

ZIMBABWE:WORKS

FINAL PERFORMANCE EVALUATION FOR THE ZIMBABWE:WORKS PROGRAMME

FINAL REPORT

OCTOBER 2014

CONDUCTED BY
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LIST OF ACRONYMS

AO	Assistance Objective
BDS	Business Development Support
DFID	United Kingdom Department for International Development
FGD	Focus Group Discussion
IR	Intermediate Result
ISAL	Internal Savings and Lending
JAZ	Junior Achievement Zimbabwe
LFCLS	Labor Force and Child Labor Survey
M&E	Monitoring and Evaluation
MSC	Most Significant Change
NGO	Non-Governmental Organisation
PICES	Poverty, Income Consumption and Expenditure Surveys
PTS	Passport To Success
RBCT	Royal Business Consult Trust
RD	Restless Development
SiDA	Swedish International Development Agency
SME	Small and Medium Enterprise
TCPL	Total Consumption Poverty Line
USG	United States Government
VSLA	Village Savings and Loan Association
YA	Young Africa
Z: W	Zimbabwe Work
ZIMDEF	Zimbabwe Manpower Development Fund
ZIMSTAT	Zimbabwe Statistics Agency
ZNCC	Zimbabwe National Chamber of Commerce
ZOIC	Zimbabwe Opportunities Industrialization Centre

EXECUTIVE SUMMARY

This report provides findings, conclusions and recommendations from a performance evaluation of the Zimbabwe: Works Project. The performance evaluation sought to identify and describe major results of the Z: W programme, lessons learned along with potential innovations to scale up for the youth target market.

Performance Evaluation Objectives

The key objectives of this evaluation were to:

1. To make an overall, independent assessment of the extent to which the project met its planned objectives, outcomes and outputs based on I project design, workplan and M&E documents;
2. To assess the results and key lessons of the programme models and interventions implemented through the selected partners;
3. To establish the opportunities for innovative approaches and suitable partnerships; and
4. To provide the key conclusions for ZW phase 1 and major recommendations for proposed ZW phase 2.

Performance Evaluation Questions

The key evaluation questions are:-

1. To what extent has the project achieved its planned results?
2. The ZW phase 1 programme design comprised of integrated entrepreneurship, access to finance, employability and vocational skills training models and interventions. To what extent did the Z: W phase 1 models and components achieve the intended outcomes?
3. How did the project measure and achieve results around capacity building of sub-partners?
4. What are the lessons learned and proven models for programme up scaling?
5. Recommendations on what innovative approaches the ZW phase 2 programme design could include in the Zimbabwe youth context?

Methods

The Performance Evaluation used participatory qualitative and quantitative methods for data collection. Data collection tools included Key Informant Interview (KII) Guides, Focus Group Discussion (FGD) Guides, Individual Youth Questionnaire along with a Most Significant Change (MSC) Guide. Data collection involved 43 Key Informant Interviews, 289 Individual Youth Questionnaires, 8 Focus Group Discussions and 1 Most Significant Change Story.

Findings

To what extent has the project achieved its planned results and Phase 1 models and components that contributed to achievement of the intended outcomes?

Entrepreneurship models	Work Readiness Models
Model 1.1 Opportunity Identification, Business planning, referral, START ups	Model 2.1 Life skills, Vocational Technical Training, Private Sector (Internships Mentorships Apprenticeships), Employment Career Options
Model 1.2 SME Business Management and expansion, Access	Model 2.2 Life skills, Community Service, Private Sector internships/mentorships

Entrepreneurship models	Work Readiness Models
to finance, SME Expansion	
Model 1.3 Vocational Technical Training, Integrate entrepreneurship training, Access to finance and start up	Model 2.3 Life Skills, Private sector internships

The project improved employment, employability and productive engagement of young Zimbabweans (16-35 years). The project reached 1666 beneficiaries with employability interventions while 3347 beneficiaries were reached with entrepreneurship interventions. A total of 3573 beneficiaries received both employability and entrepreneurship interventions.

Access to mentorship, training and business development services including access to finance further contributed towards achievement of the project goal. A total of 8586 young people were reached against a target of 7613. Females and males respectively constituted 48.3% and 51.7% of beneficiaries reached.

Assistance Objective 1: Increased number of youth initiating and operating small and medium-sized enterprises

The project facilitated initiation and operation of small and medium-sized enterprises with over 1 in 3 (34.3%) trainees starting up businesses. Nearly 9 in 10 (89.9%) business start-ups survived with an average of 3.08¹ jobs being created. The average monthly salary bill was US\$526.15; monthly turnover was US\$1606.87 while monthly net profit was US\$684.20.

Model 1.3 has the least number of jobs created (2.28), monthly salary of US\$132.3, monthly turnover of US\$1298.7 and net profit of US\$251. All the three models have around 90% of business start-ups still running. SME business management and expansion (56.3%) was the most utilised under model 1.2 while the project surpassed the target on percentage of youths completing SMEs internship/mentorship by 30%. The project facilitated access to microfinance to 167 young people with 40 referred by Z: W project partners.

Assistance Objective 2: Increased number of youth with the relevant skills for employment

The concluded that life skills was the most applied skills after training across the three models (73% model 2.2, 66.7% model 2.3 and 54% model 2.1). A total of 1017 young people completed work readiness training whilst there was 124% achievement on the youths who completed work readiness training. Two hundred and eighty seven (287) youth participated in corporate/civil society internships/attachments and 477 youth participated in corporate/civil society sector mentorships, which lasted for an average of three (3) months.

¹ Harare (3.81), Bulawayo (2.32) and Goromonzi (2.11)

Assistance Objective 3: Improved attitudes amongst youth toward the future and their role as engaged, empowered participants

Training in passport to success (PTS) life skills curriculum was cited as critical and reportedly led to improved abilities and relationships at school, in communities and at workplaces. The CD-Risk assessment commissioned by Z: W (2013) showed that the largest number of beneficiaries were trained by; Restless Development, Empretec and Junior Achievement Zimbabwe [JAZ]. However, the most effective training organization measured by the proportion of youth that increased their resiliency after training is; Junior Achievement Zimbabwe [78%], followed by Young Africa [73%], then by Restless Development [66%], Then by ZNCC [63%], then by Empretec, RBCT and ZOIC all at 57%, and finally by Hlekwinini and BOOST at 45% and 44% respectively.

How did the project measure and achieve results around capacity building of sub partners?

The project invested in capacity building where plans were developed to strengthen partner capacity to deliver their contractual obligations. The project had a comprehensive capacity-building plan with specific capacity needs for all partners implementing entrepreneurship and employability interventions. The project initially identified partner capacity needs, which informed partner specific capacity building plans. Capacity building plans were developed on a quarterly basis, which provided opportunities to review the previous quarter and incorporate experiences and lessons learned into the following quarter plans. The plans were further aligned to programme management tools used as well as with annual programme workplans. Partners reported strengthened capacity in programming (entrepreneurship and employability), reporting writing skills, documentation, M and E and financial management systems.

Lessons Learned

- i. Implementing BDS and access to finance interventions in an integrated approach has higher potential to facilitate business start up, survival and expansion.
- ii. Young people are willing to participate in processes aimed at preparing them for the future and strengthening their competencies.
- iii. Outcomes from entrepreneurship and work readiness programmes are long term and require adequate implementation timelines.
- iv. Life skills training is a critical entry point for empowering young people in both entrepreneurship and work readiness.
- v. Demonstration of value for money and articulation a business case for private sector involvement is critical for getting buy-in and support.
- vi. Market driven approaches to entrepreneurship and employability interventions are key to the success of interventions.
- vii. Monitoring and Evaluation (M&E) expectations should be articulated at design and inception to create a common understanding especially in the context of a multiple partner project.

Recommendations

- i. Invest in a successor project that builds on the successes, competencies and networks developed and nurtured by the project. The project should have a longer timeframe (3-5 years) in order to further scale and deepen impacts.
- ii. Future similar projects should prioritize strengthening linkages between BDS interventions and access to finance interventions especially as evidence is showing links between training and potential for business survival.
- iii. Consider increasing the number of finance providers (microfinance institutions) to bring diversity, competition and product innovation. While young people should demonstrate creditworthiness, microfinance providers should develop innovative but non-exclusionary ways of facilitating access to finance for young people.
- iv. Strengthen engagement of the private sector at project inception in terms of their needs to inform the design of the employability intervention
- v. Leverage on existing structures and resources such as ZIMDEF for vocational skills training for youths
- vi. Incorporate follow up of young people reached as part of project M and E;
- vii. Explore possibilities of utilising social media and ICT platforms for key project components like M&E, data verification along with decentralised trainings. Potential approaches include the use of SMS to collect data from trainees.
- viii. Consider supporting young people based on a competition, which rewards the most innovative ideas with potential for success.
- ix. Develop a comprehensive partner's capacity assessment tool to be administered on intervals to be agreed with partners.
- x. Explore possibilities of adapting the ISAL approach so that it provides financing to start-ups that often faced challenges around access to finance.

Innovations

- i. Explore possibilities for using ICTs and mobile technology share market information, pricing information, best entrepreneurial practices, job market developments and related tips.
- ii. Consider development of e-platforms for young people to share experiences, and lessons learned on specific entrepreneurial and employment sectors. Technical support to youth beneficiaries can also be provided through ICTs. Access to finance components can integrate ICTs such as mobile money services in loan disbursement, payment and client relationship management.

SECTION 1: INTRODUCTION

Background

Young people (15-34 years) constitute 36% of Zimbabwe's total national population and 56% of the economically active population (Zimbabwe Statistics Agency-ZimStat, 2012). The 2012 Population Census data shows that youth aged 15-34 years constitute 84% of the unemployed population. The Zimbabwe 2011 Labor Force and Child Labor Survey (LFCLS) estimated that while the overall unemployment rate for youth aged 14-34 years was 15%, the majority, (87%) of the employed youth aged 15-34 years were considered to be in informal employment; 9% in formal employment and 4% in unclassifiable employment. The challenges have been attributed to macroeconomic challenges where industry capacity has slumped to 39% (CZI, 2012; ZEPARU/LEDRIZ 2013). The financial sector is under banked and 41% are financially excluded in the rural and urban areas (Finscope, 2011; Finscope 2012; FBC, 2013).

The International Youth Foundation introduced the Zimbabwe: Works (Z: W) project is a 30-month, US\$4.6 million USAID-funded programme launched in June 2012 to build job skills and improve the employment and self-employment status of more than 7000 youth in Zimbabwe. The IYF/Z: W initiative was implemented in 10 urban and rural locations throughout Zimbabwe². The project was implemented in partnership with ten³ (10) local NGOs and private sector firms with youth development experience.

Operating Environment

Political

The Zimbabwean government is constrained by the process through which it was elected. Development partners raised concerns on the credibility of electoral processes and this is likely to affect their overall participation in the country's economic recovery process. Some development partners have expressed preconditions for meaningful re-engagement with Zimbabwe, and these include concrete evidence of credible and tangible progress on political and democratic reforms. Citizen confidence in the Government's ability to solve the main problems confronting society is low. The lack of confidence is exemplified by the continued informalisation of economic activity where 84% of the people within the employable age are estimated to be in the informal sector.

There are no country specific governance data for Zimbabwe and key metrics used include the Mo Ibrahim Index which ranked Zimbabwe 47 out of 52 countries and only better than Chad, CAR, Eritrea, Congo DR and Somalia. There are also United Nations Rule of Law indicators but these are not systematically collected due to the challenges of collecting information related to rule of law in Zimbabwe. Civil Society Organisations have also come up with key barometers especially the Bribery Index populated by Transparency International Zimbabwe (TIZ) which details levels of corruption within different sectors.

² Bikita, Bubi, Bulawayo, Chitungwiza, Goromonzi, Gweru urban, Harare, Masvingo urban, Mutare and Umzingwane.

³ BOOST, Empretec, Hlekweni, Junior Achievement Zimbabwe (JAZ), MicroKing, Restless Development, Royal Business Consult Trust (RBCT), Young Africa, Zimbabwe National Chamber of Commerce (ZNCC) and Zimbabwe Opportunities Industrialization Centre (ZOIC)

Economic

Since 2009, Zimbabwe's economy has started to recover from the 1999-2008 crisis that saw economic output cumulatively declining by more than 45% (World Bank, 2014). Supported by a strong recovery of domestic demand and government consumption, real gross domestic product (GDP) grew by 20.1% in 2009-2011. Despite the strong 2009-2011 economic rebound, GDP growth has moderated to 4.4% in 2012 and slowed to an estimated 1.8% in 2013, dampened by the slow performance of the key sectors of the economy (World Bank, 2014). Zimbabwe's ranking in the World Economic Forum's Global Competitiveness Index report 2012/13 is 132 out of 144. Protection of property rights continues to receive a weak assessment (ranked 137) and reduces the incentive for businesses to invest. The country's poor credit rating (ranked 142) limits the capacity of the country to access offshore lines of credit. There is also need to upgrade overall infrastructure; the country ranked 123 in this area (AfDB, 2013).

The 2011-2012 Poverty, Income Consumption and Expenditure Surveys (PICES) estimated that 72.3% of Zimbabweans were poor, with poverty being most prevalent in rural areas, where 84.3% of people were deemed poor (Zimbabwe Statistics Agency-ZimStat, 2013). 62.6% of households were deemed poor, whilst 16.2% of them were in extreme poverty. Growth in total credit to the private sector leveled off as it reached \$3.9 billion in December 2013. Vulnerabilities in the banking sector are rising amidst rising levels of non-performing loans (15.9% by December 2013), low liquidity levels (27.8% by December 2013) and rising credit risks especially in smaller banks.

Evidence from the Zimbabwe Vulnerability Assessment (ZimVac 2013); shows that 12% of children of school going age (5-17 years) were not in school. The results illustrated the critical interplay between poverty and access constraints as the majority (55%) of children who were not in school cited financial constraints as the key reason. The ZimVac (2013) further concluded that national average household income for April 2013 was US\$95; which is low compared Zimbabwe's food basket pegged at \$562,52 (CCZ, 2013).

Socio-Cultural

The socio-economic challenges that have faced Zimbabwe for the past 15 years have resulted in significant challenges around access to necessities. Access to housing has largely been facilitated with the Multiple Indicator Cluster Survey (2014) showing that 84.6% of households lived in a house with finished walls with an average of 2.3 persons per room for sleeping. However, over one in three (35.4%) of respondents are either moderately or severely stunted. Access to appropriate water and sanitation services is still a key gap with the country having been affected by water borne diseases like Cholera, typhoid and rotavirus.

Access to food is still a key challenge with an estimated 2% of rural households reported to be food secure from only the cereal stocks they had as of April 2013. During the first quarter of the 2013/14 consumption year, 241,348 people already had insufficient incomes to access adequate food while 89.2% of households were projected to be unable to meet their annual food requirements for the 2013/14 consumption year (ZimVac; 2013).

Women constitute 86% of those whose livelihoods depend on agriculture but ownership and control of agricultural land, inputs and outputs is largely skewed in favour of men (Gender Links, 2011). In addition, the Zimbabwe Demographic and Health Survey (ZDHS 2010-11) concluded that for every two (2) males living with HIV, there are (3) women also living with HIV (ZDHS, 2010-11). The material disempowerment of women is summed by the Multiple Indicator Monitoring Survey (MIMS, 2014) which concludes that “social isolation, combined with little education and poor vocational training reinforce the engendered nature of poverty” (2009: p115).

With 84% of the employable population estimated to be in the informal sector, women have been pushed further to the margins and their potential for resilience has largely been affected. A study on the SMEs in 2012 concluded that 40% of those in the informal sector earn less than USD200 per month while 11% of them reported not having a monthly income. There are key gaps in promoting child development with 21.6% of children aged 36-59 months having attended and early childhood education.

Technological

Internet access in Zimbabwe has increased in the past five (5) years with an estimated 1.4 million people connected to the internet (Internet World Stats, 2014). Although internet access statistics put Zimbabwe among countries with the highest access in Africa, it is still considered highly expensive. The internet has provided access to diverse opinions as well as an unrestricted space for engagement. However, only 11% of the population have access and this limits the extent to which it can be an effective platform for mass mobilisation.

Overview of Zim: Works Project

The Z: W project goal was:

Improved employment and self-employment status of young Zimbabwean men and women (age 16-35). The specific assistance objectives were:

- i. Assistance Objective 1: Increased number of young women and men initiating and operating small and medium-sized enterprises;
- ii. Assistance Objective 2: Increased number of young women and men with the relevant skills for formal sector employment; and
- iii. Assistance Objective 3: Improved young women's and men's attitudes toward the future and their role as engaged, empowered participants.

The project aimed to:

- Provide job-related training and support entry into gainful employment in the formal and informal economies;
- Support self-employment and entrepreneurship development, including through increased access to relevant mentorship, training, and business development services including access to finance;
- Deliver effective life-skills training to build employment and self-employment skills, social capital, and personal self-esteem; and
- Promote and facilitate civic engagement through which unemployed Zimbabweans may acquire valuable leadership, organization and job-related skills, and experience whilst serving their local communities.

The Z:W project was implemented through the entrepreneurship and work readiness models below, which were tailored to the needs of specific target districts, as well as the availability of existing quality youth services in these districts that IYF/Z:W could support to rapidly scale during the project timeframe.

Table 1: Project Models

Entrepreneurship models	Work Readiness Models
Model 1.1 Opportunity Identification, Business planning, referral, START ups	Model 2.1 Life skills, Vocational Technical Training, Private Sector (Internships Mentorships Apprenticeships), Employment Career Options
Model 1.2 SME Business Management and expansion, Access to finance, SME Expansion	Model 2.2 Life skills, Community Service, Private Sector internships/mentorships
Model 1.3 Vocational Technical Training, Integrate entrepreneurship training, Access to finance and start up	Model 2.3 Life Skills, Private sector internships

The table below shows the project results framework.

