

Terms of Reference PO 8241

Independent evaluation of the E4D/SOGA – Employment and Skills for Eastern Africa Programme.

1. Overall Purpose

The main purpose of this evaluation is to get an independent assessment of the E4D/SOGA approach on local employment promotion through skills and supplier development. This assessment will test if the theory of change underlying the programme and its assumptions are valid. As the programme has adapted to changes in its operating environment, the assessment will also look at whether the programme and its approach is still fit for purpose and providing value for money. Where possible, the evaluation should identify pathways for sustainability and scale.

The evaluation will be the only independent review of this programme commissioned by DFID and thus serves an important accountability function. The evaluation will also draw out important lessons learnt from the programme that will inform DFID's policy in the area of skills and supplier development as well as potential future programming (this is why the evaluation is being commissioned before the end of the programme in March 2019).

2. Background

a. The E4D/SOGA programme

The UK's contribution to the E4D/SOGA – Employment and Skills for Eastern Africa programme was approved in November 2014. The total UK funding is £22.5 million, running until March 2019¹. The programme is co-funded by Germany (BMZ), Norway (NORAD) and Shell. GIZ is the programme implementer. The programme activities focus on Kenya, Mozambique, Tanzania and Uganda².

The intended **impact** of this programme will be that access to jobs and economic opportunities for local people in and around the oil and gas sector leads to an increased economic contribution of the sector to growth in Eastern Africa (the sector remit was later expanded, see 2b. for more details).

The programme's intended **outcome** is that East African women, men and young people supported by E4D/SOGA gain employment and economic opportunities in natural resource-based industries and adjacent sectors. This is measured by three outcome indicators:

1. Number of additional local people in sustainable jobs across the four target countries (target 23,000³)
2. Percentage of income increase of people reached by the programme (target 10%)
3. Percentage of male and female training graduates obtaining and maintaining a job after completion of training (target 75%)

The main programme **outputs** are:

1. Public Private Partnerships to support economic and employment opportunities for East Africans are established and functional.
2. Enabled local enterprises provide goods and services relevant to natural resource-based industries and adjacent sectors.
3. People have the right skills and information to get sustainable employment in natural resource-based industries and adjacent sectors.
4. Catalytic knowledge and systemic change generated for local economies to benefit from natural resource led growth.

E4D/SOGA works both on skill and supplier development. It is piloting an innovative approach that is based on strong public-private sector partnerships, is very demand-driven and matches trained individuals with jobs. That means using private sector networks established by country teams to identify a pipeline of investment projects and the demand for skilled labour and local procurement.

¹ The budget approved for the programme was originally £25 million, running until the end of 2019.

² To get a more detailed sense of the geographical coverage, please refer to the map of projects in Annex 1

³ This was revised down from 32,000 following the budget reduction

The programme then works with local delivery partners to deliver capacity building measures to local people and businesses, often jointly funded with private sector partners (output level). This demand driven approach aims to ensure local people and businesses have the right skills and capabilities that allow them to exploit opportunities created by investments, gain access to employment, and can generate additional income (outcome level). Overall, the assumption is that this approach trialled by the programme would improve the linkages of investments to the domestic economy, especially through jobs and business opportunities for local companies, which will create further jobs (impact level)⁴.

A significant body of research argues that earnings from employment are the most important driver of poverty reduction and that jobs are the most important determinant of living standards. Investments in extractives and related sectors such as infrastructure have the potential to create positive spill-overs to the local economy, such as jobs and procurement opportunities for local companies, but the local market is often not able to meet the demand created for a lack of skills and capabilities. E4D/SOGA is aiming to address this by essentially matching the supply side with demand created by planned investments, and in doing so increasing the catalytic effect of investments on local economic development. To further increase the programme's impact specifically on poverty reduction, it focuses on low to medium level skills (welders not engineers) and on ensuring that vulnerable groups, such as women and youth, have access to training and jobs. The majority of the programme's services are structured to balance and take into account existing asymmetries, to allow extending economic opportunities to local men, women and young people, who would otherwise remain unaffected by investments. The outcome targets of increasing the number of local people in sustainable jobs and raising the incomes of people by at least 10% have specific sub-targets. The programme aims to reach at least 35% women and 40% young people between the ages of 15 and 24.

b. Changes to the context and the programme's remit

The programme was initially set up to focus on the oil and gas sector in East Africa (and therefore titled "Skills for Oil and Gas in Africa / SOGA"). At high level roundtables chaired by the then UK Secretary of State Justine Greening, several companies in the extractives sector, expressed their concern that East African countries might fail to benefit economically from the huge amount that was going to be invested in the sector. The programme was designed not just to mitigate the risk that East African countries miss out of the benefits coming from the influx of foreign investment, in terms of employment and opportunities for local businesses, but also as a way to pilot a new approach to skills and supplier development. At this time, the price of oil was high and production of oil and gas in Eastern Africa was judged to be imminent. So the pressure to develop the skills of local people to enable them to participate in this particular sector was clear, and the opportunities were considerable. Since then, prices have dropped significantly and, coupled with challenging political situations, this has led to delays in investments throughout East Africa.

