



# Evaluation Summary



International  
Labour  
Office

Evaluation  
Office

## *Empowerment for Women and Youth Project (Component 1 E4WAY Project) – Midterm evaluation*

### Quick Facts

**Countries:** *Zimbabwe*

**Mid-Term Evaluation:** *September – October 2018*

**Evaluation Mode:** *Internal*

**Administrative Office:** *DWT Pretoria/CO-Harare*

**Technical Office:** *Eval*

**Evaluation Manager:** *Simbarahse Sibanda*

**Evaluation Consultant(s):** *Tahmid Arif*

**Project Code:** *ZWE/16/01M/BAD*

**Donor(s) & Budget:** *AfDB, US\$2 771 813*

**Keywords:** Value chains, Youth employment, Women

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).

### Background & Context

#### Summary of the project purpose, logic and structure

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

#### Present Situation of the Project

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, designing of processing plants and its business models, no significant OUTPUT was produced as per the work plan. (this information is also available in the progress reports). However, it is likely that the outputs will be met if the project team can make adjustments in the targets and accelerate the

procurement process to make up the time loss in the start.

### **Purpose, scope and clients of the evaluation**

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: (1) An independent assessment 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 (2) 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). 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.

### **Methodology of evaluation**

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

The quantitative evidence, mostly in terms of budget figures were acquired mainly from the existing budget document and progress reports produced by the project.

There were no major limitations for this evaluation, except the unavailability of baseline data. Despite being a number of months into implementation the evaluation struggled to assess key indicators as few activities had been delivered. During the time of evaluation nothing much happened in the field regarding implementation. 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.

### **Main Findings & Conclusions**

**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, design of processing plants and its business models, no significant OUTPUT was produced as per the work plan. (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 accelerate 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.

**Efficiency:** 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.

## Recommendations

### Main recommendations and follow-up

**Recommendation 1:** All stakeholders should engage in discussions concerning the strategy for the project. 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.

**Recommendation 2:** The approach to targeting potential beneficiary groups must be reconsidered immediately. The project can consider a mix of working with existing groups and new groups. While working with existing groups, mechanisms should be there to include new members to reach targets and ensure good governance and management practices.

**Recommendation 3:** Finalise the development of a holistic M&E framework that captures the baseline and reflects expected results and impacts. This should follow a review of the logical framework.

**Recommendation 4:** A sustainable approach would be to look at the entire value chain beyond the processing centers. The project team should lead the discussion on the importance of a broader value chain development strategy at both input and output market levels.

**Recommendation 5:** The Government of Zimbabwe and the AfDB could consider extending the timeframe of the Project and providing additional resources to allow for greater Project Impact and return on investment. 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.

**Recommendation 6:** In view of the fact that the Project is understaffed, it is recommended that an intern or long term Consultant be employed to support project implementation, particularly for M & E interventions.