Table 2: Project Results Framework

Goal (ultimate outcome)						
<i>Improved employment, employability and productive engagement of young Zimbabweans (age 16-35)</i>						
Assistance Objective 1: Increased number of youth initiating and operating small and medium-sized enterprises			Assistance Objective 2: Increased number of youth with the relevant skills for employment	Assistance Objective 3: Improved attitudes amongst youth toward the future and their role as engaged, empowered participants		
IR 1.1 Improved entrepreneurship and business planning/ management skills amongst new and existing youth entrepreneurs	IR 1.2 Improved youth understanding and awareness of successful SME business practices.	IR 1.3 Increased access to finance amongst youth to support existing and planned enterprises	IR 2.1 Increased number of youth with market-driven employment skills	IR 2.2 Increased youth access to and participation in internships & mentorships programs with private sector companies	IR 3.1 Improved skills amongst youth that supports them to lead healthy, productive lives	
Output 1.1.1 BDS provision for new and existing youth entrepreneurs strengthened and expanded	Output 1.2.1 Existing SME mentorship systems strengthened	Output 1.3.1 Loan mechanisms established and operational, both for existing and new youth entrepreneurs	Output 2.1.1 Market-responsive technical and vocational training programs strengthened and expanded	Output 2.2.1 Private sector internship systems strengthened and/or established	Output 3.1.1 Life skills training programs strengthened and expanded	
					Output 3.1.2 Community service and volunteerism systems strengthened and expanded	

Performance Evaluation Purpose

This evaluation sought to identify and describe major results of the Z: W programme, lessons on what worked and what could be scaled up for the youth target market. The evaluation assessed opportunities and the feasibility of possible innovations to the foundation design of Z: W phase 1 and inform a potential Z: W phase 2.

Performance Evaluation Objectives

The key objectives of this evaluation were:

1. To make an overall, independent assessment of the extent to which the project met its planned objectives, outcomes and outputs based on the project design, workplan and M&E documents;
2. To assess results and key lessons of the programme models and interventions implemented through selected partners;
3. To establish opportunities for innovative approaches and suitable partnerships; and
4. To provide key conclusions for Z: W phase 1 and major recommendations for proposed ZW phase 2.

Performance Evaluation Questions

The key evaluation questions were:-

1. To what extent did the project achieve its planned results?
2. The Z: W phase 1 programme design comprised of integrated entrepreneurship, access to finance, employability and vocational skills training models and interventions. To what extent did the Z: W phase 1 models and components achieve the intended outcomes?
3. How did the project measure and achieve results around capacity building of sub-partners?
4. What were the lessons learned and proven models for programme up scaling?
5. Recommendations on what innovative approaches the ZW phase 2 programme design could include in the Zimbabwe youth context?

Performance Evaluation Methodology

This Performance Evaluation used participatory qualitative and quantitative methods for data collection with a focus on achievements to date. A goal-based evaluation model was adopted using the project goal and objectives as the standards for the Evaluation.

The figure below provides an overview of the performance evaluation methodology.

Figure 1: Performance Evaluation Methodology

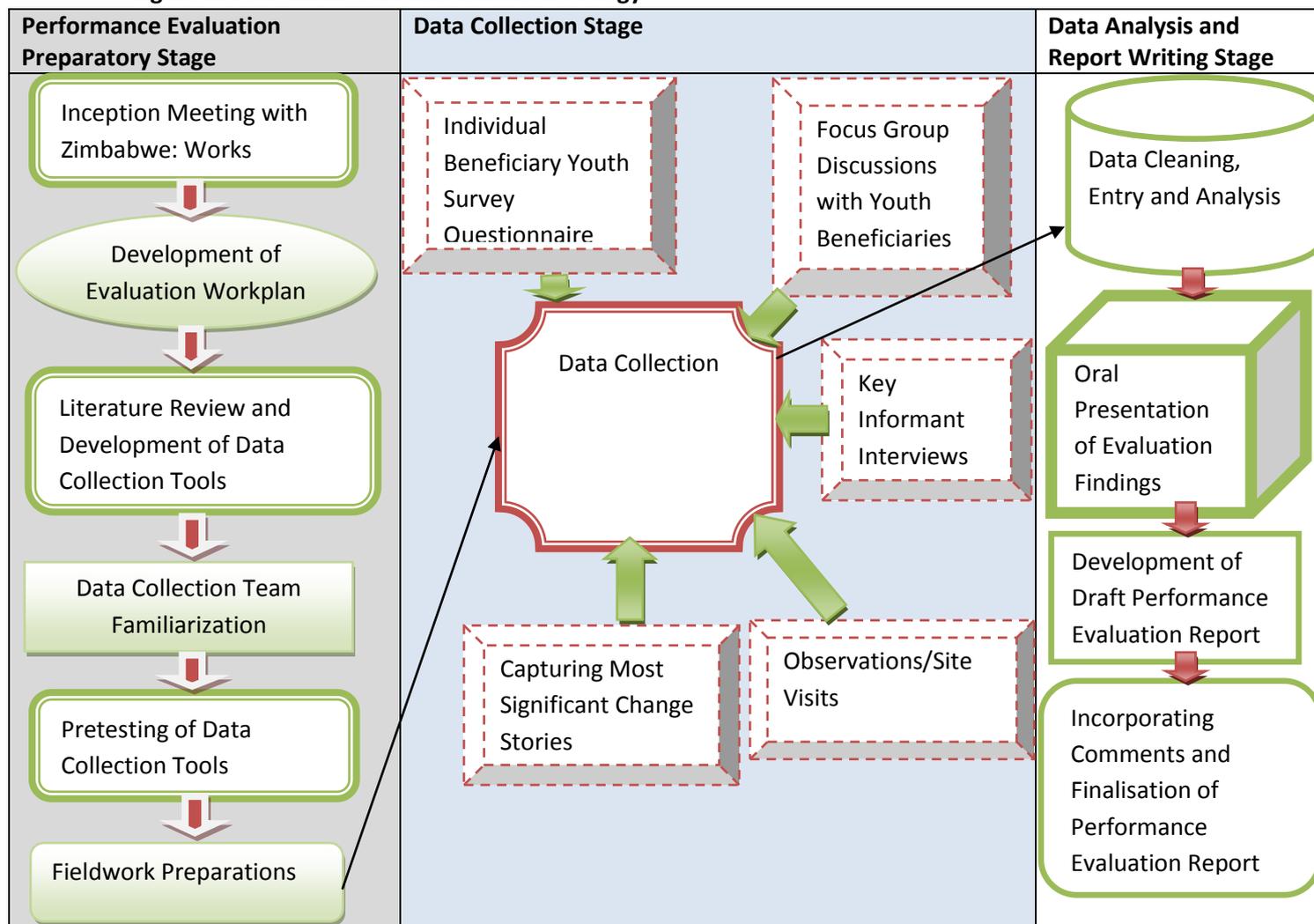


Table below shows the evaluation questions by type of key informant.

Table 3: Evaluation questions by type of key informant

Evaluation Question	Type of Key Informant					
	USAID	Other Donors	ZW Staff	Partner Staff	Private Sector/NGO	Stakeholders
Project models and activities implemented	X		X	X		
Extent of achieving planned results	X		X	X		
Key barriers/challenges to achievement intended	X		X	X	X	
Project results						
Organizational critical capacities built			X	X		
Innovative approaches	X		X	X		
Opportunities to mainstreaming economic empowerment programming for women and girls	X		X	X		
Project relevance in the Zimbabwean context	X	X	X	X	X	X
Provision of support for youths on		X				X

Evaluation Question	Type of Key Informant					
	USAID	Other Donors	ZW Staff	Partner Staff	Private Sector/NGO	Stakeholders
entrepreneurship and or employability						
Type of interventions and innovations for future support in terms of entrepreneurship and employability		X				
Barriers, constraints and opportunities for women and girls	X	X	X	X	X	X
Role of the private sector, corporate, small and medium enterprises or NGOs play in internships programmes to secure full time jobs for youth					X	
Experience working with youths referred by ZW Project partners					X	
Willingness of the private sector to invest in life skills training and co-financing the internship before paying in full for a secured job					X	
Lessons learned	X		X	X		
Recommendations for future similar project	X		X	X	X	X

Individual Beneficiary Youth Survey Questionnaire Sample Size Calculation

The individual beneficiary youth survey questionnaire sample size was calculated using 7,000 as the number of youth who benefitted from the project. The sample size is calculated using a confidence level of 95%, an acceptable margin of error of 6%, and a response distribution of 50%. These preconditions yield a statistically representative minimum sample size of 258 beneficiary youths (<http://www.raosoft.com/samplesize.html>). A contingency of 10% was added to the minimum sample size to cover for non responses and incomplete response to give a sample size of 284. The figure was rounded upwards to 300 for easy divisibility among the project models, and the three evaluation areas. This sample size is allocated proportionally inline with the number of project beneficiaries in each of the selected implementation areas as shown below.

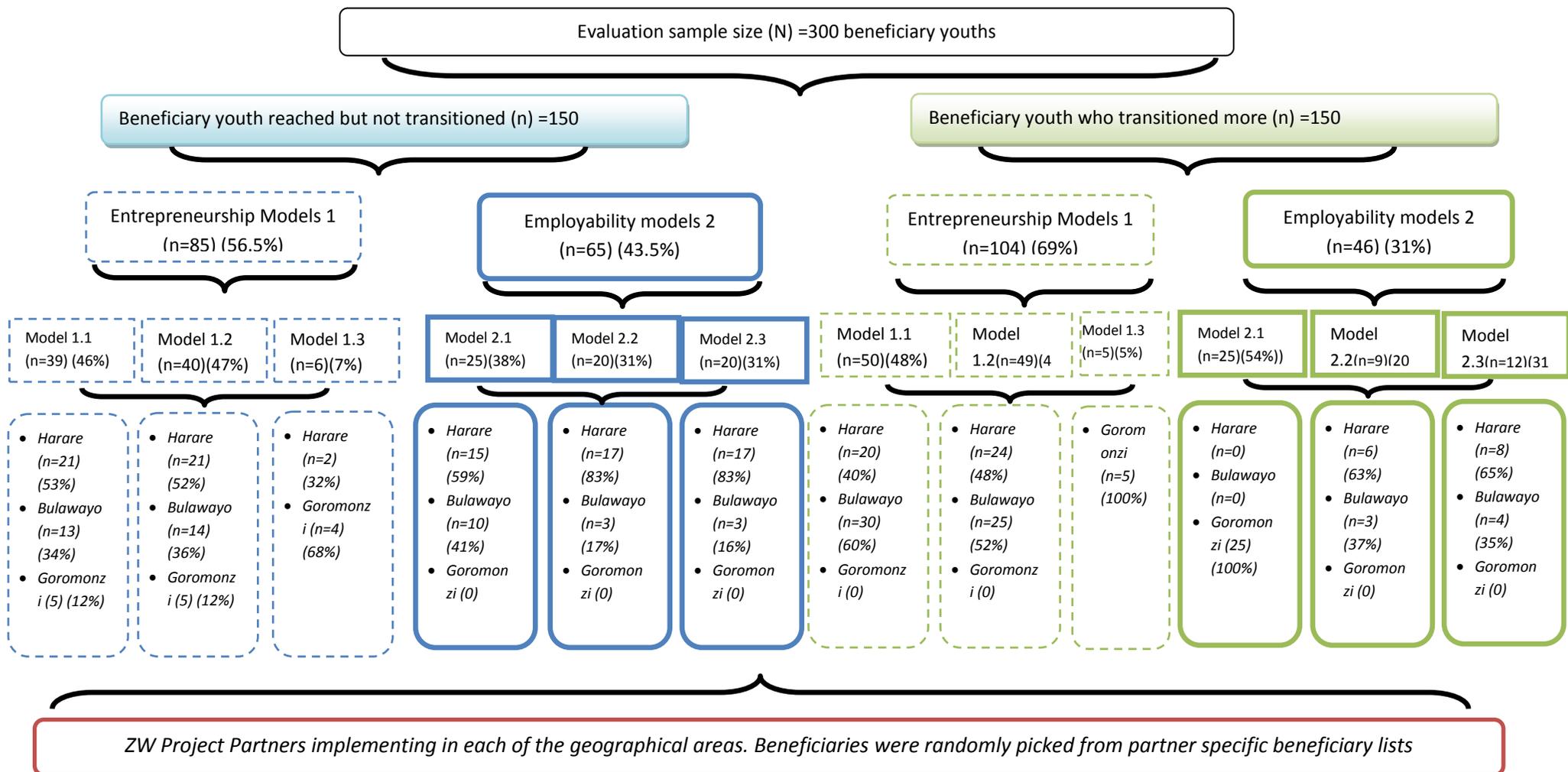


Figure 2: Evaluation Sampling Approach

Minimising Bias

To minimise bias, the evaluation team used a multi-stage stratified sampling strategy. The first stratum consisted of beneficiary youth reached (not transitioned) and beneficiary youth who transitioned. The second stratum consisted of beneficiaries in entrepreneurship and life skills models. The third stratum consisted of three models under each group of models. Stratum 4 consisted of beneficiaries from three of the 10 target areas—Harare, Bulawayo and Goromonzi—which include urban, peri-urban and rural locations. The evaluation team randomly selected respondents at implementation area using random number generation.

The table below provides an overview of data collection methods and respective figures reached by the Evaluation team.

Table 4: Evaluation respondent profile

Data Collection Method	Level	Names of Organizations Interviewed and Number	Number of Respondents	Gender	
				Male	Female
Key Informant Interviews	Project Management and Support Team	Zimbabwe Works	5		
	Project Partners	Eight Partners (RBCT, Microking, Young Africa, Boost Fellowship, Junior Achievement Zimbabwe, Restless Development, Empretec and ZNCC)	22		
	Government	Ministry of Small and Medium Enterprises and Cooperative Development	2		
	Project Donor	USAID	3		
	Other Donors	Three other donors (DFID, SiDA, and EU)	3		
	International NGOs	Two INGOs (Mercy Corp, and Care International)	2		
	Multi-laterals	Two multilaterals (ILO, and World Bank)	2		
	SME Associations	Two (SME Association of Zimbabwe and Chamber of SMEs)	2		
	Private Sector/NGOs	Eight private sector (Telecel, CZI, Thompson and Stevenson Legal Practitioners, Econet Wireless, Gutu Carpenters, ZimPlats, Jackie's Palour, Sewing Business) & Two NGOs (ProAfrica and The Loving Hand)	10		
Individual Youth Questionnaire	Community		289	180	109
Focus Group Discussions	Community		8	38	27
Most Significant Change Stories	Community		1	1	

2.2.13 Data Analysis & Report Writing

Quantitative Data Analysis was done using the Statistical Package for Social Sciences (SPSS). This involved calculating descriptive statistics frequencies, percentages, chi-square (test of association between models and project outcomes and impact) and averages. Qualitative data analysis was done using content analysis of FGD, and Key Informant transcripts as well as quasi statistics.

A debrief Power Point presentation summarising preliminary findings, lessons learned, conclusions and recommendations was developed after data collection. Feedback from the debrief was incorporated into the final Evaluation report.

Performance Evaluation Limitations

1. Lack of beneficiary data quality audit to verify beneficiaries reached by the project. The evaluation team repeatedly consulted the project database to randomly sample additional beneficiaries when they could not reach initially sampled respondents.

SECTION 2: KEY FINDINGS

This section presents findings by evaluation question, based on the Scope of Work (SOW) provided as Annex 1.

To what extent has the project achieved its planned results and phase 1 models and components that contributed to achievement of the intended outcomes?

Planned results are discussed in line with the Zimbabwe: Works (ZW) Project Results Framework.

Project Goal: *Improved employment, employability and productive engagement of young Zimbabweans (age 16-35).*

The project improved employment, work readiness and productive engagement of young Zimbabweans (16-35 years). A total of 1666 beneficiaries were reached with work readiness interventions while 3347 were reached with entrepreneurship interventions (Z: W Performance Monitoring Plan (PMP), September 2014). More beneficiaries (3573) beneficiaries received both work readiness and entrepreneurship interventions (Z: W PMP, September 2014). The project invested in access to mentorship, training and business development services including access to finance through Microking⁴, which contributed to achievement of project goal.

The project over achieved by 13% the goal level indicator on the number youth productively engaged through the Z: W initiative. A total of 8586 young people were reached and productively engaged through against a target of 7613 (Z: W PMP, September 2014). Young women constituted 48.3% of project beneficiaries against a target of 40% whilst young men constituted 51.7% of beneficiaries against a target of 60%.

The project also exceeded by 8%, targets for cross-cutting issues as measured by the proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (e.g., credit, income or employment) (Z: W PMP, September 2014). Furthermore, the project increased the proportion of the target population reporting positive attitudes towards gender equality. The project over achieved this target by more than four times from a set target of 10% to 44% achievement (Z: W PMP, September 2014).

⁴Microking is a microfinance institution which already provides support to Small and Medium Enterprises.

Assistance Objective 1: Increased number of youth initiating and operating small and medium-sized enterprises

Table 5: Project Models

Entrepreneurship models
Model 1.1 Opportunity Identification, Business planning, referral, START ups
Model 1.2 SME Business Management and expansion, Access to finance, SME Expansion
Model 1.3 Vocational Technical Training, Integrate entrepreneurship training, Access to finance and start up

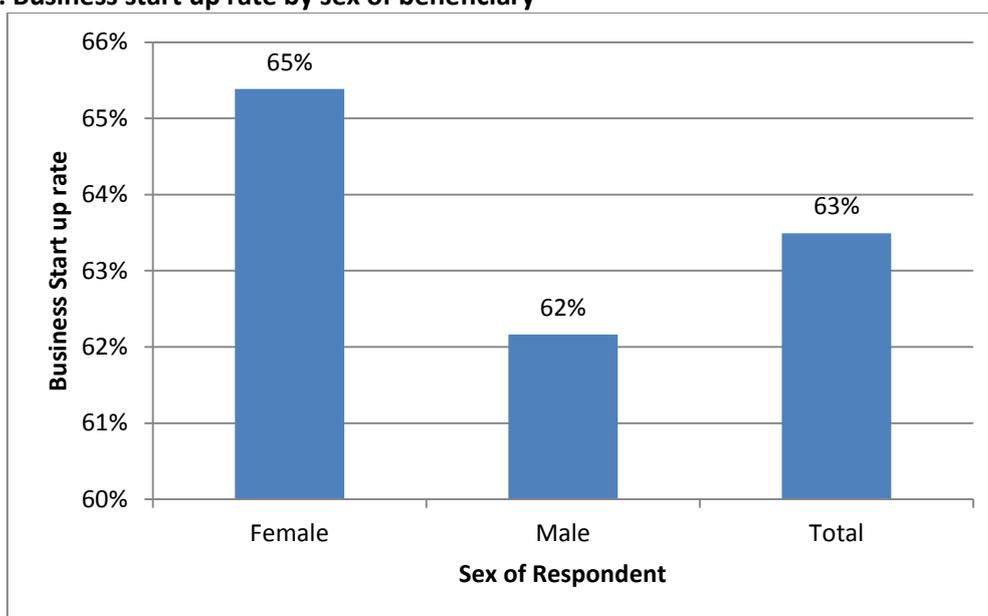
Successes

The project facilitated initiation and operation of small and medium-sized enterprises with 63% new

Goal setting has helped us to set targets and achieve them. Those targets worked as yard sticks to measure our successes and failures **(FGD Participants, Bulawayo)**

business start-ups after training or support (Performance Evaluation Data, October 2014). The figure below shows that females (65%, N=52) had a higher start up rate compared to males (62%, N=74).