While the expected investments in oil or gas upstream projects have not yet materialised, a number of other investments still provide opportunities for local job creation. The fastest-growing sectors in East Africa are set to be financial services, construction, utilities and transportation, as well as wholesale and retail trade. Additionally, consumer spending in Tanzania and Kenya is predicted to grow rapidly over the coming years, as the demand for goods and services and for better and more housing increases. As a result, more local companies will be able to sell their goods and services to meet this growing demand. This situation has led to both challenges and opportunities. Whilst the pressure to deliver skills directly relevant to the oil and gas sector has waned, the opportunity to build skills in associated sectors has become more relevant. This change has led to a focus on transferable skills, applicable to a wide range of industries, and also to a broadening of the programme's sectoral remit moving away from an explicit link to the oil and gas industry. To reflect the changes in the programme's remit, it was rebranded to 'E4D/SOGA – Employment and Skills for Eastern Africa'.

c. Reviews and other documents

⁴ The detailed theory of change with underlying assumptions can be found in Annex 2.

Three annual reviews have been carried out by DFID (the latest in November 2017). The reviews, together with the business case and the latest version of the log frame are available on the programme's [Development Tracker page](#).

d. Links to other programmes

E4D/SOGA is not specifically linked to any other programme. There are several programmes operating in East Africa offering skills training, business development and broader technical and vocational education (TVET) reform. However, the programme is different in that it specifically looks at school to work transition, builds direct partnerships with the private sector, focuses on large investment projects and is providing skills, business development and matching services. The programme is seeking synergies with other donors where possible. In Tanzania for example, E4D/SOGA coordinates the Skills Development Working Group which meets three times a year to discuss best practices and learning. This is supported by the Tanzanian government to better coordinate different skills initiatives in the country. Also in the other three countries, there are regular exchanges with country governments and on different levels with other key donors and implementers in this area to foster synergies (e.g. in Uganda with the World Bank on international certification of technical colleges). A detailed mapping of donor employment initiatives per country can be found in Annex 3.

3. Objectives, Scope and Evaluation Questions

a. Objectives and Scope

The evaluation has four main objectives, listed in order of priority, and focusing on four of the five [OECD DAC evaluation criteria](#):

- i. Relevance: To test whether the theory of change and assumptions (below)⁵ underlying the programme's approach are valid, specifically whether the focus on partnerships with the private sectors has led to increased effectiveness regarding sustainable economic opportunities for the target population.
- ii. Effectiveness: To assess how effective the programme has been, also in responding to changing political and economic circumstances, and whether its approach is relevant for sectors outside the extractives industries.
- iii. Efficiency: To suggest relevant measurements of programme efficiency and use those to assess whether the programme provides value for money (i.e. maximum impact for money invested).
- iv. Sustainability: To assess the potential for achieving sustainability using the E4D/SOGA approach and identify pathways to reaching scale and replication.

b. Evaluation questions

Building on the objectives outlined above and on the recommendation from the November 2017 annual review, potential questions for the evaluation are (ordered by OECD criteria):

- i. **Relevance:**
 - Do the main assumptions hold in practice and is the programme's experience so far in line with its theory of change, especially at the output and outcome level (e.g. has the demand-driven character of the pilot worked, how strongly linked are outputs and outcomes?)
 - Is the approach working in all countries and if not in all, why? Is the programme targeting the right type of skills and business capabilities?
 - Is the programme's balance between skill and supplier development appropriate in terms of maximising its impact on the local economic and economic development and in supporting people to get into jobs and generating income?
 - How adequate is the governance structure (both at regional and country level) for achieving the programme objectives?

⁵ The specific logframe milestones were updated over the course of the programme, but the underlying theory of change still holds.

