lunch</b>		
	13:00 hrs	ZFTU Meeting with FTUZ Ms. Farisai Hanyire, Administrator	ILO Office	Understanding the role of the social partners in the project and getting feedback on project implementation
	13:30 hrs	Meeting with OIC: Ms. Annamari	ILO Office	Briefing meeting with Officer-in-Charge
	15:00 hrs	Meeting with EMCOZ Mr. Tonderai Matongo, Programme Officer	21 Smit Avenue, Eastlea	Get appreciation of role of tripartite partners in project
Wed. 26 <sup>th</sup> Sept	09:45hrs	Travel to BeitBridge		Travel by Road – (Stay at Whitehouse Lodge)
Thur. 27 <sup>th</sup> Sept	09:30hrs	Meeting with District Development Officer – Mr Sidhuli	Min. of Women Affairs District Offices	To understand local Mopani Caterpillar value chain and local context

	11:30hrs	Meeting with Rubona Raita Women's Cooperative	Matshiloni Project Site	To understand Project intervention scenarios and role of the beneficiaries and review implementation in the field
	12:30 hrs	Visit Houses of Primary Mopane worm Producers	Matshiloni Project Site	To understand the Mopane Worm Value Chain
Friday 28 <sup>th</sup> Sept	08:00hrs	Travel to Harare		Travel by Road
Mon. 1 <sup>st</sup> Oct	07:30hrs	Travel to Mutoko		
	09:30hrs	Meeting with Principal, Tabudirira VTC. Mr. Mudzamiri	Tabudirira Vocational Training Centre	Get appreciation of role of Vocational Training Centres in Project and review implementation progress on project activities
	10:30hrs	Meeting with District Youth Officer	Min. of Youth District Office	Get understanding of the local context
	11:30hrs	Meeting with Project Beneficiaries	VTC Office	Get views of project beneficiaries on project objectives and interventions undertaken
	12.30 hrs	Visit agricultural Fields of Farmers	Mutoko	To understand the Horticulture Value Chain
	14:00hrs	Travel back to Harare		
Tues. 2 <sup>nd</sup> Oct	08:30hrs	Meeting with ZCTU Mr. Elijah Mtemeri,	Gordon House, Jason Moyo Avenue	Get appreciation of role of tripartite partners in project
	10:00hrs	Meeting with Min. of Youth Ms Caroline Murewi, Director, Youth Development	Kaguvi Building	Appreciate role of key Project partners in project and get feedback on Project operations
	1200 - 1500hrs	Working session with E4WAY Project Team and MRM Consultant	ILO Offices	Getting clarifications and final insights on project implementation
	16:00hrs	Meeting with Programme Officer – Adolphus Chinomwe	ILO Offices	Briefing on country Context, ILO programmes in Zimbabwe and Project Design process.
Wed. 3 <sup>rd</sup> Oct	08:30 –	Compilation of preliminary insights	ILO Offices	Documentation of field mission findings
	14;00hrs	Feedback on preliminary insights	ILO Offices	Feedback and next steps
Wed. 4 <sup>th</sup> Oct	12:00 hrs	Meeting with Min. of Labour Senzeni Gumbo, Chief Employment Officer,	Compensation House	Get appreciation of role of tripartite partners in project
	14:30 hrs	Debriefing session with ILO programme team and E4WAY project team	ILO Offices	Feedback on preliminary insights and next steps
Thur. 5 <sup>th</sup> Oct		Travel back to Dhaka		Airport Transfer

## Annex 7: YWEP Logical Framework

Country and Project Name: Zimbabwe, Youth and Women Empowerment Project						
Purpose of the Project: To contribute to the improvement of livelihoods for youth and women through the development of economic opportunities						
Results Chain		Performance Indicators			Means of Verification	Risks/Mitigation Measures
		Indicator (including CSI)	Baseline	Target		
Impact	a. Poverty reduced in 5 targeted districts	Average poverty prevalence in the 5 targeted districts	2014 70%	(2025) 65%	DHS Reports ZimAsset progress Reports	
Outcomes	Outcome 1: Employment opportunities created in target Districts for women and youth	Number of long-term jobs created in target communities	2015 1500 (40% female)	Target by 2019 5 000 60% for women (35+yrs.) and female youth (35+yrs.)	Quarterly Progress Report  Annual project progress report	<b>Risk1:</b> Inadequate product quality and lack of market access could affect the sustainability of the enterprises and employment opportunities created  <b>Mitigation:</b> Project includes market linkage activities and support from the Standards Association of Zimbabwe (SAZ) to ensure product quality and certification
	Outcome 2: Increased incomes of targeted women and youth groups	Avg. monthly incomes of targeted groups involved in: a) horticulture b) artisanal mining	2015 a) US\$80 per person b) US\$60 per person	2019 a) US\$140 per person b) US\$90 per person	Ministry of Trade and Industry statistics	
Outputs	Component 1: Food Value Addition and Enterprise Development					
	Subcomponent 1.1: Support to Horticulture and Honey Value Chains Development					
	Output 1: Horticulture and honey processing units set up in targeted districts as MSMEs.	Number of horticulture and honey processing units set up as MSMEs	None (2015)	6 by 2019 (30% women-headed (35+ yrs.) and 30% female youth-headed	Supervision (IPR) reports  Quarterly progress reports	<b>Risk2:</b> Limited group cohesion could affect the effectiveness of the MSMEs created.  <b>Mitigation:</b> Project includes training on group dynamics and conflict resolution as well as close mentoring to ensure the performance of the groups.
	Subcomponent 1.2: Support to Enterprise Development					
Output 2: Women in mining enterprises supported	Number of women gold ore milling service centres set up as gold processing MSMEs	None (2015)	1 (2019) (100% managed by women)	Supervision (IPR) reports  Quarterly progress reports	<b>Risk 3:</b> Low business and technical skills could limit the competitiveness of the MSMEs  <b>Mitigation:</b> The project shall include BDS support to the MSMEs for business and technical skills enhancement	