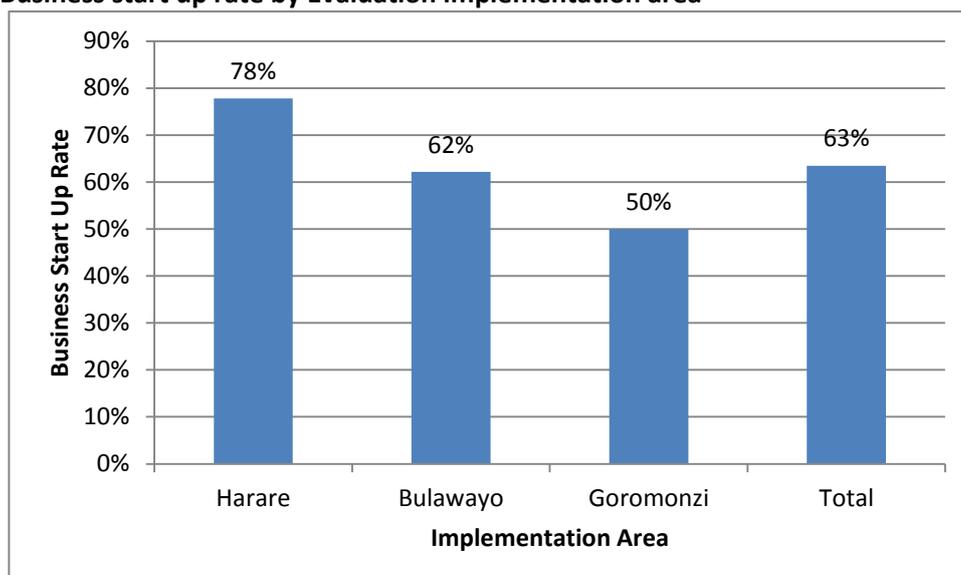
Figure 3: Business start up rate by sex of beneficiary



Source: Performance Evaluation Data, October (2014)

Harare had the highest business start up rates (78%, N=45) followed by Bulawayo (62%, N=37) and then Goromonzi (50%, N=44). Start-ups had high survival rates as nearly 9 in 10 (89.9%) of them were still operating at the time of evaluation (Performance Evaluation Data, October 2014). Business survival rates were higher in female youth (93.9%, N=33) compared male youths (87%, N=46) (Performance Evaluation Data, October 2014). Trainees appreciated the approach used as it included both theoretical and practical components as reported in 6 out of 8 FGDs.

Figure 4: Business start up rate by Evaluation implementation area



Source: Performance Evaluation Data, October (2014)

Model 1.1: Opportunity Identification, Business planning, referral and start ups had between 34% and 45% business start ups and few trained beneficiaries (between 2% and 15%) who failed to start a business after training. Each business created an average of 3.08⁵ after training while the monthly salary bill was US\$526.15⁶ with monthly turnover of US\$1606.87⁷ and monthly net profit of US\$684.20⁸.

The table below shows significant differences between sex of respondent and entrepreneurship outcomes.

Table 6: Entrepreneurship outcome areas by sex of beneficiary respondent

Sex of Respondent	Outcome Area	N	Average
Female	Number of people currently employed after training	43	1.93
	Monthly salary bill after training (US\$)	40	US\$167.475
	Monthly turnover after training (US\$)	39	US\$813.33
	Monthly net profit after training (US\$)	37	US\$219.30
Male	Number of people currently employed after training	84	3.67
	Monthly salary bill after training (US\$)	77	US\$712.47
	Monthly turnover after training (US\$)	80	US\$1993.73
	Monthly net profit after training (US\$)	77	US\$907.60

Source: Performance Evaluation Data, October (2014)

⁵ Harare (3.81), Bulawayo (2.32) and Goromonzi (2.11)

⁶ Harare (US\$866.03), Bulawayo (US\$105.53) and Goromonzi (US\$119.74)

⁷ Harare (US\$2622.95), Bulawayo (US\$336.18) and Goromonzi (US\$584.21)

⁸ Harare (US\$1161.08), Bulawayo (US\$136.11) and Goromonzi (US\$186.93)

Model 1.1 has the highest outcomes in terms of average number of jobs created (3.75), monthly salary bill of US\$817.28, monthly turnover of US\$2267.6 and net profit of US\$994.73. On the other hand, model 1.3: Vocational technical training, integrated entrepreneurship training, access to finance and start up had the highest percentages of trained beneficiaries who failed to start up businesses (between 29% and 36%). In addition, model 1.3 has the least outcomes in terms of average number of jobs created (2.28), monthly salary of US\$132.3, monthly turnover of US\$1298.7 and net profit of US\$251. Qualitative insights from the evaluation show that youths participating in vocational trainings were coming from disadvantaged backgrounds which could have contributed towards low start-up rates. All the three models have around 90% of business start-ups still running.

IR1.1: Improved entrepreneurship and business planning/management skills amongst new and existing youth entrepreneurs

The table below shows that the project has achieved performance indicator targets. BDS training activities, entrepreneurship and business planning/management training resulted in improved entrepreneurship and business planning/management skills amongst new and existing youth entrepreneurs. The table below shows indicator performance for Intermediate Result 1.1.

Our overall approach to business has changed, we have embraced the 'I CAN DO IT' attitude shifting from the belief that only educated people can run a successful business **(Young male FGD participant, Bulawayo)**

Table 7: Intermediate Result 1.1 Indicator Performance

Indicator	Life of Project Target	Total Achieved to September 2014	Life of Project % achieved
% completing BDS training activities	75%	98%	98%
% of youth provided BDS who continue to use/apply BDS	70%	67%	67%
# of youth trained in entrepreneurship and business planning/management	5558	5389	97%
# of contact days, participating youth are engaged in entrepreneurship and business planning/management training	22192	22368	101%
# of new businesses started	159	194	122%

Source: Z: W PMP, September (2014)

Performance evaluation analysis concluded that entrepreneurship related training was mainly done over five days with vocational skills training conducted in over 3 to 12 months. The skills being applied the most after training are opportunity identification (55.6%) and business planning (56.5%) under Model 1.1⁹, SME business management and expansion (56.3%) under model 1.2¹⁰. Model 1.3¹¹ has the least proportion of beneficiaries applying skills they were trained on for example vocational technical skills (32%) and integrated entrepreneurship skills (36%). The trends were attributed to the disadvantaged background of most of the beneficiaries who had limited access to capital.

⁹Opportunity Identification, Business planning, referral and start ups

¹⁰ SME Business Management and expansion, Access to finance, SME Expansion

¹¹ Vocational Technical Training, Integrate entrepreneurship training, Access to finance and start up

IR1.2: Improved youth understanding and awareness of successful SME business practices

The Project surpassed the set targets (by 30%) on percentage of youths completing SMEs internship/mentorship (Source: Z: W PMP, September 2014). Young people reported improved understanding and awareness of successful SME business practices. All (100%) reported satisfaction with internship/mentorship. Increased knowledge was highlighted in three out of the eight FGDs as illustrated by the quotations below.

We now have increased knowledge on how to write proposals, financial management and goal setting **(FGD Participant, Goromonzi)**

After the training, I was able to change my internet café service provider which resulted in better quality internet service. There has been a 100% growth in turn over as a result **(Female FGD participant, Bulawayo)**

My branding business has grown with more machinery acquired after training which enabled me to reduce the cost of outsourcing services **(Male FGD participant, Bulawayo)**

Table 8: Intermediate Result 1.2 Indicator Performance

Indicator	Life of Project Target	Total Achieved to September 2014	Life of Project % achieved
% completing SME internships/mentorships	70%	100%	100%
% reporting satisfaction with internship/mentorship	90%	100%	100%
# of youth participating in SME mentorships	168	298	177%
# of youth participating in SME internships	175	302	173%
# of contact days on average, participating youth are engaged in SME mentorships	11088	16745	151%
# of contact days, participating youth are engaged in SME internships	13300	13113	99%

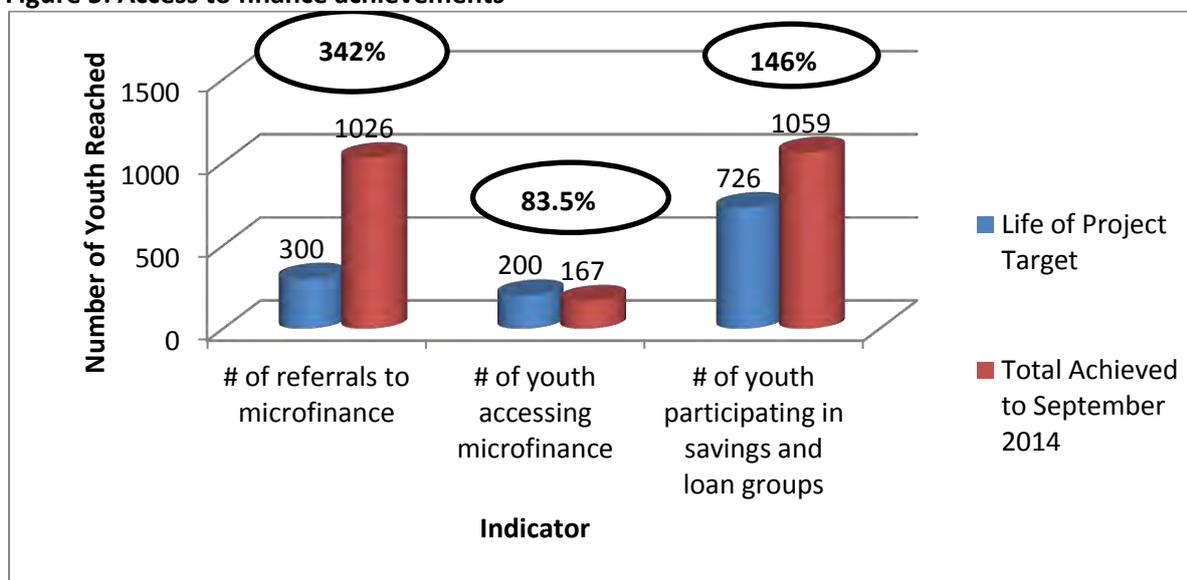
Source: Z: W PMP, September (2014)

IR1.3: Increased access to finance amongst youth to support existing and planned enterprises

The project-facilitated access to microfinance to 167 young people with 40 referred by Z: W project partners whilst 127 were from open market. To date the project achieved 83.5% of the set target and is on course to meeting the set target by December 2014. Microfinance only funded new businesses that had operated for a period between three (3) and 12 months. The microfinance partner did not fund completely new start-ups as a risk reduction approach. The delinquency rate was low, 1% (below the international benchmark of 5%) due to careful selection of young beneficiaries by MicroKing both from Z: W partners and the open market. A referral mechanism was established for the 5 BDS partners to work with 7 Microking branches in Harare, Mutare, Bulawayo, Gweru and Chitungwiza.

The Z: W programme invested in facilitating monthly round tables between BDS partners and Microking, town and branch specific workshops for financial literacy, description of the loan products for youth trained in entrepreneurship, youth loan beneficiaries, successful local business people as role models as well as local councils for business registration and ZIMRA for business tax sessions.

Figure 5: Access to finance achievements



(Source: Z: W PMP, September 2014)

Savings and loan groups reportedly bridged the gap in access to funding for young people. The figure above shows that the project facilitated formation of and participation in savings and loan groups for 1059 young people. Over 1 in 4 (28%) of evaluation participants reported being part of savings and loan groups. The table below shows the number of ISALs formed under Z: W, the groups that are still active along with amounts they have saved.

Table 9: Number of ISAL groups formed, still active and amounts saved

Location	No. of Groups formed after training	Groups that never took-off the ground	No. Of Active Groups as of Aug 2014	Amounts saved by Active Groups as at Dec 2013/Aug 2014 (US\$)
Bubi	23	4	4	\$2 181 (as at Dec 2013)
Bulawayo	32	-	-	No information available
Goromonzi	7	2	4	\$3 100 (as at Aug 2014)
Harare	4	4	0	\$0.00
Mutare	7	3	0	\$70 (as at Dec 2013)
Umzingwane	18	3	4	\$1 228 (as at Dec 2013)

Assistance Objective 1 Challenges

Short project timeframe

Partners reported that the 21 months¹² timeframe for implementing the BDS component was short and inadequate especially for achieving sustainable outcome level results on entrepreneurship. Key informants outlined that business start-ups, follow up and related support/mentorship require more time than was allocated by the project. Young people outlined that the average of 5 days for theoretical training and 3 months attachment were short and incompatible with objectives of facilitating business start-ups or facilitating work readiness among young people.

3 months is short to master steel fabrication. They cannot be able to start own businesses. There are half baked (Master craftsman, Goromonzi)

The short project time frame made access to finance difficult as it meant short repayment period for young people. The initial loan tenure was between 1 and 3 months (July to November 2013) and was later extended to a maximum of 12 months. Some beneficiaries who accessed funding said:

Most loans are short term and they do not allow businesses to establish themselves and begin to repay the loans (**Access to Finance Beneficiary, Bulawayo**)

Short loans demand repayment to commence the very month end someone gets the loan. Some businesses take time to make profits for example Poultry (**Access to Finance Beneficiary, Bulawayo**)

Limited understanding of the access to finance product and conditions by BDS partners

There was limited understanding of the access to finance component of the project. However, loan conditions for July to November 2013 and February to November 2014 were clear for example on start up business loan criteria:

- At least 30% of the total loan fund value will be provided to recipients referred by an existing Z: W implementing partner
- Loan recipients must be aged 18-35 years
- New business must have been in operation for between 3 to 12 months
- Collateral requirements were household or business assets, guarantor and co-guarantee arrangement for groups.

Evidence from the evaluation validates the conclusion that BDS partners had limited understanding of the access to finance conditions and product. An example is that BDS partners were supposed to refer 300 young people for access to funding but they referred more than three times (1026).

Partners went overboard to sell their training by saying there is access to funding after training. They wanted to meet their training targets at the expense of quality (MicroKing)

BDS partners had this to say:

¹² The overall project timeframe was 30 months

The biggest challenge was related to accessing funding. Access to funding was a key incentive and young people's hope were raised only for them to be eventually frustrated when they failed to access funding **(BDS Partner)**.

Lack of diversity in provision of access to finance

Microking was the sole provider of access to finance for young people. Some key informants outlined that more microfinance players could have brought more partners, innovation, diversity and ultimately improved access to finance for young people. Young people reported lack of collateral (42.6%), lack of guarantor who is employed (17.6%), negative perception by funders about young people (17%) and financial institutions not funding start ups as major challenges they faced trying to access funding.

Studies have demonstrated that Internal Savings and Lending (ISAL) can potentially diversify sources of income for young people (Rieneke, 2010; Filmer, Deone and Louise Fox, 2013; Ondoro, 2012; World Bank, 2013). However, all the studies focused on ISALs in the context of livelihoods and there has been limited enquiry on the extent to which they can be extended towards micro-enterprise development. Within the context of livelihoods strengthening, analysis has demonstrated that ISALs perform better when supported by reliable sources of income to finance the regular contributions by members.

The approach can be applied to micro enterprises as it provides localised access to capital for start-ups, which can be used to access additional financing from mainstream micro-finance institutions. Most critically, ISALs facilitate creation of a "saving culture" and can potentially address perceptions that microfinance accessed with support from development institutions equates to free money. Addressing perceptions of "free" money is important as a review of the Kurera/Ukondla Youth Fund administered by the Central Africa Building Society (CABS) concluded that "the perception of funds as free money impacted on repayments hence a very high non-performance rate" (Mubaiwa; 2014: p46).

Limited operational level linkages between BDS partners and access to finance service provider

BDS partners focused on training young people to meet their own targets with limited linkages with the access to finance provider. On the other hand, the access to finance provider focused on providing access to finance with limited integration with BDS partners. This resulted in a low success rate (4%) for young people who sought capital.

Limited follow up of project beneficiaries

The project did not have as part of Monitoring and Evaluation (M and E) a mechanism to systematically follow up trained young people to check on progress in terms of outcomes such as business start up, survival rates and provision of continuous support/ mentorship.

Skills training not always matched with the opportunities in the context

Skills training not always matched with opportunities in the context or market driven as partners at times developed over subscribed skills such as welding and carpentry skills in Chitungwiza. The type of vocational skills required in an urban set up and rural set up are different even within the same trade such welding. In urban area one welds household related goods such as window frames, doorframes, gates whilst in rural areas agricultural related products such as scotch carts, ploughs are more relevant.

Lost opportunities around leveraging on existing structures and resources

The project lost opportunities to leverage on existing resources such as the Zimbabwe Manpower Development Fund (ZIMDEF) especially on vocational skills training. ZIMDEF pays US\$100 for every student on attachment/apprenticeship in technical skills (production related) from polytechnics and vocational training centres. Companies that host students on attachments receive rebates of US\$50 per month. However, ZIMDEF does not collect statistics on the number of companies paying levies and those not benefitting from ZIMDEF paid interns.

Assistance Objective 2: Increased number of youth with the relevant skills for employment Successes

The project increased the number of youth with relevant skills for employment through Life skills, Vocational Technical Training, Private Sector (Internships, Mentorships and Apprenticeships), Employment Career Options, and Community Service. Below are the three models implemented under Assistance Objective 2:-

- *Model 2.1:* Life skills, Vocational Technical Training, Private Sector (Internships Mentorships Apprenticeships), Employment Career Options
- *Model 2.2:* Life skills , Community Service , Private Sector internships/mentorships
- *Model 2.3:* Life Skills , Private sector internships

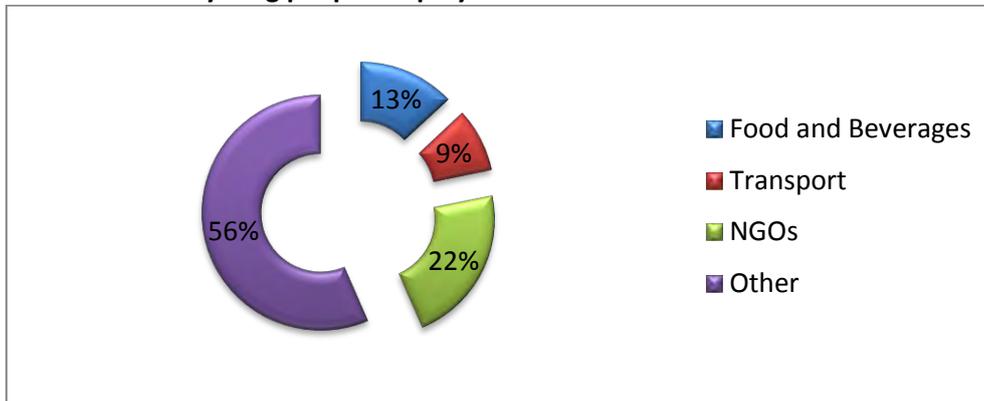
The project reached 1666 young people with work readiness only interventions while 3573 beneficiaries received both entrepreneurship and work readiness interventions. Life skills was the most applied skills after training across the three models (73% model 2.2, 66.7% model 2.3 and 54% model 2.1). The project contributed to the employment of 15.5%¹³ (N=103) of young people who benefitted from employability interventions (Performance Evaluation Data, October 2014). Three quarters (75%) (N=16) of those employed after project training support were male with females constituting the remaining 25% (N=16).