- How relevant has programme's choice of stakeholders been (e.g. how relevant is the choice of delivery partner – e.g. GIZ vs. NGO vs. commercial agent, has the programme been targeting the right beneficiaries, is it reaching populations in urban and rural areas)?
- ii. Effectiveness:**
- What are the advantages and disadvantages of the programme's demand-driven approach to skills and supplier development?
 - How well has the programme responded to the changes in political and economic circumstances (taking into account best practice on flexible programming)?
 - How has it managed lack of or the delay in demand in the different countries?
 - How effective has the programme been in its activities, within and outside the extractives sector?
 - Is the programme adequately equipped to work in different markets (e.g. agriculture)?
 - How effective has the programme been in prioritising sectors and relevant partnerships (e.g. based on metrics such as potential for job creation, economic transformation, sustainability, impact on livelihoods)?
 - Is the programme capable of analysing the political economy of the sectors it works in and reflecting the implications in its approach (e.g. considering how programme interventions may impact incentives of political elites)?
- iii. Efficiency:**
- Has the investment in building relationships with the private sector paid off (i.e. lead to increased vfm)?
 - What is the added value of in-kind and financial contributions from the private sector at project level?
 - In terms of programme efficiency, what are the benefits or disadvantages of partnering with other donors and working with a donor agency rather than with a commercial implementation partner?
 - What are sensible metrics for measuring the sustainable value for money of skills and supplier development interventions and their impact of economic development?
 - Can the evaluators establish a realistic counterfactual – what would have happened without the programme?
- iv. Sustainability:**
- Is the programme effectively sharing its learning and best practices (what is the take up, how far is the reach)?
 - Has the programme achieved replication of its approach and is imitation and upscaling an effective way towards sustainability?
 - What is the likelihood of the programme's outcomes being sustained after programme closure?
 - How does the programme's potential for reaching sustainability and scale compare to approaches that focus on more systemic changes (e.g. improving government capacity, supporting overall TVET reforms, reforming curricula, strengthening individual training centres of excellence etc.)?
 - On the basis of the experience gathered by the programme, are there signs of potential pathways to reaching scale and sustainability?
 - Does the programme's approach to public-private partnerships offer lessons for other programmes on innovative and flexible ways of working with the private sector?

The evaluation questions should be posed both at the level of the regional and country level, pointing out where evidence leads to different answers in different, yet comparable, country contexts.

c. Cross-cutting issues

The evaluation will touch on many cross-cutting issues. Linking the evaluators' work to those issues as much as possible, will help ensure that their work can effectively share learning across DFID (and its

networks) and inform future strategic work and programming. Tenderers are invited to suggest cross-cutting issues they wish to prioritise (in order to use available resources efficiently). From a DFID perspective, the main themes are economic linkages of foreign investment, local employment promotion and job creation, local content, skills development, business development, youth employment and women's economic empowerment.

d. Users and audience of evaluation

The main users of the evaluation will be DFID (central teams as well as country offices), the other donors supporting the programme and GIZ. It is expected that the findings of the evaluation will also be shared with other external partners and parties (such as the World Bank) to inform and foster strategic discussions and learning in this area of programming.

4. Methodology and Data Sources

The Supplier has detailed the evaluation design and methodology they will use, the potential risks and challenges for the evaluation and how these will be managed. DFID does not endorse a particular methodology for the E4D/SOGA evaluation. Therefore, the Supplier has proposed approaches and methods which they believe will most effectively and efficiently answer the selected evaluation questions and meet the key objectives of the evaluation within the time and budget available. The Supplier will refine this proposal within the first month of the contract, in consultation with DFID, GIZ and other relevant stakeholders. The Supplier should note that we are committed to quality and rigour in line with international good practice in evaluation, as set out in DFID's evaluation policy. As per DFID evaluation policy, the evaluation should adhere to international best practice standards in evaluation, including the OECD DAC International Quality Standards for Development Evaluation, the OECD DAC principles Standards for Development Evaluation, and DFID's Ethics Principles for Research and Evaluation.

The methods and assessment frameworks employed for this evaluation should facilitate the collection and analysis of qualitative data, be relevant to the questions outlined in section 3 above, and make optimal use of existing quantitative and qualitative data.

Sources that will be used in the evaluation would include:

- *Document review:* Review of key documents including those outlined in Section 2 and other key programme documents such as internal progress reports, factsheets and briefings. A table of key programme and project documents will be prepared by DFID (supported by GIZ) and provided to the evaluators with further assistance available if required.
- *Analysis of existing M&E data:* The evaluation should primarily draw from the programme's M&E reporting system (see detailed information in Annex 4). The evaluation team will have to come up with sensible comparators for VfM analysis.
- *Interviews with key partners and users:* Interviews will be required with key stakeholders such as programme teams in country, implementation partners, people trained, public and private training providers, local business, international firms and government representatives. Furthermore interviews are suggested with programme partners on regional level such as members of the regional Steering Board and Advisory Forum. A list with key contacts at regional and country level will be provided to the evaluators. The evaluators could also interview representatives from other programmes using similar or different approaches to skills and supplier development. Alternative or complementary approaches to in country visits, such as teleconferences, surveys or online discussion fora, could be considered to bring the cost down. The evaluator should consider field trips to investigate local impact and gather beneficiary feedback.
- *Literature:* The tenderers might also consider conducting a review of relevant other literature and findings on ensuring relevance and use of impact evaluation findings by governments and policy makers.