KEY ACTIVITIES	Component 2: Institutional Capacity Strengthening (UA 0.68 million)					
	<u>Output 3:</u> Gender mainstreaming strengthened and sensitization conducted on new gender related laws and cross-border trade	Existence of guidance manuals on gender mainstreaming for line Ministries	None (2015)	Guidance manuals prepared (by 2018)	Supervision (IPR) reports  Quarterly progress reports	<b>Risk 4:</b> Delayed procurement decisions and improper use of project assets  <b>Mitigation:</b> Project shall put in place a robust processes for selection of services providers and suppliers and ensure the application of the agreed procurement rules and procedures and management of the project assets
		Number of provinces reached with sensitization campaigns on new gender laws and cross-border trade.	None (2015)	10 provinces reached by 2019		
	<u>Output 4:</u> Training module materials produced for VTCs and youth trained in business development	Number of VTC disciplines with training materials	None (2015)	10 disciplines to have training materials by 2018		
		Number of youth trained in business development	None (2015)	2000 youth (50%) female trained by 2018		
	<b>COMPONENTS</b>				<b>INPUTS</b>	
<i>Component 1:</i> <i>Food Value Addition and Enterprise Development (UA 2.57 million )</i>  <i>Subcomponent 1.1: Support to Horticulture and Honey Value Chains Development</i> <ul style="list-style-type: none"><li>Set up horticulture and honey processing units in targeted districts as MSMEs</li><li>Provide technical skills in horticulture and honey processing and marketing</li></ul> <i>Subcomponent 1.2: Support to Enterprise Development</i> <ul style="list-style-type: none"><li>Support the development of women in mining enterprises</li></ul> <i>Component 2:</i> <i>Institutional Capacity Strengthening (UA 0.65 million)</i> <ul style="list-style-type: none"><li>Strengthen gender mainstreaming in line Ministries and conduct sensitization on new gender related laws and on cross-border trade regimes and regulations (SADC, COMESA)</li><li>Produce training module materials for VTCs and train youth in business development</li></ul> <i>Component 3:</i> <i>Project Management (UA 0.57 million)</i> Coordinate implementation activities including procurement and disbursement; conduct monitoring and evaluation activities, auditing and implementation progress reporting				AfDB Grant : UA 3.41 million  Counterpart funding (in-kind): UA 0.38 million  Total: UA 3.79 million		

## Annex 8 Lessons learned and Good Practice

Annex 8: Lessons learned and Good Practices	
ILO Lesson Learned Template	
Project Title: Empowerment for Women and Youth Project (Component 1 E4WAY Project)	
Project TC/SYMBOL: ZWE/16/01M/BAD	
Name of Evaluator: Tahmid Arif	
Date: 10/2018	
The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.	
LL Element	
Brief description of lesson learned (link to specific action or task)	Realistic budget, project timeframes and scope are crucial to success. The level of ambition in terms of number of sites; processing centre specification and business development support delivered to beneficiaries must be aligned to the project budget.
Context and any related preconditions	The given Project budget and agreed outputs as per revised project document were not matched clearly. The revised project document was part of the YWEP project of AfDB to be implemented by GoZ
Targeted users / Beneficiaries	Internal ILO country office project management team involved in project designing.
Challenges /negative lessons - Causal factors	Three years is a relatively short period for a MSD project, particularly one that has extensive construction activities, this is further compounded by the delays in implementation can reduce likelihood of success.
Success / Positive Issues - Causal factors	None
ILO Administrative Issues (staff, resources, design, implementation)	Adequate timeframes would have also allowed for an inception period, in project planning creating room for smooth onset of implementation period.