I believe being fresh from college, I did not have the working experience. The employability and life skills training helped me to relate and fit well in the work place. Without training and internship, it would have been difficult for me to get employed and meet the demanding work requirements. **(Youth beneficiary, Harare)**

¹³ Harare (56.3%, N=16), Bulawayo (12.5%, N=16) and Goromonzi (31.2%, N=16)

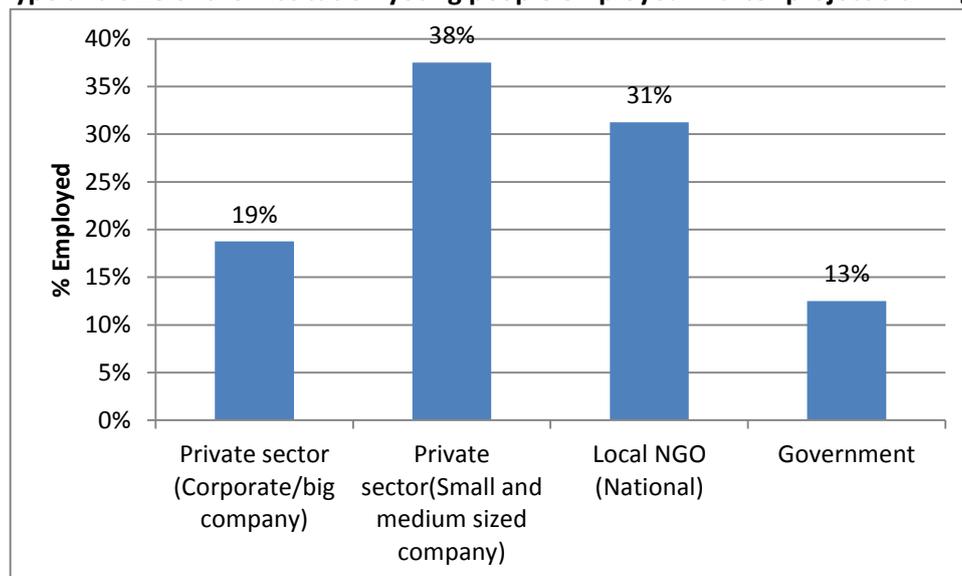
Model 2.3 Life skills was more effective in facilitating work readiness as two in three life skills training beneficiaries were employed whilst all internships beneficiaries had jobs. Model 2.1 had the least proportion of beneficiaries employed, life skills (16%) and private sector internships (16%). The figure below shows that NGOs (22%) and Other SMEs (56%) employ most young people. NGOs (22%) and SMEs (48%) employ most young people.

Figure 6: Business sector young people employed in



Source: Performance Evaluation Data, (October 2014)

Figure 7: Type and Size of the Institution young people employed in after project training



Source: Performance Evaluation Data, (October 2014)

Young people cited communication (54%), business ethics (50%) and confidence building (42%) as the key skills that helped and led to employment (Performance Evaluation Data, October 2014).

IR 2.1: Increased number of youth with market-driven technical/vocational skills

The project surpassed targets for increasing the number of youth with technical/vocational skills. Twenty-four percent more completed employability training whilst 1017 youth received technical/vocational training through project partners. However, there is limited evidence on the extent to which the technical skills were market driven.

Table 10: IR 2.1 Indicator Performance

Indicator	Life of Project Target	Total Achieved to September 2014	Life of Project % achieved
	% completing employability training	70%	94%
# of youth receiving technical/vocational training through Z:W partners in target districts	1020	1017	99.7%
# of contact days , participating youth are engaged in vocational training programs through Z:W partners in target districts	97643	50906	52%

(Source: Z: W PMP, September 2014)

Below is a success story (abridged) on vocational training for young women.

I did not do very well in my ordinary level secondary education, but I said to myself-this is not the end of the world, says ██████████ a building trainee from Bubi district, Matebeleland Province of Zimbabwe. With support from Z:W project I received training from Hlekweni in building, I now have more promising options for future employment. I am the only female building trainee in my class and would like to encourage more female youth out there not to be discouraged by community opposition but to have a vision about their lives and achieve their dream. Two months into training, ██████████ boasts of different building skills that she acquired. She excitedly says her life is changing and improving since she received the training scholarship and that after the course she sees no challenges in being able to provide financially for herself and her family. I see vocational training as a tool for empowering young people and giving them opportunities to positively change her life.

(Female Vocational Technical Skills Trainee)

IR 2.2: Increased youth access to and successful participation in corporate/civil society sector internships & mentorships programs

Two hundred and eighty seven (287) youth participated in corporate/civil society internships/attachments and 477 youth participated in corporate/civil society sector mentorships. All beneficiaries reported satisfaction with internship/mentorship. The evaluation noted that 71% of employability beneficiaries did internship for three months and 30% of these were paid.

Table 11: Paid during internship and implementation area

Implementation Area	Paid during internship		Total
	Yes	No	
Harare	9	3	12
	75%	25%	100%
Bulawayo	7	2	9
	78%	22%	100%
Goromonzi	7	49	56
	13%	88%	100%

(Source: Performance Evaluation Data, October 2014)

Table 12: Targets and achievements for % of young people completing internships/mentorships

Indicator	Life of Project Target	Total Achieved to September 2014	Life of Project % achieved
% young people completing internships/mentorships	70%	96%	96%
# of contact days, on average, participating youth are engaged in corporate/civil society internship programs	62	66	106%
# of contact days, on average, participating youth are engaged in corporate/civil society sector mentorship programs	650	649	99.8%
% reporting satisfaction with internship/mentorship	90%	100%	100%
# of youth participating in corporate/civil society internships/attachments	270	287	106%
# of youth participating in corporate/civil society sector mentorships	450	477	106%

(Source: Z: W PMP, September 2014)

Sixty percent of employed youth had jobs in the profession for which they had professional training. All Model 2.2 youth beneficiaries were employed in areas they were professionally trained followed by model 2.3. Model 2.1¹⁴ had the least (26.6%) beneficiaries employed in areas they were professionally trained. The average monthly salary for employed youth was US\$265.65 (Performance Evaluation Data, October 2014).

The figure is nearly half the total consumption poverty line (TCPL) for an average household consisting of five persons \$503.52 (Zimbabwe Statistics Agency, August 2014). Table below shows that Model 2.3 has the highest average salary per employed beneficiary of US\$334.59 followed by Model 2.2 with a salary of US\$282.97 while model 2.1 has the least salary of US\$149.49.

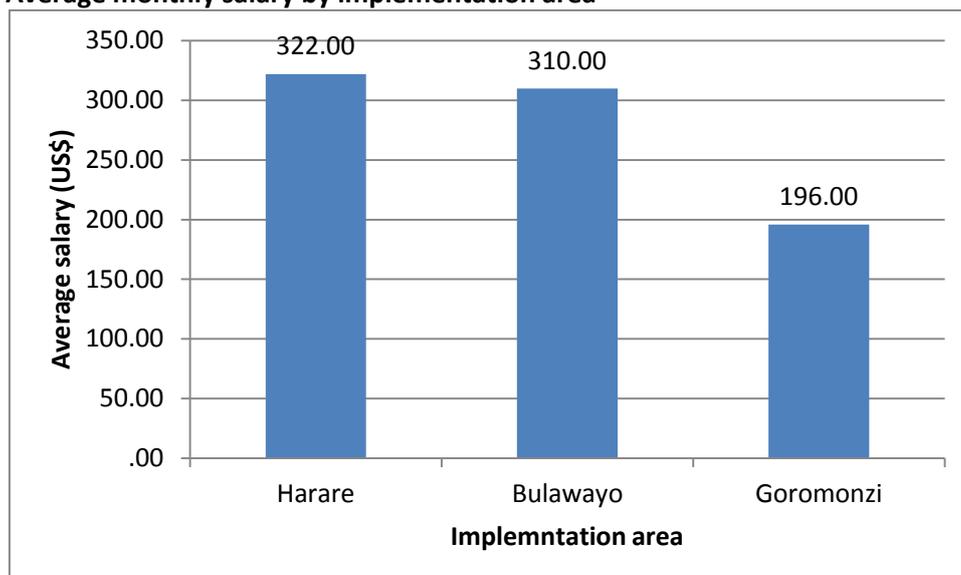
Table 13: Monthly Salary by Model

Model	Model components	Average monthly salary (US\$)
Model 2.1	Life skills	162.22
	Vocational Technical Training	135
	Private Sector(internships Mentorships Apprenticeships)	151.25
Model Average		149.49
Model 2.2	Life skills	297.5
	Community Service	275.71
	Private sector internships/mentorships	275.71
Model Average		282.97
Model 2.3	Life skills	292.5
	Private sector internships	376.67
Model Average		334.59

(Source: Performance Evaluation Data, October 2014)

¹⁴Life skills, Vocational Technical Training, Private Sector (Internships Mentorships Apprenticeships), Employment Career Options

Table 14: Average monthly salary by implementation area



(Source: Performance Evaluation Data, October 2014)

Assistance Objective 2 Challenges

Short project timeframe

The project timeframe of 18 months was reportedly short to achieve sustainable outcome level results on work readiness. There was limited time to prepare for the project in terms of mapping skills and company

needs. The internship period of between 3 to 6 months was short to achieve sustainable employability results.

The project timeframe was too short for example internship for 3 months is too short. There was inadequate time to match skills with private sector requirements. We ended up attaching most graduates/young people to NGOs and small enterprises instead of the big corporates, as this requires more time for approval. By the time we got approval it was time to end the project **(ZW Project Partner)**

The majority of interns

were placed in local Non Governmental Organizations (NGOs) and SMEs rather than big corporates due to short project implementation timeframe.

Unfavourable macroeconomic environment

Unfavourable macroeconomic conditions in Zimbabwe have resulted in at least 10 firms closing down every month since the beginning of the year (National Social Security Authority, NSSA, June 2014). The work readiness intervention faced challenges given the contracting industry and job market.

Limited use of labour market data to define project design and curricula

The project had limited market data on knowledge and skills youth needed to acquire or strengthen in order to be work ready. The current work readiness interventions reportedly provided a weak commercial case or limited value for the

We are looking for mining engineers, if you bring us industrial psychologists we will not accept them. It is our responsibility to develop relevant human capital but only if there is systematic engagement of the private sector at project inception (**Private Sector Human Resources Manager**)

private sector. Some private sector respondents outlined that trained young people did not match skills required by the private sector. There were gaps around having a project-wide dual customer approach in engaging the private sector. Some partners undertook regular, active engagement with businesses as part of their program model, while others lacked capacity and expertise in this area.

Limited coordination among partners around engaging the private sector for internships

Project partners competed to meet respective targets and ended up attempting to secure internships from the same companies. Private sector respondents outlined that a coordinated approach would have assisted as partners were contributing towards the same objective.

Assistance Objective 3: Improved attitudes amongst youth toward the future and their role as engaged, empowered participants

The project improved attitudes amongst youth toward the future and their role as engaged, empowered participants through training on the passport to success (PTS) life skills curriculum. PTS reportedly led to improved abilities and relationships at school, communities and workplaces. Young people were also involved in civic engagement activities on women’s economic empowerment such as “Go Green” where trainees taught disadvantaged youth to make and sell bags out of recycled plastics. This provided avenues for young women to earn income though there is still limited information on the levels of income earned. The other one is “Tripple R”, PTS trainees focused on Reduce, Recycle and Reuse plastics, instilling in the minds of local communities the importance of environmental responsibility.

The project convened district meetings in Harare and Bulawayo where young people engaged community leaders from government, local authorities, councillors, other NGOs and stakeholders on issues affecting them and their communities. Youth advocated for access to comprehensive sexual reproductive health care, access to health, education for orphans and other vulnerable children, greater participation of young people in decision making, improved service quality by local authorities, and increased employment creation and livelihood opportunities for youth.

Civic engagements also included clean up campaigns, visiting and volunteering old people’s homes and people living with HIV and AIDS. The performance evaluation found that all six evaluation respondents (100%) who engaged in civic engagement activities were employed after receiving training from the project.

The CD-Risk assessment commissioned by Z: W (2013) showed that the largest number of beneficiaries were trained by; Restless Development, Empretec and Junior Achievement Zimbabwe [JAZ]. However, the most effective training organization measured by the proportion of youth that increased their resiliency after training is; Junior Achievement Zimbabwe [78%], followed by Young Africa [73%], then by Restless Development [66%], Then by ZNCC [63%], then by Empretec, RBCT and ZOIC all at 57%, and finally by Hlekwiini and BOOST at 45% and 44% respectively.

The table above shows that the project has achieved the indicator performance targets for assistance objective 3.

IR 3.1: Improved skills amongst youth that supports them to lead healthy, productive lives

Table 15: Project performance against targets for assistance objective 3

Indicator	Life of Project Target	Total Achieved to September 2014	Life of Project % achieved
% of youth with improved measures of resiliency	60%	64%	64%
% completing life skills training	75%	73%	73%
# of youth participating in life skills training	4548	4703	103%
# of youth receiving the Passport to Success life skills curriculum	287	486	169%
# of contact days , participating youth are actively engaged in life skills training	10872	12306	113%
# of youth participating in civic engagement programs facilitated through Z:W partners in target districts	2310	2748	119%

(Source: Z: W PMP, September 2014)

Young people reported improved confidence and independence after the training as below:

“Some of us had challenges in communicating with different people but after the programme we feel that we can hold our own in any situation” **(Male FGD Participant, Bulawayo)**

Below is a success story from a young person who completed Z: W project supported life skills training.

For the past year and half, as a BOOST Fellow, I have been exposed to a number of soft skills training which include PTS, Possibility Oriented Living, Entrepreneurship and Mentorship. Through these trainings, I have gained a lot of leadership skills, teamwork especially through doing our annual projects as well as general life skills that other students who are not Fellows do not possess. The project concept has taught me that the world is full of competition and only those with a winner mentality will excel. It is with great pleasure that I am associated with this exceptional life changing program ([REDACTED], 3rd Year Student)

How did the project measure and achieve results around capacity building of sub partners?

The project invested in capacity building where plans were developed to strengthen partner capacity to deliver their contractual obligations. The capacity building plans used had specific capacity needs for all partners implementing entrepreneurship and employability interventions. The project initially identified partner capacity needs, which informed partner specific capacity building plans. The major strength of the capacity building approach was the focus on providing tailor made capacity building solutions. The main areas of capacity building included loan fund access guidelines, compliance issues in relation to USG contract conditions, M and E tools and reporting, environmental compliance, finance systems and management, grants management and PTS implementation.

The project approach to monitoring capacity building included periodic partner visits on a regular basis to share updates on activities as well as to provide support based on observations and identified needs. Capacity building plans were developed on a quarterly basis, which provided opportunities to review progress from the preceding quarter and incorporate experiences and lessons learned into the following quarter plans. Partners reported strengthened capacity in programming (entrepreneurship and employability), reporting writing skills, documentation, M and E and financial management systems.

Although there were investments towards capacity building, there were gaps in tracking capacity building. While both Z:W and partners confirmed capacity improvements, the absence of objective tools and measurement criteria posed challenges in determining progress made by partners. Key improvements noted by partners included utilisation of accounting software (Pastel) as well as improvements in approaches to Monitoring and Evaluation. Gaps in tracking capacity building could have been addressed since the project was informed by initial capacity assessments, which required periodic assessments.

Potential approaches for tracking capacity building includes the Organisational Development (OD) road map and the Comprehensive Institutional Strengthening Plan (CISP) developed by Pact which outline capacity needs, activities required to move the next level with responsibilities, benchmarks of the next level, priorities along with when activities will be conducted. The approaches will ascertain benchmarks and track organisational progress against components that include planning, human resources management, networking, governance, organisational sustainability, organisational management, grants and compliance as well as other components as may be agreed with partners.

In addition, partners reported limited understanding of the loan access guidelines besides receiving capacity building on this. This could be attributed either to the approach used to train partners or to the fact partners wanted to meet their own training targets so they used access to finance to market their trainings. The project selected partners based on their competencies but some partners reported that there were expectations for them to move beyond their core competencies. There was scope for ensuring livelihoods partners solely focused on livelihoods while entrepreneurship partners similarly focused on entrepreneurship. This approach would have been aided by referral strengthening and tracking mechanisms across the different partners.

Barriers and Constraints for women and girls

Although the Z:W programme design had specific gender proportions (60% males and 40% females), the evaluation documented key constraints that affected girls participation in programmes as well as their potential to succeed. Despite the proportions which meant more males than females were part of the programme, females (65%, N=52) had a higher start up rate compared to males (62%, N=74). In addition, business survival rates were reportedly higher in female youth (93.9%, N=33) compared male youths (87%, N=46). Key informants outlined that there are environmental, technical and cultural barriers that constrain the full participation of girl in economic empowerment activities. Some key informants outlined that the macro-economic environment is constraining economic empowerment and women are highly affected as they have traditionally been acutely affected by challenges that include access to finance and markets. Technical challenges were noted in relation to the skills required by industry as well as the traditional stereotypes that women cannot take up physically demanding work. This is evidenced by the fact that only one woman took up building. The other technical skills like sewing and hairdressing were reportedly oversubscribed and had low potential to economically empower girls. Cultural barriers were cited by three key informants who noted that the responsibility to fend for families traditionally fell with men and this reportedly constrained women's interest and participation in economic empowerment activities.