Available data: DFID and GIZ will provide tenderers with documentation on the programme, full access to M&E data and will facilitate access to relevant stakeholders in Kenya, Mozambique, Tanzania and Uganda. GIZ is currently collecting data from all countries for the Annual Report to be

submitted to donors by March 2018. Therefore, up to date data will be available for most activities and be shared (including raw data of interviews, tracer studies etc.). However, the evaluation team might have to make direct approaches to other stakeholders and beneficiaries who are in scope of their evaluation design.

There are some risks and challenges regarding data collection, mostly regarding information on the success of skills and supplier development activities in the context of difficult economic conditions (e.g. where private investment has been delayed and business and job opportunities are rare). In addition and depending on the tenderers field visit plans, there are security risks in the Cabo Delgado area of Mozambique, which will restrict travel in this area. The Supplier will identify risks and challenges more specifically in an inception report and propose a mitigation strategy.

5. Timetable and Milestones

Output	Time
Inception Report submitted	8 th October
Field Work	w/c 29 th October & w/c 5 th Nov
Draft Final Report submitted	1 st February 2019
Presentation to the Evaluation Panel	w/c 4 th February
Final Evaluation Report submitted	24 th February

6. Evaluation Outputs

The Evaluation Team will produce the following outputs, which will be received and assessed by the evaluation panel (described in section 8):

- Inception report
- Draft final report
- Presentation to evaluation panel
- Final report (30 – 50 pages with a maximum 3 page executive summary) that incorporates feedback obtained on the draft report
- Appendices with details on the methodology, data collection etc.

In addition, the evaluators will be required to produce a “policy brief” summarising the main findings of the evaluation for circulation to a wider group of stakeholders as well as at least one learning document that links the evaluation to relevant cross-cutting issues. The key audience for these outputs will be DFID advisers and other donors. It is possible that the reach of these documents might be increased by events or other means of communication. The tenderers are therefore expected to include a (brief) communications and dissemination plan in their proposal.

7. Skills and Qualifications of Evaluation Team

The essential competencies and experience that the Evaluation Team will need to deliver the work are:

- Extensive knowledge of evaluation methods and techniques;
- Strong research skills;
- Very good knowledge and understanding of skill and business development
- Very good knowledge of economic linkages, supply chains and structural transformation
- Good understanding of value for money, and some experience in analysing the costs and benefits of economic development programmes
- Experience in the East African context, particularly Kenya, Mozambique, Tanzania or Uganda
- Strong analysis, report writing and communication skills

Desirable competencies and experience are:

- Experience in working for or collaborating with companies investing in Africa or their suppliers or financing partners

- Previous experience in the extractives industries or related sectors
- Expert knowledge of at least one sector other than extractives (e.g. agriculture, services, manufacturing)
- Good knowledge of gender analysis and inclusion

Expressions of Interest (EoI) from suitably qualified individuals, organisations and consortia are equally welcome.

8. Evaluation management arrangements and stakeholder involvement

The evaluation will be overseen by an evaluation panel. This panel will be responsible for approving the evaluation outputs and commenting on draft reports. The panel will be chaired by DFID's Senior Responsible Owner of the programme, who will also be the day-to-day point of contact for the evaluators. Some logistical support can be provided by DFID's E4D/SOGA programme manager (and GIZ programme staff), however the evaluators will need to make their own travel arrangements etc (and budget for those in their bid).

Other members of the panel will be a member of DFID's extractives team, DFID's lead on skills and advisers from the Governance, Open Societies and Anti-Corruption (GOSAC) as well as the Growth and Resilience department. The panel will be responsible for reviewing all evaluation outputs, a management response to the evaluations recommendations, and for their implementation.

Liaison between the evaluation panel and the evaluators will include at least an introductory meeting and meetings following the submission of evaluation outputs. To the extent possible, meetings and presentations shall take place face to face, either at DFID East Kilbride or DFID Whitehall. Additional meetings (face to face or by VC/phone) can be scheduled flexibly with the evaluation panel chair (and other members if necessary).

Outside the evaluation panel, the most important stakeholders to be involved in the evaluation process are GIZ and co-funding donors (BMZ, NORAD, and Shell). Before submitting outputs to the evaluation panel, the evaluators are required to double check facts with implementing agency GIZ to ensure their analysis is factually correct. The tenderers are invited to consider including a discussion of some of their outputs with a wider audience of stakeholders, to ensure the submitted outputs are supported by key stakeholders, but this is optional.

The Supplier may also consider involving an external expert or experts (potentially academics with a relevant research interest) in the evaluation process to make the cross-cutting issue and learning part of the evaluation more robust.

DFID and other UK Government Departments will have unlimited access to the material produced by the supplier.

9. Duty of care

The Supplier is responsible for the safety and well-being of their Personnel (as defined in Section 2 of the Contract) and Third Parties affected by their activities under this contract, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property.