## ILO Lesson Learned Template

**Project Title:** Empowerment for Women and Youth Project (Component 1 E4WAY Project)

**Project TC/SYMBOL:** ZWE/16/01M/BAD

**Name of Evaluator:** Tahmid Arif

**Date:** 10/2018

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

<b>LL Element</b>	
<b>Brief description of lesson learned (link to specific action or task)</b>	Sustainability can be achieved by paying attention to the entire value chain instead of having a narrow focus and intervening at the processing stage.
<b>Context and any related preconditions</b>	It is important to look at a value chain using a systemic lens that sees sectors and value chains as part of a wider system of rules, regulations and supporting functions – all of which may require some intervention.
<b>Targeted users / Beneficiaries</b>	The project management team.
<b>Challenges /negative lessons - Causal factors</b>	The project design focuses mostly on the development of processing centers not to the other parts of the value chains (for Mopane worm, horticulture)
<b>Success / Positive Issues - Causal factors</b>	Equal emphasis on all parts of value chain (establishing business model for the processing centers including forward and backward market linkage)
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	None

## ILO Lesson Learned Template

**Project Title:** Empowerment for Women and Youth Project (Component 1 E4WAY Project)

**Project TC/SYMBOL:** ZWE/16/01M/BAD

**Name of Evaluator:** Tahmid Arif

**Date:** 10/2018

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

<b>LL Element</b>	
<b>Brief description of lesson learned (link to specific action or task)</b>	Results based monitoring system accompanied with tools, trained support staff and frequent monitoring visits help maximize results, minimize inefficiencies and provide timely feedback.
<b>Context and any related preconditions</b>	The project was in the process of developing the M&E system and conducting baseline survey, although it started its major parts of implementation
<b>Targeted users / Beneficiaries</b>	The project management team.
<b>Challenges /negative lessons - Causal factors</b>	There was no results based monitoring system in place.
<b>Success / Positive Issues - Causal factors</b>	Development of results based monitoring system
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	Dedicated project staff for M&E and training of stakeholders on M&E tools and trackers.

## ILO Lesson Learned Template

**Project Title:** Empowerment for Women and Youth Project (Component 1 E4WAY Project)

**Project TC/SYMBOL:** ZWE/16/01M/BAD

**Name of Evaluator:** Tahmid Arif

**Date:** 10/2018

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

<b>LL Element</b>	
<b>Brief description of lesson learned (link to specific action or task)</b>	Focusing on project sustainability and identifying when, how and who will take over and follow-up on project achievements after the project period help in planning an effective project exit.
<b>Context and any related preconditions</b>	The implementation period is short and therefore, the sustainability issue as well as the exit strategy should be planned in the beginning after inception
<b>Targeted users / Beneficiaries</b>	The project management team and the line ministry of GOZ
<b>Challenges /negative lessons - Causal factors</b>	
<b>Success / Positive Issues - Causal factors</b>	Results Based M&E system will help in defining project exit strategy.
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	Dedicated project staff for M&E and orientation of team leader is required.

## ILO Emerging Good Practice

**Project Title:** Empowerment for Women and Youth Project (Component 1 E4WAY Project)

**Project TC/SYMBOL:** ZWE/16/01M/BAD

**Name of Evaluator:** Tahmid Arif

**Date:** 10/2018

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
<b>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</b>	The Government of Zimbabwe has demonstrated high levels of ownership and leadership, making significant contributions to the development of the project. The Government through the Ministry of Finance and Economic Planning; the Ministry of Women's Affairs, Community Development and the Ministry of Youth, Sport, Arts and Recreation continue to lead implementation. This level of political and technical support has played a significant role in delivery of phase one and it is anticipated that it can have a positive bearing on sustainability. The implementation of the programme has been further reinforced by the tripartite National Steering Council; constant interactions with the Ministry of Finance and Economic Development through the Programme Management Unit and the African Development Bank who are intimately engaged in programme process.
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	No doubt this ownership will help the smooth flow of project implementation however, project should aware of the bureaucracy in decision making and any change in the political environment for continuation and completion of project on time.
<b>Establish a clear cause-effect relationship</b>	Considering the prevailing political and economic condition of Zimbabwe, government ownership and leadership is quite important to make policy level changes in mainstreaming Value Chain development approach. Where the critical decision are taken by the GoZ, any such the enterprise development effort requires governments response and make relevant policy level changes for its sustainability
<b>Indicate measurable impact and targeted beneficiaries</b>	Enterprise development through value chain development for the youth groups (especially women) in the project locations
<b>Potential for replication and by whom</b>	Any other Value chain development project
<b>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's</b>	n/a

<b>Strategic Programme Framework)</b>	
<b>Other documents or relevant comments</b>	n/a