Opportunities for urban, peri-urban and rural areas

The evaluation documented different opportunities and constraints for urban, peri-urban and rural areas. Harare and Bulawayo provided the urban context while Domboshawa and Goromonzi provided the peri-urban and rural context respectively. Young people based in urban contexts are most likely to start businesses as Harare had the highest business start up rates (78%, N=45) followed by Bulawayo (62%, N=37) and Goromonzi (50%, N=44). Qualitative accounts point to the entrepreneurial drive that characterise the urban set-up, availability of a large market with disposable income as well as more exposure for urban youths as reasons behind more entrepreneurial potential in urban settings. While rural settings seem to have low entrepreneurial potential, key informants and young people outlined that the courses offered were not consistent with the needs of their respective communities. Goromonzi has a largely agro-based livelihoods base and technical skills in agriculture could have been more relevant than motor mechanics, welding and hairdressing, which were offered.

SECTION 3: LESSONS LEARNED

Access to finance could increase already fairly high business start-up rates. Opportunity Identification, Business planning, referral and start ups had high start ups between 34% and 45% business start ups and few trained beneficiaries (between 2% and 15%) failed to start a business after training. Data shows linkages between trainings with business survival, as there was a 90% survival rate for businesses started by trained youth.

Standardizing approaches to life skills, work readiness and entrepreneurship training facilitates easier measurement/demonstration of results. Private sector companies outlined challenges related to individual partners engaging separately and marketing different initiatives, which raised challenges. Similarly, use of different models or curricula raised challenges in measuring results

Young people are willing to participate in processes aimed at preparing them for the future and strengthening their competencies. Young people have always been referred to as being highly transient but the project surpassed targets for components like Passport To Success (PTS) by 69% (169% achievement). Passport to success involved training over a period of time up to 30 days and young people did not drop out once enrolled.

Entrepreneurship and employability programmes are long term Sustainable outcomes can be achieved between 3 and 5 years. Young people and key informants outlined that receiving training, accessing finance and starting/improving a business required more time than was allocated by the project. Similarly, some internships of three (3) months were reportedly short to ensure young people were sufficiently prepared for employment.

Life skills training is a critical entry point for empowering young people in both entrepreneurship and employability: - Young people, key informants and private sector representatives outlined that there are key gaps in life skills among young people and that affects their potential to succeed in employment or entrepreneurship. There are strong linkages between life skills and employability as 2 in 3 life skills beneficiaries were employed. Evidence from the evaluation demonstrates that life skills were the second most utilised across all the three models with 73% utilisation in model 2.2, 66.7% in model 2.3 and 54% in model 2.1;

Demonstration of value for money and articulation a business case for private sector involvement is critical for getting buy-in and support:- All private sector respondents expressed willingness to support young people through internships but outlined that organisations have always used a welfare as opposed to commercial argument for their involvement. The welfare argument focuses on asking the private sector to support with internships as part of their corporate social responsibility while the commercial argument focuses on outlining the commercial benefits for private sector companies that systematically invest in nurturing talent;

Market driven approaches to entrepreneurship and employability interventions are key to the success of interventions. While the project focused on nurturing and grooming young people for specific markets, the market assessment was limited and in some instances the vocational skills were reportedly incompatible with the real needs of communities where young people live. Craft persons outlined that some of the sectors like carpentry were already oversubscribed and entry would be difficult especially for young people who would not have tools, start-up capital along with a client based. The evaluation shows that model 1.3 has the least proportion of beneficiaries applying skills they were trained on for example vocational technical skills (32%) and integrated entrepreneurship skills (36%).

Monitoring and Evaluation (M&E) expectations should be articulated at design and inception to create a common understanding especially in the context of a multiple partner project. Initial capacity building and refresher training for all M&E indicators were done. Thereon partner specific, onsite support provided based on monthly reports submissions. Partners outlined that Zim: Works provided key capacity building support towards M&E though in some instances new tools and requirements were introduced towards the end of the project with new tools being specifically developed for tracking incremental income for SME and internship jobs.

Capacity building approaches need to be carefully tracked and sufficient tools and benchmarks should be put in place to determine progress:- The project invested significantly in capacity building though there was no systematic tracking of capacity related progress and outcomes articulated by partners are highly anecdotal and subjective.

SECTION 4: KEY CONCLUSIONS

Achievement of Planned Results

The project managed to achieve its goal of improving employment, employability and productive engagement of young Zimbabweans (age 16-35). The project surpassed targets for the goal level indicator by 13% and evidence shows that achievement of project results emanated from the strength of the design, the approach to capacity building as well as partner competencies around youth participation and empowerment. While the project achieved overall targets, gender specific targets were not met as nearly 20% more women were reached as was envisaged at project inception. The gender proportions required by the project (70% males and 30% females) posed challenges for partners most of whose projects promoted at least 50-50 participation between females and males. Evidence from the evaluation validate the conclusion that even though the project achieved its target in terms of numbers, there were gaps around ensuring higher level outcome changes that are more transformative beyond provision of life-skills.

Assistance Objective 1: Increased number of youth initiating and operating small and medium-sized enterprises

The project succeeded in increasing the number of youth initiating and operating small and medium-sized enterprises with over one (1) in three (3) trainees starting new businesses. Achievements on the number of start-ups surpassed by 22% the planned targets which demonstrate the strength of the approach utilised. New businesses had high survival rates with 9 in 10 new businesses surviving which demonstrates increased capacity to operate businesses. The training approach involving theory, practice and mentorship was cited as being key in both new business start-up and operation. The model focusing on opportunity identification, business planning, referral and start-ups had the highest number of start-ups and the least percentages in terms of those who failed to start businesses after training. Evidence from the evaluation validates the conclusion that any support towards entrepreneurial development should include a mix of theory and practice with focus on opportunity identification, business planning as well as referral for finance/capital.

Increased access to finance amongst youth to support existing and planned enterprises

Access to finance was a critical component for entrepreneurship especially in the context of liquidity challenges, high costs of borrowing as well as barriers like collateral. The Microfinance component of the project achieved 84% of the targeted beneficiaries despite having received many applications for funding. Despite being on course to meeting microfinance targets and staying within international frameworks of loan portfolio performance, the need for microfinance outweighed the availability while the conditions for access reproduced the same bottlenecks faced in trying to access finance within mainstream financial institutions. In the context of borrowing conditions similar to those within the open market, there could have been scope for diversifying the number of microfinance partners which would potentially promote innovations around facilitating improved access and successful repayment.

Assistance Objective 2: Increased number of youth with the relevant skills for employment

The project facilitated development of key skills required by young people to succeed in employment. Life skills training provided key competencies necessary for succeeding when searching for employment and when preparing for career development.

Internships and job shadowing further increased opportunities for employment with all beneficiaries of internships were employed. Vocational skills trainings facilitated access to skills for young people who are often excluded from tertiary institutions. Despite successes in strengthening life skills and facilitating access to employment as well as internship opportunities, the evaluation documented scope for improvement especially around utilisation of market assessments to determine training focus.

Assistance Objective 3

The project improved attitudes amongst youth toward the future and evidence shows linkages between successful completion of passport to success (PTS) and reported improvements in abilities and relationships at school, communities and workplaces. The evaluation documented improved measures of resiliency with positive progress for some beneficiaries from average to higher levels. There is a relationship between participation in civic engagement and the potential for young people to be employed as all youth who participated in civic engagement also managed to get employment.

How did the project measure and achieve results around capacity building of sub partners?

The project prioritised capacity building and partner capacity building needs were based on comprehensive capacity needs assessments. The main areas of focus for capacity building included loan fund access guidelines, compliance issues in relation to USG contract conditions, M and E tools and reporting, environmental compliance, finance systems and management, grants management and PTS implementation. Capacity building plans were developed on a quarterly basis, which provided an opportunity to review the previous quarter and incorporate experiences and lessons learned into the following quarter plans. Partners reported strengthened capacity in programming (entrepreneurship and employability), reporting writing skills, documentation, M and E and financial management systems.

SECTION 5: KEY RECOMMENDATIONS, INNOVATIONS AND PROVEN MODELS FOR PROGRAMME UP SCALING

Justification	Recommendation
The project achieved its objectives as well as targets for numbers that were supposed to be reached. There is a strong cohort of young people who have received trainings and are ready for the employment/entrepreneurship at scales/levels that are potentially transformative.	Invest in a successor project that builds on the successes, competencies and networks developed and nurtured by the project. The project should have a longer timeframe (3-5 years) in order to further scale and deepen impacts.
The project design intended to facilitate access to a continuum of support from BDS to access to finance and entrepreneurship mentoring. However, there were gaps in linkages resulting in young people not receiving support across all interventions	Future similar projects should prioritize strengthening linkages between BDS interventions and access to finance interventions especially as evidence is showing links between training and potential for business survival.
The Microfinance partner was on course to achieving its targets though the number of applicants from the project whose applications were unsuccessful was too high. Although the microfinance facility was meant to address barriers faced by young people in the open market, conditions for access were still stringent and restrictive for young people.	Consider increasing the number of finance providers (microfinance institutions) to bring diversity, competition and product innovation. While young people should demonstrate creditworthiness, microfinance providers should develop innovative but non-exclusionary ways of facilitating access to finance for young people.
The project was highly relevant to the private sector and there was scope for private sector involvement beyond being recipients of interns/young people looking for employment	Strengthen engagement of the private sector at project inception in terms of their needs to inform the design of the employability intervention
The project lost opportunities to leverage on existing resources such as ZIMDEF on vocational skills training.	Leverage on existing structures and resources such as ZIMDEF for vocational skills training for youths
The project reached 8586 but there were challenges in following up with the young people and tracking post training/contact progress.	Incorporate follow up of young people reached as part of project M and E;
The evaluation documented key insights around utilisation of social media by young people though there were still gaps in successfully following them up as well as decentralising trainings.	Explore possibilities of utilising social media and ICT platforms for key project components like M&E, data verification along with decentralised trainings. Potential approaches include the use of SMS to collect data from trainees.
The project referred a total of 1026 young people for formal microfinance services provided by MicroKing and supported by Z: W, though only 47 youth from the project accessed a loan from MicroKing, while an additional 127 youth from	Consider supporting young people based on a competition, which rewards the most innovative ideas with potential for success.

the open market accessed these project-supported loans.	
The project invested in capacity building of partners but there were no tools to track and demonstrate progress made.	Develop a comprehensive partner's capacity assessment tool to be administered on intervals to be agreed with partners.
Income, Savings and Loans have proven to be effective in livelihoods contexts and where they are built around key income sources. There was scope for the project to systematically analyse the extent to which ISALs could be used to finance start-ups before they seek finance from micro-finance institutions.	Explore possibilities of adapting the ISAL approach so that it provides financing to start-ups that often faced challenges around access to finance.
Innovations for Future Similar Projects	
Information and Communication Technologies provide scope for reaching out to more people in non-traditional ways and these could have been utilised by the project. However, the adoption of ICT based solutions should be guided by emerging contextual evidence where 21.6% (women, 15-24 years) and 30.6% (men, 15-24 years) are using the internet in Zimbabwe (Multiple Indicator Cluster Survey, 2014)	<p>Explore possibilities for using ICTs and mobile technology share market information, pricing information, best entrepreneurial practices, job market developments and related tips.</p> <p>Consider development of e-platforms for young people to share experiences, and lessons learned on specific entrepreneurial and employment sectors. Technical support to youth beneficiaries can also be provided through ICTs. Access to finance components can integrate ICTs such as mobile money services in loan disbursement, payment and client relationship management. An example is the employability blog created by JAZ which provides a platform for young people to share employment/internship opportunities.</p>

ANNEXES

Annex 1: Terms of Reference

TERMS OF REFERENCE FOR THE CONSULTANCY SERVICES ON CONDUCTING FINAL EVALUATION FOR THE ZIMBABWE: WORKS PROJECT

1.0 Project to be Reviewed

Project Name	Zimbabwe: Works
Project Location	Multiple locations throughout Zimbabwe
Project Budget	USD 4.6 million
Project Period of Performance	June 2012 to September 2014
Evaluation Type	Final Programme Evaluation
Evaluation Budget	USD
Evaluation Timeline	4 August 2014 to 25 September 2014
Report Deadline	25 September 2014

Partners	Models Implemented	Location
Boost Fellowship	<ul style="list-style-type: none"> • Model 1.1 • Model 2.2 	Harare
Empretec	<ul style="list-style-type: none"> • Model 1.1 • Model 1.2 	Harare and Bulawayo
Hlekweni	<ul style="list-style-type: none"> • Model 2.1 • Model 1.3 	Bubi and Umzingwane
Junior Achievement Zimbabwe	<ul style="list-style-type: none"> • Model 1.1 • Model 2.2 • Model 2.3 	Harare and Bulawayo
Restless Development	<ul style="list-style-type: none"> • Model 2.2 • Model 2.3 	Harare and Bulawayo
RBCT	<ul style="list-style-type: none"> • Model 1.1 • Model 1.2 	Harare
Young Africa	<ul style="list-style-type: none"> • Model 1.3 • Model 2.1 	Harare and Goromonzi
ZNCC	<ul style="list-style-type: none"> • Model 2.3 	Harare and Bulawayo
ZOIC	<ul style="list-style-type: none"> • Model 1.1 • Model 2.1 	Masvingo and Bikita

2.0 Background

For more than 10 years of spiraling hyper-inflation, before a post 2009 dollarization period to date, Zimbabwe experienced an economic meltdown, which saw a decline in formal sector employment opportunities and the informalisation of the enterprise sector. At present the economy is poised towards deflation. Industry capacity has slumped to 39% (CZI, 2012; ZEPARU/LEDRIZ 2013). Young people are 67% of the population in Zimbabwe (Zimstat, 2012) and 83% of the unemployed are aged 15-34 years. This is higher than the Sub-Sahara Africa average of a near 50% of the population is under 25 years, hence the youth bulge (World Bank, 2013). The financial sector is under banked and 41% are financially excluded in the rural and urban areas (Finscope, 2011; Finscope 2012; FBC, 2013). There is a skills mismatch of the educational system and labour market demands (IYF/ZW, 2012). From 2009, the national governance was through the formation of a Government of National Unity and the period after the July 2013 elections; the Zimbabwe government is a one party state.

On the backdrop of the prevailing socio- economic and political national context, a potential demographic dividend is being lost as young people are denied the right economic opportunities. On the basis of an Operations Research conducted in 2012, a co-design programme process, the International Youth Foundation introduced the Zimbabwe: Works (Z:W) programme. This is a 30-month, US\$4.6 million USAID-funded programme launched in June 2012 to build job skills and improve the employment and self-employment status of more than 7000 youth in Zimbabwe. The IYF/Z: W initiative was implemented in 10 urban and rural locations throughout Zimbabwe which are Bikita, Bubi, Bulawayo, Chitungwiza, Goromonzi, Gweru urban, Harare, Masvingo urban, Mutare and Umzingwane. 10 local NGOs and private sector firms with youth development experience: BOOST, Empretec, Hlekweni, Junior Achievement Zimbabwe (JAZ), MicroKing, Restless Development, Royal Business Consult Trust (RBCT), Young Africa, Zimbabwe National Chamber of Commerce (ZNCC) and Zimbabwe Opportunities Industrialization Centre (ZOIC) partnered with ZW to implement the program. The program aimed to:

- Provide job-related training and support entry into gainful employment in the formal and informal economies;
- Support self-employment and entrepreneurship development, including through increased access to relevant mentorship, training, and business development services including access to finance;
- Deliver effective life-skills training to build employment and self-employment skills, social capital, and personal self-esteem; and
- Promote and facilitate civic engagement through which unemployed Zimbabweans may acquire valuable leadership, organisation and job-related skills, and experience whilst serving their local communities.

The ZW program goal was:

Improved employment and self-employment status of young Zimbabwean men and women (age 16-35). The specific assistance objectives were:

- Assistance Objective 1: Increased number of young women and men initiating and operating small and medium-sized enterprises

- Assistance Objective 2: Increased number of young women and men with the relevant skills for formal sector employment
- Assistance Objective 3: Improved young women's and men's attitudes toward the future and their role as engaged, empowered participants

3.0 Purpose of the evaluation

Under this assignment, IYF is seeking the services of qualified evaluator(s) to conduct a Final Performance Evaluation and provide an independent review of the ZW programme. The consultant(s) will assess the project performance in consultation with the key stakeholders and beneficiaries. The purpose of the evaluation is to identify and describe the major results of the ZW programme, lessons on what has worked and what can be improved for scale up for the youth target market. The evaluation will assess the opportunities and feasibility of possible innovations to the foundation design of ZW phase 1. To inform a potential ZW phase 2.

4.0 Specific objectives of the project

The project evaluation will cover the major ZW programme components based on achievements to date. The evaluation seeks to assess the ZW program as per agreed commitments in the project documents. The evaluation should demonstrate program relevancy, efficiency, effectiveness; impacts and sustainability as outlined in the DAC principles (see Annex 1).

The key objectives of this evaluation are to:

1. To make an overall, independent assessment of the extent to which the project met its planned objectives, outcomes and outputs based on I project design, workplan and M&E documents.
2. To assess the results and key lessons of the programme models and interventions implemented through the selected partners
3. To establish the opportunities for innovative approaches and suitable partnerships
4. To provide the key conclusions for ZW phase 1 and major recommendations for proposed ZW phase

5.0 Research Questions

To guide the evaluation scope, the program evaluation will seek to respond to the following key research questions and sub questions:-

1. To what extent has the project achieved its planned results
 - To what extent did the program deliver on set targets in key result areas
 - To what extent did project activities move beyond plans set out in the SOW or work plan
 - How effective was the programme in achieving the objectives, outcomes and outputs
2. The ZW phase 1 programme design comprised of integrated entrepreneurship, access to finance, employability and vocational skills training models and interventions. To what extent did the ZW phase 1 models and components achieve the intended outcomes
 - Which model components were effective and yielded impact and which could be improved upon
 - What were the success factors to inform programme design for ZW phase 2

- What were the opportunities and barriers for youth business start-up, expansion , access to finance and full-time jobs on the market
 - What was innovative in ZW phase 1 and what other innovative approaches could benefit the ZW programme in phase 2 in terms of various approaches in entrepreneurship, access to finance and employability
3. How did the project measure and achieve results around capacity building of sub-partners
How effective were the ZW capacity building efforts on implementing partners to deliver the programme
- What critical capacities have been built at partner level in terms of :-
- Monitoring and Evaluation
- Grants and Financial Management
 - Entrepreneurship and access to finance good practice
 - Employability good practice
- Based on partner initial capacity assessment, how far have partners progressed
4. What are the lessons learnt and proven models for programme up scaling
- What were the key lessons learnt under the entrepreneurship, access to finance, vocational skills training and employability components
 - To what extent can the programme be scaled up
 - Which interventions provide greater scope of scalability
 - What are the barriers and opportunities for youth in peri-urban, urban and rural areas and youth segments of in-school and out of school?
5. As part of scoping the feasibility and opportunities, the evaluation process should make recommendations on what innovative approaches the ZW phase 2 programme design could include in the Zimbabwe youth context
- What innovative approaches can be adopted to boost the business start up rate, survival and private sector employment rates
 - What are the opportunities to mainstreaming economic empowerment programming for women and girls to inform ZW phase 2
 - What ICT , Social media , mobile device innovations can be implemented in ZW phase 2 programme design for the youth market segment
 - What new and innovative approaches could be explored around entrepreneurship and employability for impact , market development and sustainability
 - What innovative approaches can be adopted around financial inclusion, managing risks and costs of transactions with the youth target segment?