DFID will share available information with the Supplier on security status and developments in-country where appropriate. DFID will provide a copy of the DFID visitor notes (and a further copy each time these are updated), which the Supplier may use to brief their Personnel on arrival.

The Supplier is responsible for ensuring appropriate safety and security briefings for all of their Personnel working under this contract and ensuring that their Personnel register and receive briefing as outlined above. Travel advice is also available on the FCO website and the Supplier must ensure they (and their Personnel) are up to date with the latest position.

Tenderers must develop their Tender on the basis of being fully responsible for Duty of Care in line with the details provided above and the initial risk assessment matrix developed by DFID. They must confirm in their Tender that:

- They fully accept responsibility for Security and Duty of Care.
- They understand the potential risks and have the knowledge and experience to develop an effective risk plan.
- They have the capability to manage their Duty of Care responsibilities throughout the life of the contract.

If you are unwilling or unable to accept responsibility for Security and Duty of Care as detailed above, your Tender will be viewed as non-compliant and excluded from further evaluation.

Acceptance of responsibility must be supported with evidence of capability and DFID reserves the right to clarify any aspect of this evidence. In providing evidence Tenderers should consider the following questions:

- Have you completed an initial assessment of potential risks that demonstrates your knowledge and understanding, and are you satisfied that you understand the risk management implications (not solely relying on information provided by DFID)?
- Have you prepared an outline plan that you consider appropriate to manage these risks at this stage (or will you do so if you are awarded the contract) and are you confident/comfortable that you can implement this effectively?
- Have you ensured or will you ensure that your staff are appropriately trained (including specialist training where required) before they are deployed and will you ensure that on-going training is provided where necessary?
- Have you an appropriate mechanism in place to monitor risk on a live / on-going basis (or will you put one in place if you are awarded the contract)?
- Have you ensured or will you ensure that your staff are provided with and have access to suitable equipment and will you ensure that this is reviewed and provided on an on-going basis?
- Have you appropriate systems in place to manage an emergency / incident if one arises?

10. Safeguarding

DFID requires assurances regarding protection from violence, exploitation and abuse through involvement, directly or indirectly, with DFID suppliers and programmes. This includes sexual exploitation and abuse, but should also be understood as all forms of physical or emotional violence or abuse and financial exploitation.

- The Supplier must demonstrate a sound understanding of the ethics in working in this area and applying these principles throughout the lifetime of the programme to avoid doing harm to beneficiaries. In particular, the design of interventions including research and programme evaluations should recognise and mitigate the risk of negative consequence for women, children and other vulnerable groups. The supplier will be required to include a statement that they have duty of care to informants, other programme stakeholders and their own staff, and that they will comply with the ethics principles in all programme activities. Their adherence to this duty of care, including reporting and addressing incidences, should be included in both regular and annual reporting to DFID;
- A commitment to the ethical design and delivery of evaluations including the duty of care to informants, other programme stakeholders and their own staff must be demonstrated.
- DFID does not envisage the necessity to conduct any environmental impact assessment for the implementation of the Issue based programme. However, it is important to adhere to principles of “Do No Harm” to the environment.