6.0 Evaluation scope

Under this Scope of work, the consultant(s) will undertake the final evaluation in the following three phases:

6.1 Inception Phase / Document and Background Review

The evaluator(s) will conduct desktop review of ZW documents in order to gain a fuller understanding of the program's achievements and lessons learned thus far in the implementation cycle. This background research period should last one week and be completed prior to field research.

These project documents and other relevant data collected by the project and its partners will be provided to the evaluator(s) prior to the start of the background review phase and should include (but not be limited to) the following:

- ZW project documents, including the approved results framework, approved Annual Implementation Plans, quarterly and annual progress reports, etc.
- Implementing partners' monitoring and evaluation documents;
- ZW Performance Monitoring Plan (PMP) and program data collected during implementation;
- Other donor-produced data/reporting that is relevant to this evaluation;
- Other documents relevant to the evaluation.

Following the document review, the evaluator(s) will develop: a detailed work plan for conducting the evaluation, including a final list of evaluation questions; a detailed methodology including a list of how these questions will be addressed, what research tools and methods will be used and why, and potential challenges to effective use of the research tools and methods (limits of the methodology). The work plan should also include a detailed timeline for conducting the research and clearly identify the support needed from the ZW team, including a list of proposed site visits and/or data requested. This work plan must be submitted at the end of the document review period and approved by ZW prior to field work. The geographic scope of the field work would delineate key locations such as Harare, Bulawayo, Mutare and a possible 1 or 2 rural locations e.g. Goromonzi, Umzingwane. Primary data needs to be collected from key stakeholders and appropriate sample of the beneficiaries.

6.2: Field-based Data Collection and Analysis

Conduct quantitative and qualitative field research in Zimbabwe. ZW will support the consultants by providing needed information, including existing PMP data, points of contact, etc. The evaluator(s) should meet extensively with ZW staff and partner staff during this data collection

- Analyze data and draft the evaluation report. The draft report should correspond to the outline and methodology described in the approved evaluation work plan. This data collection and analysis phase should be conducted over a period of two weeks.

6.3 Reporting the Evaluation Findings

- Present a preliminary draft of the evaluation findings and recommendations to ZW in person, as requested.
- Produce a final version of the evaluation study, accounting for comments received from ZW, as requested.

7.0 Methodology

The consultant is expected to lead and coordinate this exercise in close collaboration with ZW management, staff and partners involved in the implementation of the project. The evaluation team is expected to adopt a **holistic approach** in conducting the review. The methodology used should be able to comprehensively examine all aspects of the project, but also examine aspects **of integration** between the project and other programs. The evaluation team is expected to use **participatory evaluation techniques** to gather both quantitative and qualitative data and primary and secondary data that would adequately provide answers to all the questions and issues raised above. In carrying out the exercise, the evaluation team is expected to analyze and consolidate all the assessments and evaluations done and identify gaps to be covered by this evaluation.

7.1 Contribution Analysis

ZW is particularly interested in measuring the impact of these interventions. To these ends, ZW requests that part of the primary research the consultant undertakes conforms to best practices in Contribution Analysis.¹ Contribution analysis is an effective way to measure impact for interventions that do not lend themselves to control trial settings. In the proposal, the bidder should provide sufficient detail regarding the steps they will take when implementing this methodology. At a minimum, those steps should include:

- Defining the attribution/contribution question to be answered;
- Gathering evidence to test the ZW Theory of Change;
- Developing and assessing a contribution story, and challenges to it;
- Determining where the contribution story

8.0 Key activities and deliverables

The assignment will start upon signature of the contract or an otherwise agreed upon date. The evaluator(s) will deliver the following products to complete the assignment:

- Draft work plan due within 5 days of signing the contract. ZW will provide comments to the contractor within one calendar week of receipt of the draft work plan. The final work plan will be approved within one week of receiving ZW comments on the draft plan.
- A briefing to ZW mid-way through the evaluation and a final briefing for ZW on the draft study (timing to be determined in consultation with ZW) after completing field work.
- Draft evaluation report that answers the research questions identified in the approved evaluation work plan.
- Final version of the evaluation, accounting for comments and feedback received from ZW on the draft evaluation report (due within two weeks of completion of the final briefing session).

The Table 1 provides additional detail and should be modified based on the evaluator's proposed plan. Final dates will be agreed upon by the evaluation team in partnership with ZW.

1 Bidders are asked to review two documents to inform their proposed impact assessment methodology: http://www.cgiar-ilac.org/files/publications/briefs/ILAC_Brief16_Contribution_Analysis.pdf and <http://betterevaluation.org/sites/default/files/WKSHP%20Perrin%20-%20Mayne%202001%20%28article%29.pdf>

Table 1

Key Activities/Deliverables	Effort (# of Days)	Dates
Launch Meeting (Call) and Regular Updates (ongoing) with ZW: A calendar of events/meetings will be drafted and circulated by the evaluator(s) to coordinate all key stakeholders. Calls/meetings will be facilitated by the evaluator(s) and will include a pre-meeting agenda and post-meeting notes when appropriate.	1	18 August 2014
Desk Review and Work Plan Development: Desk Review/Preliminary Background Review (1 week). This should include a review of all relevant programmatic documentation.	4	19 to 22 August 2014
Evaluation Work Plan/Inception Report: This will include a specific outline of the evaluation, finalized learning questions; it will identify sampling, timing data collection, quality control measurements and methodology.	5	25 to 29 August 2014
Field Visit: including in-country debriefing, field visits, presentation of initial findings and travel –2to2weeks	10	1 to 12 September 2014
Preliminary Presentation of Draft Report: Presentation of results in order to provide IYF an opportunity to discuss feedback.	1	16 September 2014
Draft Report: This should include all preliminary analysis, raw data, and Findings outlined as per the requirement. ZW will provide feedback within 7 to 10 days of receiving the draft report at a formal meeting.	12	28 September 2014
Final Report: This should include the final evaluation including all incorporated recommendations, all supporting tables and graphs, Photographs and appendices.	8	6 October 2014
Total Days:	41	

Upon final selection of the consultant, ZW programmatic materials will be made available for the desk review.

9.0 Reporting The selected consultant will report to ZW Country Director, based in Harare. The evaluation work plan should contain the following sections, to be agreed and finalized with the evaluator and ZW: Overview of project Purpose of the Evaluation

- Recommendations or modifications related to the proposed learning questions
- Clarity around roles and responsibilities of the evaluation as it relates to the evaluator(s)
- Proposed evaluation approach including methods for data collection and analysis
- Measurements for quality control of the data collection
- Proposed and updated evaluation framework and timeframe

- Proposed and updated budget
- Reporting timelines
- A draft schedule of meetings/briefing plan which would include regular teleconferences with ZW to check progress and provide updates so that all parties are informed through all phases of the evaluation.

The final report should include an executive summary that concisely states the most relevant findings and recommendations, as well as the following sections:

- Table of Contents
- Executive Summary (a summary of the purpose, project background, main evaluation questions answered, methods, findings, conclusions and recommendations of the evaluation.
- Introduction that describes the purpose of the evaluation and the target audience.
- Background - BRIEF overview of the project; project strategy and activities implemented to address the identified development problem
- Methodology- a description of methodology used, including constraints, gaps and limitations that affected evaluation.
- Findings: these should be specific to the purpose of the evaluation and specific questions asked but making sure they cover project relevance, efficiency, effectiveness, achievements of project activities, challenges faced and the way ZW addressed them.
- Conclusions and recommendations
- Annexes: TOR, itinerary, list of people interviewed, list of documents reviewed, instruments used in data collection, etc.

1.0 Technical and Financial proposal

9.1 Technical proposal to include:

- Consultant's understanding of the TOR
- The proposed methodology to conduct the evaluation,
- Techniques and Tools to be adopted
- A detailed activities schedule/work plan with time frame (including a Gantt chart)
- A profile of the consulting firm including the full names, physical addresses, telephone numbers, and contact person of the firm/company; date of registration, registration number, copy of registration certificate and VAT certificate; names of directors/proprietors, Copies of CV for the lead consultant, and the supporting team who will undertake the evaluation.
- Reference of three most recent clients and assignments (stating the organization, assignment undertaken, date and duration, contact person's name, email address and contact number)

10.2 Financial Proposal to include:

- Itemized consultant's fees - consultant should indicate professional rate and subsistence allowance.
- Itemized field data collection expenses
- Itemized administration expenses
- Validity period of quotation

The table below shows an example of the budget Template consultants should use

Activity	Consulting service days	Daily rate (\$)	Total (\$)
Launch Meeting (Call) and Regular Updates (ongoing) with ZW			
Desk Review and Work Plan Development:			
Evaluation Work Plan/Inception Report:			
Field Visit:			
Preliminary Presentation of Draft Report:			
Draft Report:			
Final Report:			

10.3 Evaluators

The evaluators should have experience in evaluating entrepreneurship, employability and access to finance programs. The contractor will identify and justify team personnel and level of effort.

11.0 Terms of payment

All consultancy fees shall be paid on presentation of a satisfactory final report. Z: W will reimburse the consultant for actual expenses that are incurred in the process of executing the assignment

12.0 Submission of Proposals and Review Criteria of Proposals

Qualified and experienced consultants with experience who are interested in this assignment should forward their proposals to [REDACTED] and [REDACTED] highlighting your understanding of the terms of reference, proposed methodology of executing the task (including a Gant chart) and the financial proposal. Proposals should be received no later than 13th August 2014 with an emailed expression of interest to submit a proposal received by 4th August 2014.

The main body of the proposal should be approximately 5,000 words (est. 10 pages Calibri body font 11) and should include the following:

- A cover letter showing expression of interest and statement of the consultant's capability with respect to the scope of work described above (1 page);
- Brief (5 page maximum) technical response to the scope of work highlighting: research questions; methodological approach; analytical plan, key technical and operational challenges and strategies to ensure timely, high-quality deliverables. Proposals should include a description of any software(s) that will be used to complete this work;
- List of key activities and deliverables, providing details where possible and needed;
- A staffing and management plan including the research team size, composition and the specific qualifications of key managers and research staff.
- Detailed budget (including daily rates for all personnel, travel, etc.)
- Three or more references who can attest to the technical and operational capacity of the consultant.

In addition, and not included in the 10 page limit, please also include the following in an Annex:

- CVs of key managers and research staff who will be specifically assigned to this work as appendices;
- Samples of two technical evaluation reports/documents that demonstrate competence and expertise relevant to the terms of reference as appendices.

13.0 Logistical Arrangements

1. IYF/ZW will provide overall direction to the evaluation team, identify and provide copies of key documents and assist in arranging meeting with key stakeholders.
2. IYF/ ZW Partner staff will assist the evaluation team in arranging meetings with beneficiaries
3. IYF/ZW will provide transport and accommodation as needed.
4. IYF/ZW will provide office space, internet access printing and photocopying as necessary
5. The vast majority of field work is expected to be completed in Harare, Bulawayo, Mutare Umzingwane and Goromonzi.

ANNEX 1: DAC PRINCIPLES FOR EVALUATION OF DEVELOPMENT ASSISTANCE

The following principles have been agreed upon by the OECD Donor Assistance Committee (DAC) as relevant for evaluating international development projects.² ZW endorses these principles as a useful way to frame and organize evaluations. Note that for mid-term evaluations, some principles and related evaluation questions may not apply. For instance, impact and sustainability are often not discernible at project mid-term; it may be more realistic to gauge progress towards outcomes and plans for sustainability as indications of progress in these areas at project mid-course.

Relevance: The extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor. In evaluating the relevance of a program or a project, it is useful to consider the following questions:

- To what extent are the objectives of the program still valid?
- Are the activities and outputs of the program consistent with the overall goal and the attainment of its objectives?
- Are the activities and outputs of the program consistent with the intended impacts and effects?

Effectiveness: A measure of the extent to which an aid activity attains its objectives. In evaluating the effectiveness of a program or a project, it is useful to consider the following questions:

- To what extent were the objectives achieved / are likely to be achieved?
- What were the major factors influencing the achievement/non-achievement of the objectives?

Efficiency: Efficiency measures the outputs -- qualitative and quantitative -- in relation to the inputs. It is an economic term which signifies that the aid uses the least costly resources possible in order to achieve the desired results. This generally requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted. When evaluating the efficiency of a program or a project, it is useful to consider the following questions:

- Were activities cost-efficient?
- Were objectives achieved on time?

- Was the program or project implemented in the most efficient way compared to alternatives?

Impact: The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended. This involves the main impacts and effects resulting from the activity on the local social, economic, environmental and other development indicators. The examination should be concerned with both intended and unintended results and must also include the positive and negative impact of external factors, such as changes in terms of trade and financial conditions. When evaluating the impact of a program or a project, it is useful to consider the following questions:

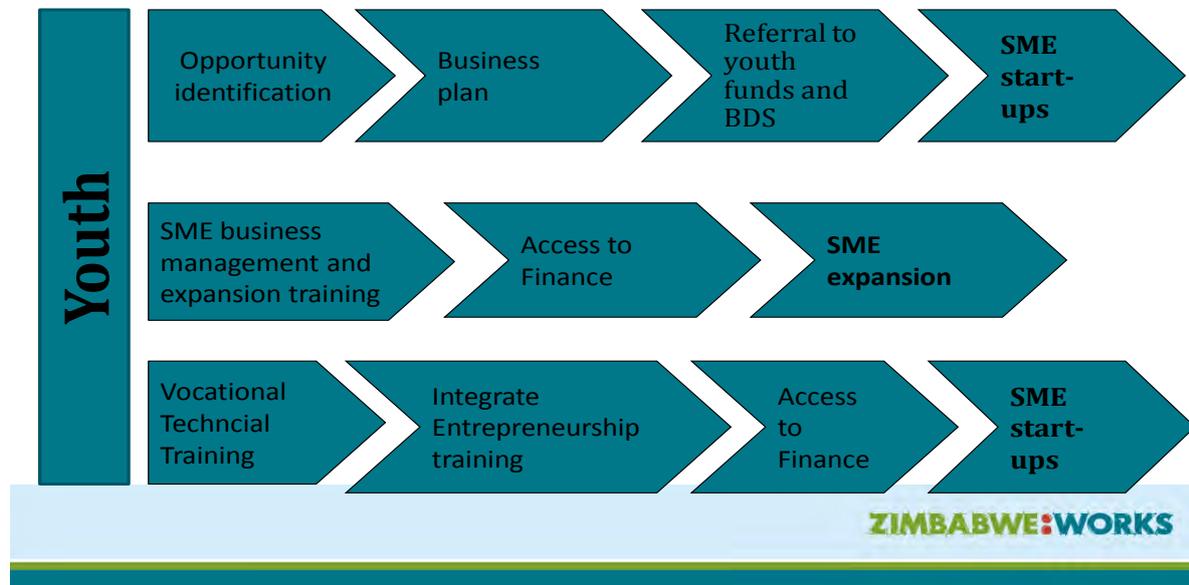
- What has happened as a result of the program or project?
- What real difference has the activity made?
- How many people have been affected?

Sustainability: Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. Projects need to be environmentally as well as financially sustainable. When evaluating the sustainability of a program or a project, it is useful to consider the following questions:

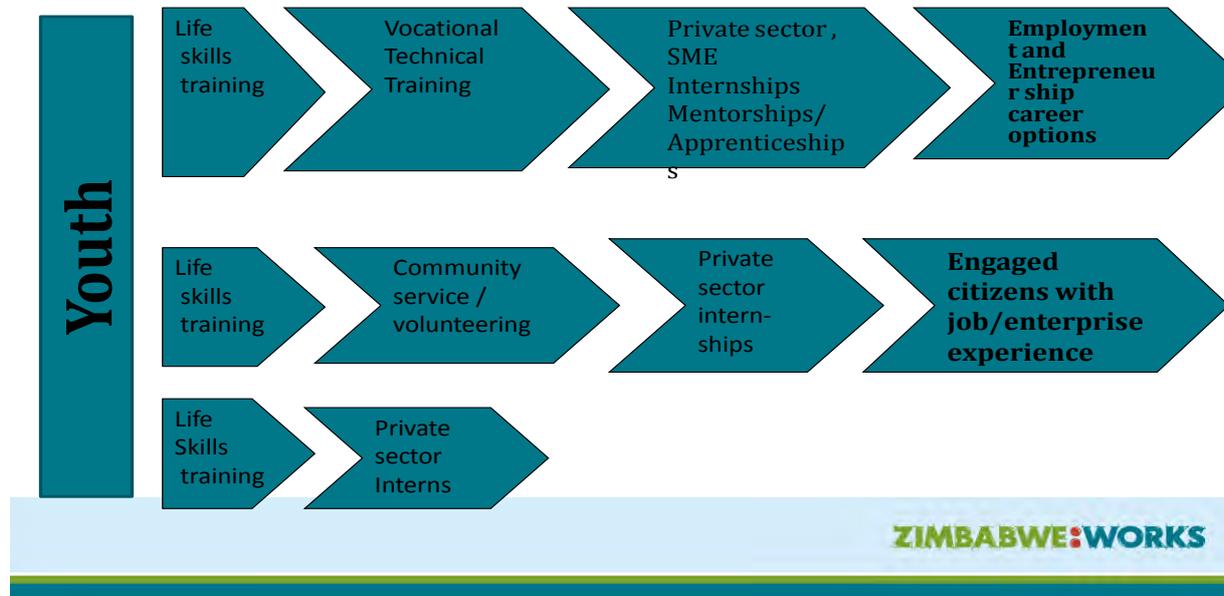
- To what extent did the benefits of a program or project continue after donor funding ceased?
- What were the major factors which influenced the achievement or non-achievement of sustainability of the program or project?

2 The DAC Principles for the Evaluation of Development Assistance, OECD (1991), Glossary of Terms Used in Evaluation, in 'Methods and Procedures in Aid Evaluation', OECD (1986), and the Glossary of Evaluation and Results Based Management (RBM) Terms, OECD (2000).

Entrepreneurship Models



Employability Models



1. Young people are trained in vocational technical training integrated with life skills, are then exposed to the private sector through internships, mentorships and apprenticeships. These young people can then choose either the employment option or entrepreneurship option

2. Young people are trained life skills, exposed to community service and volunteerism, exposed to the job environment through internships then they can live as engaged citizens either employed or running their own enterprise.
3. Young people are exposed to life skills training, placed in the private sector and can access employment

NUMBER OF BENEFICIARIES ENGAGED TO JUNE 2014 PER LOCATION IN THE ZIMBABWE WORKS PROGRAM

District/City	# of youth engaged to date
Harare	3,494
Chitungwiza	769
Goromonzi	281
Bulawayo	1,538
Bubi	200
Umzingwane	226
Mutare urban	815
Gweru urban	409
Masvingo urban	276
Bikita	159
Total	8,167

Annex 2: List of Respondents

Organization	Name of Key Informant	Designation	Time	Venue	Tel: #	Email Address
Monday, September 22, 2014						
Implementing Partners						
RBCT	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Microking	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Tuesday, September 23, 2014						
ZNCC	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Young Africa	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Wednesday, September 24, 2014						
Boost Fellowship	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]
Junior Achievement Zimbabwe	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]
Thursday, September 25, 2014						
Mercy Corp	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Friday, September 26, 2014						
Restless Development	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]
Care International	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Monday, September 29, 2014						
USAID	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Telecel	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
ProAfrica	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
EU	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
The Loving Hand	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Tuesday, September 30, 2014						
CZI	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
SME association of Zimbabwe	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Thompson and Stevenson Legal Practitioners	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Chamber of SMES	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Wednesday, October 01, 2014						
Econet Wireless	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Thursday, October 02, 2014						
Ministry of Small and Medium Enterprises and Cooperative Development	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]

Friday, October 03, 2014						
Empretec	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]
ILO	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Gutu Carpenters	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	
Sewing Business	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]		
Jackie's Palour	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	
Monday, October 06, 2014						
SIDA	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
ZimPlats	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
World Bank	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Tuesday, October 07, 2014						
DFID	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Annex 3: List of Documents Reviewed

- Africa Development Forum: Youth Employment in Sub-Saharan Africa V1
- Final Report of the Entra 21 Program Phase1: 2001-2007
- FinScope Consumer Survey Zimbabwe 2011
- Labor Market & Employment Opportunities, Operations Research Aggregate Report to Zimbabwe Works by Target Research:15 February 2013
- Microfinance Bill, 2011
- Ministry of Youth Development, Indigenisation and Empowerment; National Youth Policy
- Monitoring and Evaluation Capacity Building Plan Q3 2014
- Proposed Capacity Building Plan : Employability Technical Specialist
- Proposed Capacity Building Plan : Entrepreneurship Technical Specialist
- Proposed Capacity Building Plan : M & E Officer
- Proposed Capacity Building Plan: Entrepreneurship
- Proposed partner capacity building plan: July-September 2014
- Restless Development reporting format/ guidelines: March 2013- February 2014
- Situational Analysis and Institutional Mapping for Skills for Youth Employment and Rural Development in Zimbabwe :Final Report: September 2010
- Small and Medium enterprises Act
- Terms of Reference for the Consultancy services on conducting final evaluation for the Zimbabwe: Works project
- The National Gender Policy : 2013-2017:Zimbabwe Ministry of Women Affairs, Gender and Community Development
- The Nexus between growth, employment and poverty in Zimbabwe: The economics of employment creation: September 2013
- The NGO Joint Initiative for Urban Zimbabwe: Youth Unemployment Research Framework: March 2012
- Zimbabwe Opportunities Industrialisation Centres (ZOIC) Final Program Report
- Zimbabwe Work Cooperative Agreement N° aid-613-LA-12-00001, Monitoring and Evaluation Plan : 8 May 2013
- Zimbabwe Work Cooperative Agreement N° aid-613-LA-12-00001, Project Implementation Plan 15 October -30 June 2014: Submitted 3 February 2014
- Zimbabwe Work Cooperative Agreement N° aid-613-LA-12-00001, Quarterly Performance Report 1 April 2014 to 30 June 2014: Submitted 8 August 2014
- Zimbabwe Work Cooperative Agreement N° aid-613-LA-12-00001, Quarterly Performance Report 1 April -30 June 2013 June 2014: Submitted 30 July 2013
- Zimbabwe Work Cooperative Agreement N° aid-613-LA-12-00001, Quarterly Performance Report 1 January2014 -31 March 2014: Submitted 30 April 2014
- Zimbabwe Work Cooperative Agreement N° aid-613-LA-12-00001, Quarterly Performance Report 1 July -30 September 2013 to 30 June 2014: Submitted 30 October 2013
- Zimbabwe Work Cooperative Agreement N° aid-613-LA-12-00001, Quarterly Performance Report 1 October -31 December 2013: Submitted 30 January 2014

- Zimbabwe Work: Junior Achievement: End of Project Report for Junior Achievement Zimbabwe: March 2013 to April 2014
- Zimbabwe Works Associate Award under USAID Youth: Work Leader Award# EPP-A-00-08-00006-00
- Zimbabwe Works Cooperative Agreement N° aid-613-LA-12-00001, Program Design final
- Zimbabwe Works Employability Capacity Building Plan
- Zimbabwe Works Organogram
- Zimbabwe Works Programme Design and Results : Jan 2013- June 2014
- Zimbabwe Works Programme Design and Results : Jan 2013- June 2014
- Zimbabwe Works: CD-RISC Baseline and Exit Survey Report : May 2014
- Zimbabwe Works: Narrative report from Empretec Zimbabwe : Annual Report (January to December 2013)
- Zimbabwe Works: Quarterly format/guidelines: May to October 2013
- Zimbabwe Works: Royal Business Consult Trust (RBCT): January - May 2014 Programme Highlights
- Zimbabwe Works: Royal Business Consult Trust (RBCT): January - May 2014 Programme Highlights
- Zimbabwe Works: Royal Business Consult Trust (RBCT): January - May 2014 Programme Highlights
- Zimbabwe Works: Royal Business Consult Trust (RBCT): January - May 2014 Programme Highlights
- Zimbabwe Works: Young Africa(January 2013 to May 2014) Reported by [REDACTED]
- Zimbabwe Works: Young Africa(January 2013 to May 2014) Reported by [REDACTED]
- Zimbabwe Works; Comprehensive Report for the leadership development program 2013 -2014 : Prepared by: The Boost Fellowship

Annex 4: Data Collection Tools

Data Collection Tools

1. Individual Youth Beneficiary Questionnaire

Introducing yourself and the purpose of the interview:

Good morning/afternoon. My name is I represent [New Dimension Consulting-NEDICO], conducting a Performance Evaluation for the Zimbabwe: Works (ZW) Project. You are part of 305 ZW Project who have been randomly selected from all ZW Project beneficiaries in Harare, Bulawayo and Goromonzi. The information obtained from this interview will be used in Evaluating the Performance of the ZW Project.

Confidentiality and Consent: Your answers to this interview will not be released to anyone except for this Evaluation (i.e. confidential) and we will not contact anyone you know about this interview. Your name will not be written on this form, and will never be used in connection with any of the information you tell me. You do not have to answer any questions that you do not want to answer, and you may end this interview at any time you want to. However, your honest answers to these questions will help in designing better future similar Projects in this area, Zimbabwe and other countries. I would greatly appreciate your help in responding to this questionnaire. This interview will take between 20 to 30 minutes to complete.

If it is okay with you can we start this interview? Yes [] No [], Ask for the respondent name to match the below details with the random selection register. [Do not ask the respondent the below information on page 1]. Tick the implementation partner(s):-

- i. Microking (Z: W Project)
- ii. Microking (Open Market)
- iii. RBCT
- iv. Empretec
- v. Young Africa
- vi. Junior Achievement Zimbabwe
- vii. Boost Fellowship
- viii. ZNCC
- ix. ZOIC
- x. Restless Development
- xi. Hlekweni
- xii. If none of the above (**THANK** Participant and **PROCEED** to the next eligible youth beneficiary).

What is the transition status of the beneficiary?(Do not ask respondent but check in the random selection register)

- a. More Transitioned (Transitioned)
- b. Not Transitioned

Enumerator Name: _____, Enumerator ID: _____

Implementation Area (**Harare, Bulawayo and Goromonzi**): _____,

Survey Questionnaire Number: _____

Starting Time: _____, Ending Time: _____,

SECTION A: ZW INTERVENTIONS

A1. Which Interventions/Activities [Refer to support received from respective partners in the random selection register] did you benefit from? (Please **circle** All Interventions Listed by Beneficiary)(**MULTIPLE RESPONSES**)(Probe for the length of time of training or support received)

(a) ZW Project Interventions[**This is completed by the trained enumerator inline with respondent's response fitting in respective models**]

Overall Model	Specific ZW Project Model	Circle Applicable	Length of training/support (in days) 1. 1 to 5 days, 2. 6 to 10, 3. 11 to 15, 4. 16 to 20, 5. 21 to 25, 6. 26 to 30, 7. More than 30 days Note: Add start and end month and year	Which Skills are you are applying from the training received? (Tick Applicable)	Instruction
1. Entrepreneurship models	<ul style="list-style-type: none"> Model 1.1 Opportunity Identification, Business planning, referral, START ups 	a. Opportunity Identification,			Answer Section C Only
		b. Business planning			
		c. Referral			
		d. START ups			
	<ul style="list-style-type: none"> Model 1.2 SME Business Management and expansion, Access to finance, SME Expansion 	a. SME Business Management and expansion			
		b. Access to finance,			
		c. SME Expansion			
	<ul style="list-style-type: none"> Model 1.3 Vocational Technical Training, Integrate entrepreneurship training, Access to finance and start up 	a. Vocational Technical Training,			
		b. Integrate entrepreneurship training,			
		c. Access to finance			
		d. Start up			
	2. Employability (Life skills models)	<ul style="list-style-type: none"> Model 2.1 Life skills, Vocational Technical Training, Private Sector (Internships Mentorships Apprenticeships), Employment Career Options 	a. Life skills,		
b. Vocational Technical Training,					
c. Private Sector (Internships Mentorships Apprenticeships),					
<ul style="list-style-type: none"> Model 2.2 Life skills, Community Service, Private Sector internships/mentorships 		a. Life skills,			
		b. Community Service,			
		c. Private Sector internships/mentorships			

<ul style="list-style-type: none"> Model 2.3 Life Skills , Private sector internships 	a. Life Skills,		
	b. Private sector internships		

SECTION B. DEMOGRAPHIC INFORMATION				Instruction
B101	How old are you?	15 and below years	1	Age completed years in
		16-19 Years	2	
		20-24 Years	3	
		25-29	4	
		30-34	5	
		35 years	6	
		Above 35 years	7	
		Specific Age _____ Years		
B102	Sex of respondent	Female	1	
		Male	2	
B103	Do you go to school(<i>including under graduate and post graduate school</i>)?	Yes	1	
		No	2	
B103	What is the highest level of education completed?	Primary (Grade 1 to 7)	1	Go to B105
		Secondary (Form 1 to 4)	2	
		A Level	3	
		Other certificate	4	
		Diploma	5	
		Undergraduate	6	
		Post graduate	7	
		Other, specify _____	8	

SECTION C: ENTREPRENEURSHIP MODELS BENEFICIARIES				
C101	Did you start a business after receiving support from the organization that trained you?	Yes No Already existing business	1 2 3	Go to C101a Go to C116 Go to C116
C101a	When did you start operating your business (Year)?	_____		
C101b	Do you still (currently)run your own business?	Yes No	1 2	Go to C102 Go to C101c
C101c	If, "No", on C101a, how long did you run the business (months)	_____(months)		
C101d	If, "No", on C101a, which business sector were you in?	Retail Manufacturing Services Agriculture Tourism Other, specify_____	1 2 3 4 5 6	Go to C116
C102	If "Yes", in C101, which business sector are you in?	Retail Manufacturing Services Agriculture Tourism Other, specify_____	1 2 3 4 5 6	
C104	How long have you been operating your business?	_____ months		
C105	Have you ever accessed funding from any financial institution?	Yes No	1 2	
C105a	If "Yes"on C105, from which financial institution?	_____		

C106	Did the organization that trained you refer you to Microking for funding?	Yes No	1 2	
C107	Did you manage to access funding from Microking?	Yes No	1 2	Go to C109 Go to C111
C108	If “Yes” to C107 , how much did you get?	US\$_____		
C109	Are you up to date and managing to repay back the loan as agreed with Microking? (Probe if they did not miss one repayment installment?)	Yes No	1 2	
C110	If “No”, to C108 why did you fail to repay your loan or miss one of the installments?	Interest rates too high Business not doing well Other, specify_____	1 2 3	
C111a	If “No”, on C107, why did you fail to access funding from Microking?	Lack of collateral Stringent regulations Other, specify_____	1 2 3	
C111b	If “No”, how did you manage to finance the business start up and operations of existing business			

		Before Training	After Training		
C112	How many people are you currently employing (including yourself)?				
C113	What was your monthly salary bill(including yourself)?	US\$_____	US\$_____		
C113a	What is the average annual salary for each job created?	US\$_____	US\$_____		
C114	What is your monthly turnover (US\$)?	US\$_____	US\$_____		

		Before Training	After Training		
C114a	What is your annual turnover (US\$)?	US\$_____	US\$_____		
C115	What was your monthly net profit (US\$)	US\$_____	US\$_____		
C115a	What is your annual net profit (US\$)	US\$_____	US\$_____		
C116	Are you part of an Internal Savings and Lending (ISAL) or group or Savings and Credit Co-operative (SACCO)?	Yes No		1 2	
C116	In your view, what are the major barriers/challenges facing the youths in accessing funding for their businesses?				
C117	What viable business opportunities do you see as youths (in order of priority)?				
C118	What can be done to improve access to funding for youths of your ages?				
C119	What recommendations do you have for improving business start up by youths?				
C120	What recommendations do you have for any organization or programme on supporting young people in entrepreneurship(Maximum of five) (in order of priority)?				

SECTION D: EMPLOYABILITY MODELS BENEFICIARIES				
D001	Have you done an internship?	Yes No	1 2	
D001a	Were you paid during internship?	Yes No	1 2	
D001b	If "No", how long were you not paid (volunteered)	_____ months		
D001c	How long would you have been prepared to volunteer without an allowance?	_____ months		
D101a	Are you employed?	Yes No	1 2	Go to D102 Go to D107
D101b	When did you get employed (Year)?	_____		
D101a	Did you get employed after receiving support from organization that trained you?	After training Support Already employed	1 2	
D102	Which business sector are you employed trained in?	Food and Beverages Tourism Mining Transport Telecommunications Financial Non Governmental Organization (NGOs) Other, specify _____	1 2 3 4 5 6 7 8	
102a	What is the type and size of the institution that you are employed in?	Private sector (<i>Corporate/big company</i>) Private sector (<i>Small and Medium Sized company</i>) Community Based NGO	1 2 3	

		Local NGO (National)	4	
		International NGO	5	
		Government	6	
D103a	Which life skills did you receive from the organization that trained you that helped and led to your employment?	Communication	1	
		CV writing	2	
		Confidence building	3	
		Business ethics	4	
		Other, specify_____	5	
103b	What academic skills do you have?	Accounting	1	
		Marketing	2	
		Legal	3	
		Monitoring and Evaluation (M&E)	4	
		Mechanics	5	
		Education	6	
		Other, specify_____	7	
D103b	Are you employed in the profession for which you were trained?	Yes	1	
		No	2	
D105	How long have you been employed?	_____ months		
D106	What is your average monthly salary?	US\$_____		
D107	In your view, what are the major barriers/challenges facing the youths in finding employment?			
D108	What employment opportunities do you want to have?			
D109	What innovative approaches are needed for youth support			

D110	What recommendations do you have for any organization or programme on supporting young people to enhance their chances of being employed? <i>(Maximum of five)</i> (in order of priority)?			
-------------	--	--	--	--

END OF QUESTIONNAIRE, THANK YOU FOR PARTICIPATION

2. Youth Beneficiary Focus Group Discussion (FGD) Guide

Introducing yourself and the purpose of the FGD:

Good morning/afternoon. We are representing [New Dimension Consulting-NEDICO], conducting a Performance Evaluation for the Zimbabwe: Works (ZW) Project. You are part of ZW Project beneficiaries who have been randomly selected from all ZW Project beneficiaries in Harare, Bulawayo and Goromonzi. The information obtained from this discussion will be used in Evaluating the Performance of the ZW Project.

Confidentiality and Consent: Your responses to this discussion will not be released to anyone except for this Evaluation (i.e. confidential) and we will not contact anyone you know about this discussion. Your honest answers to these questions will help in designing better future similar Projects in this area, Zimbabwe and other countries. We would greatly appreciate your help in responding to this guide. This discussion will take between 45 to 60 minutes to complete.

If it is okay with you can we start this discussion? Yes [] No [], Did you all benefit from any ZW Project Interventions implemented by [Tick the implementation partner(s)]:-

- xiii. Microking (Z: W Project)
- xiv. Microking (Open Market)
- xv. RBCT
- xvi. Empretec
- xvii. Young Africa
- xviii. Junior Achievement Zimbabwe
- xix. Boost Fellowship
- xx. ZNCC
- xxi. ZOIC
- xxii. Restless Development
- xxiii. Hlekweni

Transition status of the FGD participants?(Circle Applicable)

- a. More Transitioned (Transitioned)
- b. Not Transitioned

Facilitator: _____,

Note-taker: _____

Implementation Area (**Harare, Bulawayo and Goromonzi**): _____,

Number of participants: _____ Females _____ Males _____

Starting Time: _____, Ending Time: _____,

Q1) What support did you receive from the organization that trained you *(Be specific to the names of respective partners who provided support in the respective areas where FGD is taking place)*?