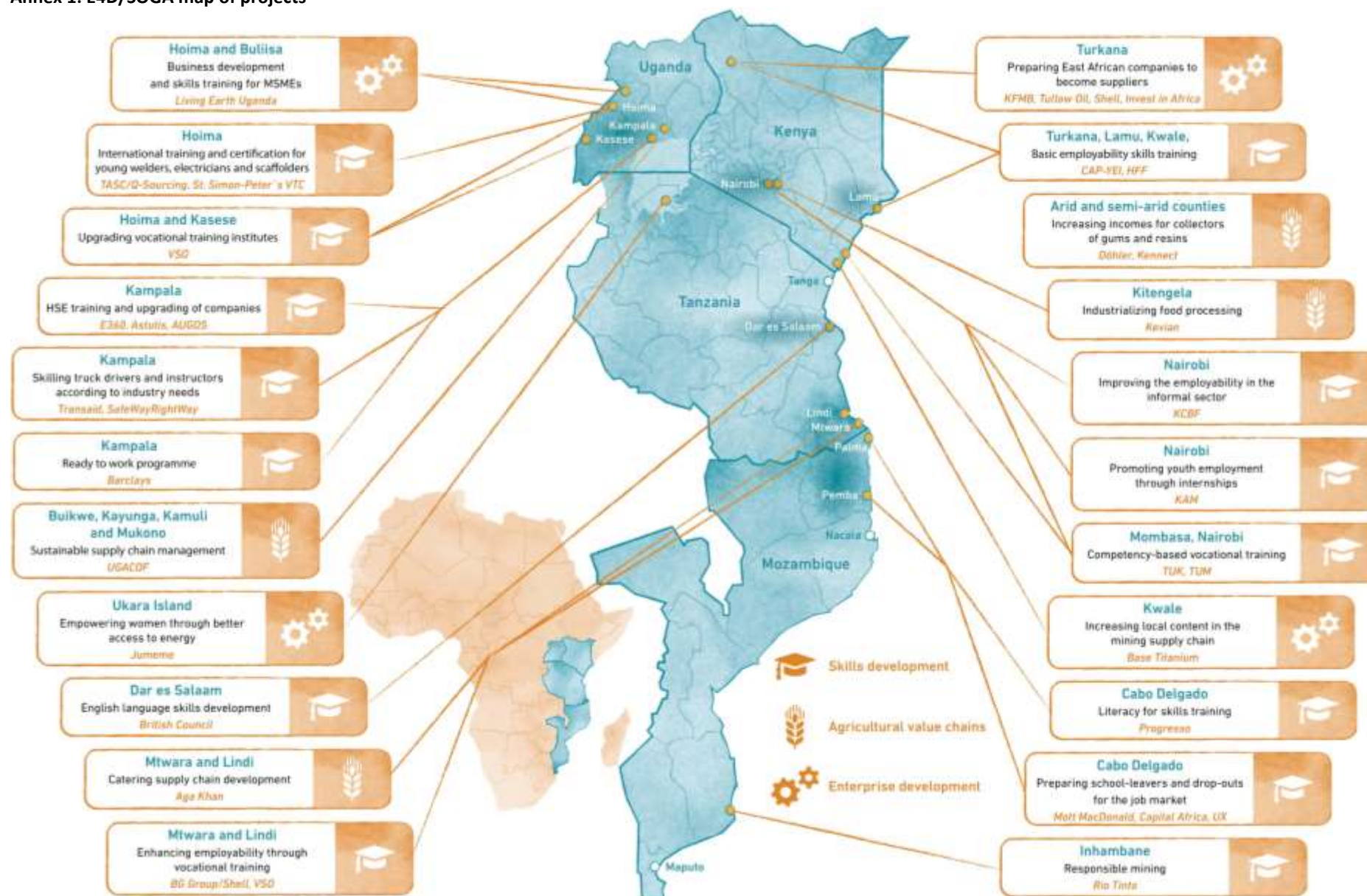
11. General Data Protection Regulations (GDPR)

Please refer to the details of the GDPR relationship status and personal data (where applicable) for this project as detailed in Annex A Appendix A and the standard clause 33 in section 2 of the contract.