Overall Model	Specific ZW Project Model	Circle Applicable	Describe Specific support received (Probe for support received)
3. Entrepreneurship models	<ul style="list-style-type: none"> Model 1.1 Opportunity Identification, Business planning, referral, START ups 	e. Opportunity Identification,	
		f. Business planning	
		g. Referral	
		h. START ups	
	<ul style="list-style-type: none"> Model 1.2 SME Business Management and expansion, Access to finance, SME Expansion 	d. SME Business Management and expansion,	
		e. Access to finance,	
		f. SME Expansion	
	<ul style="list-style-type: none"> Model 1.3 Vocational Technical Training, Integrate entrepreneurship training, Access to finance and start up 	e. Vocational Technical Training,	
		f. Integrate entrepreneurship training,	
		g. Access to finance	
		h. Start up	
	4. Employability (Life skills models)	<ul style="list-style-type: none"> Model 2.1 Life skills, Vocational Technical Training, Private Sector (Internships Mentorships Apprenticeships), Employment Career Options 	d. Life skills,
e. Vocational Technical Training,			
f. Private Sector (Internships Mentorships Apprenticeships),			
<ul style="list-style-type: none"> Model 2.2 Life skills, Community Service, Private Sector internships/mentorships 		d. Life skills,	
		e. Community Service,	
		f. Private Sector internships/mentorships	
<ul style="list-style-type: none"> Model 2.3 Life Skills, Private sector internships 		c. Life Skills,	
		d. Private sector internships	

Q2) What changes have resulted from the support received from **Probe in terms of:-Business start-up (both young women and men)**

Business Expansion (both young women and men)

Access to finance (both young women and men)

Full-time jobs on the market (for both young women and men)

Q3)What factors facilitated the changes reported in Q2 above?(**Probe for change enablers for Entrepreneurship models or Employability models as highlighted in Q2 above)**

Entrepreneurship models

Employability models

Q4) In your view, what are the major barriers/challenges facing the youths in accessing funding for their businesses (In order of priority)? (**Probe for at least one barrier in each area in terms of business start-up, expansion, access to finance and full-time jobs on the market for both young women and men)**

Area	Women	Men
<i>Business start-up</i>		

<i>Business expansion</i>		
<i>Access to finance</i>		
<i>Full-time jobs on the market</i>		

Q5) What opportunities exist for young people in terms business or employment (In order of priority)? ***(Probe for at least one opportunity in each area in terms of business start-up, expansion, access to finance and full-time jobs on the market for both young women and men)***

<i>Area</i>	<i>Women</i>	<i>Men</i>
<i>Business start-up</i>		
<i>Business expansion</i>		
<i>Access to finance</i>		
<i>Full-time jobs on the market</i>		

Q6) What innovative ways can be adopted to reach young people in terms of training, access to finance and mentorship? ***(Probe for use of mobile technology, use of social media, web portals)***

<i>Area</i>	<i>Women</i>	<i>Men</i>
<i>Training</i>		
<i>Access to finance</i>		
<i>Mentorship</i>		

Q7) What recommendations do you have for any programme supporting young people and future similar programmes?(In order of priority)?***(Probe in terms of training, business start-up, expansion, access to finance and full-time jobs on the market)***

Area	Women	Men
<i>Business start-up</i>		
<i>Business expansion</i>		
<i>Access to finance</i>		
<i>Full-time jobs on the market</i>		

END OF DISCUSSION, THANK YOU FOR PARTICIPATION

3. ZW Management Key Informant (KII) Guide

Introducing yourself and the purpose of the interview:

Good morning/afternoon. I am representing [New Dimension Consulting-NEDICO], conducting a Performance Evaluation for the Zimbabwe: Works (ZW) Project. Your honest responses to these questions will help in designing better future similar Projects in this area, Zimbabwe and other countries. We would greatly appreciate your help in responding to this guide. This meeting takes between 30 to 45 minutes to complete.

Interviewer: _____,

Respondent's Name: _____

Position in the Organization: _____

Q1) To what extent has the ZW Project achieved the planned results in terms of?

- Increased number of young women and men initiating and operating small and medium-sized enterprises

- Increased number of young women and men with the relevant skills for formal sector employment

- Improved young women's and men's attitudes towards the future and their role

Q1a) Are there any unintended results from Zimbabwe: Works Project? **(Probe what the unintended results are)**

Q2) To what extent did the ZW Project models and components achieve the intended outcomes? **(Probe which model (s) and components have been more effective) (Probe for young women and young men)**

Q3) What factors facilitated the achievements reported above? **(Probe for change enablers)**

Entrepreneurship models

Employability models

Q4) What critical capacities have been built at partner level?

Q5) How did the project measure and achieve results on capacity building of sub-partners? ***(Probe how far have partners progressed compared to initial capacity assessment)***

Q6) What were the five key barriers/challenges to achievement of intended Project results?

Q7) What were three to five key ZW Project lessons learnt under the entrepreneurship, and employability models components(In order of priority)?

Q8) What was innovative in ZW phase 1 and what other innovative approaches could benefit the ZW programme in phase 2 in terms of various approaches in entrepreneurship, access to finance and employability?

Phase 1 innovations

Innovations for Phase 2 (Probe for [innovative approaches can be adopted to boost the business start-up rate, survival and private sector employment rates] [What ICT, Social media, mobile device innovations can be implemented in ZW phase 2 programme design for the youth market segment] [Innovative approaches on entrepreneurship and employability for impact, market development and sustainability])

Q9) What three to five recommendations do you have for Zimbabwe: Works Project and future similar project (Phase 2) (In order of priority)? ***(Probe in terms of partner capacity building, youth beneficiaries training, business start-up, expansion, access to finance and full-time jobs on the market)***

END OF DISCUSSION, THANK YOU FOR PARTICIPATION

4. Partner Staff (Directors, Programmes and M & E Officers) Key Informant (KI) Guide

Introducing yourself and the purpose of the interview:

Good morning/afternoon. I am representing [New Dimension Consulting-NEDICO], conducting a Performance Evaluation for the Zimbabwe: Works (ZW) Project. We would greatly appreciate your help in responding to this guide. This meeting takes between 45 to 60 minutes to complete.

Interviewer: _____

Partner Organization: _____

Respondent's Name: _____

Position in the Organization: _____

Q1) Which ZW Project models and activities did your organization implement?

Q2) To what extent did your organization achieve planned results in terms of?

- Increased number of young women and men initiating and operating small and medium-sized enterprises ***[For Partners implementing Entrepreneurship models including Microking] [For Microking probe in terms of facilitating access to funds for youths]***

- Increased number of young women and men with the relevant skills for formal sector employment ***[For Partners implementing Employability models]***

- Improved young women's and men's attitudes towards the future and their role ***[Both Entrepreneurship and Employability partners]***

Q2a) Are there any unintended results from Zimbabwe: Works Project from the models and activities as you implemented? **(Probe what the unintended results are)**

Q3) To what extent did the ZW Project model and components you implemented achieve the intended outcomes? ***(Probe which model (s) and components have been more effective) (Probe for effectiveness in young women and young men)***

Q4) What factors facilitated the achievements reported above? **(Probe for change enablers)**

Q5) What were the five key barriers/challenges to achievement of intended Project results?

Q6) Which organizational critical capacities were built by ZW Project?

Q7) How far did your organization progress compared to initial capacity assessment?

Q8) What were the three to five key ZW Project lessons learnt at design, implementation, Monitoring and Evaluation, Capacity Building and Sustainability (In order of priority) ***(focus on lessons from specific model and components implemented by respective partners as highlighted in Q1)***

Design level

Implementation level

Monitoring and Evaluation level

Capacity Building level

Sustainability level

Q9) What was innovative in ZW phase 1 and what other innovative approaches could benefit the ZW programme in future similar programmes in terms of various approaches in entrepreneurship, access to finance and employability?

Phase 1 innovations

Innovations for Future similar programmes (Probe for *[innovative approaches can be adopted to boost the business start-up rate, survival and private sector employment rates]* *[What ICT, Social media, mobile device innovations can be implemented in future similar programmes for the youth market segment]* *[Innovative approaches on entrepreneurship and employability for impact, market development and sustainability]* *[What innovative approaches can be adopted around financial inclusion, managing risks and costs of transactions with the youth target segment]-Microking)*

Q10) Which ZW Project interventions provide greater scope of scalability ***(Explain why)***

Q11) What are the opportunities to mainstreaming economic empowerment programming for women and girls to inform future similar programmes/

Q12) What three to five recommendations do you have for Zimbabwe: Works Project and future similar project? (In order of priority) ***(Probe in terms of partner capacity building, youth beneficiaries training, business start-up, expansion, access to finance and full-time jobs on the market)***

END OF DISCUSSION, THANK YOU FOR PARTICIPATION

5. USAID Key Informant (KII) Guide

Introducing yourself and the purpose of the interview:

Good morning/afternoon. I am representing [New Dimension Consulting-NEDICO], conducting a Performance Evaluation for the Zimbabwe: Works (ZW) Project. We would greatly appreciate your time in responding to this guide. This meeting takes between 20 to 30 minutes to complete.

Interviewer: _____

Donor Organization: _____

Respondent's Name: _____

Position in the Organization: _____

Q1) In your view, what has been the overall performance of the Zimbabwe: Works Project? ***(Probe in terms of meeting intended results, targets and quality of results)***

Q1a) Are there any unintended results from Zimbabwe: Works Project? ***(Probe what the unintended results are)***

Q2) What have been Project performance enablers and barriers/challenges?

Q3) What key Zimbabwean environment factors (2012-2014) impinged on or influenced project design and implementation?

Q4) What are the barriers, constraints and opportunities for women and girls in entrepreneurship, access to finance and employment?

Q5) What are the key ZW Project lessons learnt at?

Design level

Implementation level

Monitoring and Evaluation level

Capacity Building level

Sustainability level

Q6) What was innovative in ZW phase 1 and what other innovative approaches could benefit the ZW programme in phase 2 in terms of various approaches in entrepreneurship, access to finance and employability? ***(Probe on use of ICTs and Social media) (TYPE OF PARTNERS)***

Q5) What two to three recommendations do you have for Zimbabwe: Works Project and future similar project (Phase 2)? ***(Probe on future focus on youth beneficiaries training, enhancing business start-up, expansion, access to finance and full-time jobs on the market)***

END OF DISCUSSION, THANK YOU FOR PARTICIPATION

6. Other Donors Key Informant (KII) Guide

Introducing yourself and the purpose of the interview:

Good morning/afternoon. I am representing [New Dimension Consulting-NEDICO], conducting a Performance Evaluation for the Zimbabwe: Works (ZW) Project.

ZW Project was a 30-month, US\$4.6 million USAID-funded programme launched in June 2012 to build job skills and improve the employment and self-employment status of more than 7000 youth in Zimbabwe. The Project was implemented in 10 urban and rural locations throughout Zimbabwe which are Bikita, Bubi, Bulawayo, Chitungwiza, Goromonzi, Gweru urban, Harare, Masvingo urban, Mutare and Umzingwane. Ten local NGOs and private sector firms with youth development experience: BOOST, Empretec, Hlekweni, Junior Achievement Zimbabwe (JAZ), MicroKing, Restless Development, Royal Business Consult Trust (RBCT), Young Africa, Zimbabwe National Chamber of Commerce (ZNCC) and Zimbabwe Opportunities Industrialisation Centre (ZOIC) partnered with ZW to implement the program.

We would greatly appreciate your time in responding to this guide. This meeting takes an average of 30 minutes to complete.

Interviewer: _____

Donor Organization: _____

Respondent's Name: _____

Position in the Organization: _____

Q1) In your view, how relevant is the ZW Project in the Zimbabwean context in terms of building job skills and improve the employment and self-employment status of youths?

Q2) Do you provide support for youths on entrepreneurship and or employability? **(If Yes, what type of support do you provide for youths in Zimbabwe?)**

Q3) What type of support of **interventions and innovations** would you consider to support in future for youths in terms of entrepreneurship and employability?

Q4) What are the barriers, constraints and opportunities for women and girls in:

Entrepreneurship

Employability

Q5) What *two to three* recommendations do you have for future programming with a youth focus? ***(Probe on future focus on youth beneficiaries training, enhancing business start-up, expansion, access to finance and full-time jobs on the market)***

END OF DISCUSSION, THANK YOU FOR PARTICIPATION

7. Private Sector/NGO Key Informant (KII) Guide

Introducing yourself and the purpose of the interview:

Good morning/afternoon. I am representing [New Dimension Consulting-NEDICO], conducting a Performance Evaluation for the Zimbabwe: Works (ZW) Project.

ZW Project was a 30-month, US\$4.6 million USAID-funded programme launched in June 2012 to build job skills and improve the employment and self-employment status of more than 7000 youth in Zimbabwe. The Project was implemented in 10 urban and rural locations throughout Zimbabwe which are Bikita, Bubi, Bulawayo, Chitungwiza, Goromonzi, Gweru urban, Harare, Masvingo urban, Mutare and Umzingwane. Ten local NGOs and private sector firms with youth development experience: BOOST, Empretec, Hlekweni, Junior Achievement Zimbabwe (JAZ), MicroKing, Restless Development, Royal Business Consult Trust (RBCT), Young Africa, Zimbabwe National Chamber of Commerce (ZNCC) and Zimbabwe Opportunities Industrialisation Centre (ZOIC) partnered with ZW to implement the program.

We would greatly appreciate your time in responding to this guide. This meeting takes an average of 30 minutes to complete.

Interviewer: _____

Private Sector/NGO Organization: _____

Respondent's Name: _____

Position in the Organization: _____

Q1) In your view, how relevant is the ZW Project in the Zimbabwean **private sector, corporate, small and medium enterprises** or **NGO sector** context in terms of building job skills and improve the employment status of youths? **(Probe in terms of skills provided matching the industry expectations)**

Q2) What has been your experience working with youths referred by ZW Project partners? **(Probe if there are differences in performance/value between youths from ZW Project and those from open market)**

Q3) What are the two to three key lessons learnt in your engagement with ZW project through its partners?

Q4) What was innovative in ZW Project phase 1 and what other innovative approaches could benefit the ZW programme in phase 2 in terms of various approaches in employability? **(Probe on use of ICTs and Social media)**

Q5) What role do you see the private sector, corporate, small and medium enterprises or NGOs play in internships programmes to secure full time jobs for youth?

Q6) How willing is the private sector to invest in life skills training and co-financing the internship before paying in full for a secured job?

Q7) What are the barriers, constraints, and opportunities for women and girls for employment?

Q8) Are there any employment policies that enhance or limit potential to access jobs for women and girls?

Q9) What three to five recommendations do you have for Zimbabwe: Works Project and future similar project (Phase 2)? **(Probe on future focus on youth beneficiaries training in relation to job market needs, skills matching, full-time jobs on the market)**

END OF DISCUSSION, THANK YOU FOR PARTICIPATION

8. Stakeholders Key Informant (KII) Guide

Introducing yourself and the purpose of the interview:

Good morning/afternoon. I am representing [New Dimension Consulting-NEDICO], conducting a Performance Evaluation for the Zimbabwe: Works (ZW) Project.

ZW Project was a 30-month, US\$4.6 million USAID-funded programme launched in June 2012 to build job skills and improve the employment and self-employment status of more than 7000 youth in Zimbabwe. The Project was implemented in 10 urban and rural locations throughout Zimbabwe which are Bikita, Bubi, Bulawayo, Chitungwiza, Goromonzi, Gweru urban, Harare, Masvingo urban, Mutare and Umzingwane. Ten local NGOs and private sector firms with youth development experience: BOOST, Empretec, Hlekweni, Junior Achievement Zimbabwe (JAZ), MicroKing, Restless Development, Royal Business Consult Trust (RBCT), Young Africa, Zimbabwe National Chamber of Commerce (ZNCC) and Zimbabwe Opportunities Industrialisation Centre (ZOIC) partnered with ZW to implement the program.

We would greatly appreciate your time in responding to this guide. This meeting takes an average of 30 minutes to complete.

Interviewer: _____

Stakeholder Organization: _____

Respondent's Name: _____

Position in the Organization: _____

Q1) In your view, how relevant is the ZW Project in the Zimbabwean context in terms of building job skills and improve the employment and self-employment status of youths?

Q2) What has your level of engagement with the ZW Project?

Q3) What else could be involved in through such a youth programme?

Q4) What are the barriers, constraints and opportunities for women and girls in entrepreneurship, access to finance and employment?

Q5) What are the two key lessons learnt in your engagement with ZW project?

Q6) What was innovative in ZW Project phase 1 and what other innovative approaches could benefit the ZW programme in phase 2 in terms of various approaches in entrepreneurship, access to finance and employability? ***(Probe on use of ICTs and Social media)***

Q7) What three to five recommendations do you have for Zimbabwe: Works Project and future similar project (Phase 2)? ***(Probe on future focus on youth beneficiaries training, enhancing business start-up, expansion, access to finance and full-time jobs on the market)***

END OF DISCUSSION, THANK YOU FOR PARTICIPATION

9. Most Significant Change Stories Guide

Introducing yourself and the purpose of the interview:

Good morning/afternoon. I am representing [New Dimension Consulting-NEDICO], conducting a Performance Evaluation for the Zimbabwe: Works (ZW) Project.

As a member of this community who benefited from the ZW Project, you have been selected to provide your story on experiences with regard to this Project. The discussion comprises a series of questions and should take between 15 to 20 minutes to complete. Your participation in this discussion is entirely voluntary. Your responses will be treated absolutely confidential.

District Name: _____

Area Name: _____

Gender: _____

Partner: _____

Model & Specific Support Received: _____

Do you the storyteller:

- want to have your name on the story (tick one) Yes/No

Name of storyteller*:

* (If they wish to remain anonymous, don't record their name or contact details – just write 'Entrepreneurship or Employability beneficiary or some similar description.)

Are you comfortable in us taking your pictures so that we can use them in the report and any publications for wider stakeholder dissemination (Yes/No), If "Yes" can you sign here as evidence of informed consent: _____

Title of story _____

Starting Time: _____: Finishing Time: _____ Total Time: _____

Name of person recording story: _____

Location: _____

Date of recording: _____

THE PARTNERS & COMMUNITY WILL ASSIST IN IDENTIFYING MOST SIGNIFICANT CHANGE STORIES

1. Tell me how you (the storyteller) first became involved with ZW Project, and what your current involvement is:

.....
.....
.....

2. From your point of view, describe the most significant change that has resulted from your involvement with ZW Project (training/support or funding - Describe who was involved, what happened, where and when):

.....
.....
.....

3. Why is this significant to you? (What difference has it made/will it make? Why do you think this difference is important):

.....
.....
.....

4. Have you participated in other similar projects in the past, and how has this one differed from those? (Read the story to the storyteller to seek authenticity)

.....
.....
.....

5. What Lessons did you learn that you want to share with others?

.....
.....
.....

6. Do you have any other comments?

.....
.....
.....

(Read the story to the storyteller to seek authenticity)