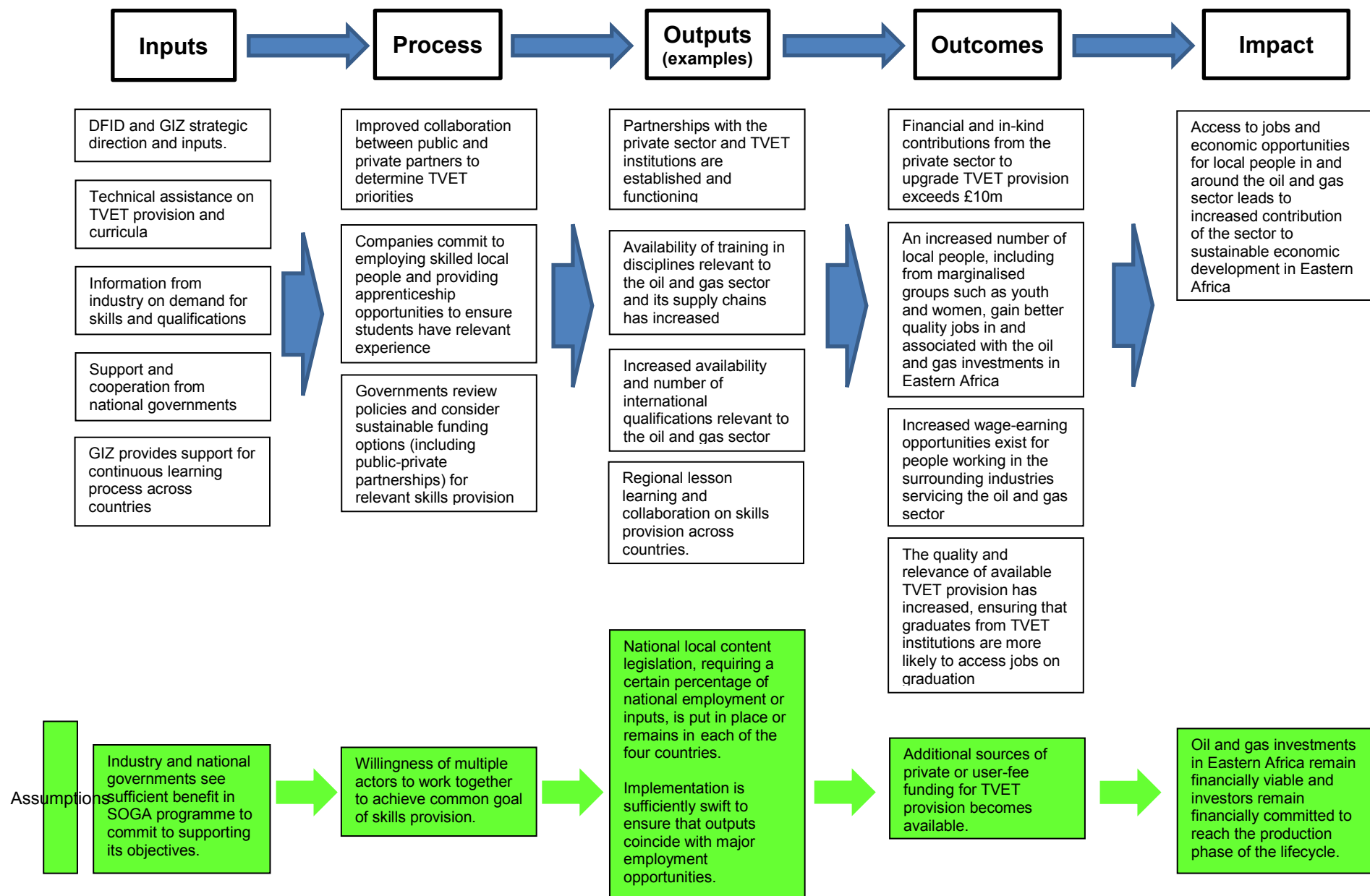
12. Budget

The allocated budget for this evaluation is up to £xxxxxx (incl. VAT, travel and all expenses).

Annex 1: E4D/SOGA map of projects



Annex 2: E4D/SOGA theory of change (source: business case)



Annex 3: Mapping of other employment programmes in East Africa

Kenya

Donor Mapping Kenya				
Organisation/ Agency	Programme name	Timeframe	Project description/ aim	Budget in \$
AfDB	Technical Vocational Education Training (TVET)	2015 - 2020	<ul style="list-style-type: none"> - Improve access, equity, quality and relevance of TVET (in parts for hearing and visually impaired students) - Construct hostels in some of the target TVET institutions, in rural and marginalised regions 	62.000.000
Embassy of France	Centres of Excellence for vocational training	2017 - 2020	<p>The project aims to provide:</p> <ul style="list-style-type: none"> • Provision of premises, workshops and laboratories, • Provision of an administrative and teaching team, • Undertaking of general logistic 	
DfID	Kuza Project – Supporting Youth Employment in Mombasa county	2014 - 2017	<ul style="list-style-type: none"> - Skills training for marginalised youths - Establish information training centres in low-income constituencies (including mentoring) - Establish employment platforms - Facilitate investments in key job-creating industries - Support the County's youth in employment policymaking 	8.240.000
EU	Conflict prevention, peace and economic opportunities for youth in Kenya	2016 - 2020	<ul style="list-style-type: none"> - Enhance understanding of sources of conflict and exclusion - Provide youth with skills to improve employment and livelihoods prospects. - Capacity building to manage and prevent conflict and improve trust between the state and communities. 	7.037.400 (€ 6.000.000)
EU	Improving Social and Economic Opportunities for Youth in Northern Kenya	2016 - 2019	<ul style="list-style-type: none"> - Improve dialogue, engagement and understanding between county governments, youth and communities - Strengthen the institutional capacity of civil society organisations to deliver effective, inclusive socio-economic programming - Enhance the quality of school and TVET curriculum to deliver value-based education and market-led skills 	5.864.500 (€ 5.000.000)
EU/GDC	Youth Empowerment and Employment Project in Kenya	2016 - 2019	The objective is to provide youth with skills, which can be used to improve employment and livelihoods prospects. The expected outcome is to provide vulnerable young people in marginalised areas with opportunities to learn vocational skills that enable them to access economic opportunities. The project will link with the private sector in order to provide demand driven and market oriented modularised training in line with CBET methods. All interventions are complemented by a focus on long term capacity building of local private and public training providers.	3.835.383 (€ 3.270.000)
FAO	Promoting Engagement of the Youth in Agriculture to enhance Food Security, Increase Incomes and Reduce Poverty	2016 - 2018	<ul style="list-style-type: none"> - Communication, Engagement & Attitude Change - Skills Development - Technology and Innovation - Production and mechanization - Market Development and Agripreneurship - Financing and Insurance 	500.000
FAO	Reducing distress migration through local value chain development	2017 - 2019	<ul style="list-style-type: none"> - Migration - Social Protection - Value Chain Development 	1.500.000
GIZ & KfW	Cooperative Training for Youth Employment	2017 - 2021	The objective of the Kenyan-German TVET initiative is to improve the employability of young Kenyans by offering industry-oriented technical and vocational training in cooperation with the private sector. To this end, 3 public TVET institutions will be upgraded to industry-specific "Centres of Excellence", which will form a network of specialized TVET schools in the Greater Nairobi Area.	31.668.300 (€ 27.000.000)

			- Areas: industrial mechatronics, automotive mechatronics, automotive bodybuilding/ welding.	
GIZ & KfW	Skills Initiative for Africa	2017 - 2021	Criteria based, competitive application process for Financing Facility to fund innovative practical skills development programs by public and private institutions. Key: Participation of private sector/employers. Funding large investment projects, international projects and smaller innovative/pilot projects. Goal: Strengthen occupational prospects. Replicate best practice and innovative approaches on a regional scale.	44.570.200 (€ 38.000.000)
GIZ	MAKE IT Africa	2017 - 2019	Promote conditions conducive to entrepreneurship by optimising the interaction of financing instruments, market partners, support facilities and infrastructure to benefit digital start-ups.	4.691.600 (€ 4.000.000)
KfW	Wings 2 Fly Phase III	2017 - 2020	'Wings to Fly' – an Equity Group Foundation program, co-financed by BMZ through KfW, provides scholarships and mentorship to academically promising students from disadvantaged backgrounds. New project phase: sponsoring of TVET courses for Wings to Fly graduates from 2016, besides secondary school scholarships for intake 2017.	4.691.600 (€ 4.000.000)
Government of Canada (Global Affairs Canada)	Kenya Education for Employment Program (KEFEP)	2016 - 2021	- Develop partnerships between Kenyan TVET Institutions, agencies and Canadian colleges - Create a supply of skilled workers to respond to the needs of in-demand sectors in Kenya - Improve skills training programs, TVET Institutions and help Kenyan agencies in implementing TVET reform	16.423.151 (\$20,600,000CDN)
IFAD/EU	Kenya Cereal Enhancement Programme (KCEP)	2015 - 2021	- Courses for smallholder farmers on inputs/agricultural practices, commercial contracts, selling, financial services, market-oriented commercial farming, coping with the effects of climate change - 8 county governments implementing 100 ward level sustainable NRM and climate change resilience community plans	152.000.000
ILO	Better Utilisation of Skills for Youth through Quality Apprenticeship (BUSY project)	2016 - 2020	- Support formulation of National Skills Development Policy - Support establishment of National Industrial Skills Development Council - Awareness raising on legal and policy reform - Pre-situational analysis in target counties on the level of awareness and attitudes of employers and workers towards workplace based training program - Documentation and dissemination of best practices on WBT - Capacity strengthening of partners in WBT implementation - Support establishment of Global Apprenticeship Network, Kenyan Chapter - Coordination mechanism of WBT - Capacity development of Master Craft Persons as accredited host trainers	3.000.000
JICA	AFRICA-ai-JAPAN (African Union - African Innovation - JKUAT PAUSTI Network)	2014 - 2019	Capacity development of Jomo Kenyatta University of Agriculture and Technology (JKUAT) and Pan Africa University for Science Technology & Innovation (PAUSTI) professors / students in the department of Agriculture, Engineering, Science & Technology	5.616.000
JICA	Human Resource Development for Industrial Development	2015 - 2018	Expansion and improvement of SME business activities	
Sweden	NETFUND Green Innovations Award	2015 - 2019	The project seeks to promote green growth and address the impacts of climate change through efforts that will contribute to a low carbon and climate resilient development pathway. The project is modelled on the premise whereby NETFUND seeks to promote self-regulation by recognising and awarding best practices and promoting innovative low carbon climate resilient technologies or initiatives through an awards program; an incubation program for exceptional green initiatives that include a commercialization / acceleration component; upscaling green initiatives; and demonstrating best practice through Centres of Excellence in Environmental Management (CEEMa); replication of best practice; and promoting research and the implementation of green growth policies.	3.000.000

Sweden	Inclusive Growth through Decent Work in the Great Rift Valley (Public Private Development Partnership)	2017 - 2020	Poverty reduction and improved living conditions through decent work and rights-based services among the rural population in the Great Rift Valley, focusing on youth. 1. Decent jobs resulting from better skills provided by vocational training 2. Decent jobs and new and growing businesses resulting from new and relevant informal skills, business development services and access to finance 3. Communities have the capacity to lobby for increased access to public and social services, e.g. water, education, health, sanitation	7.350.000
Sweden	Agriculture Sector Development Support Programme (ASDSP)	2017 - 2022	Support to commercialization of small-scale agriculture through priority value chain development. Mainstreaming youth and women in value chain development as well as targeted support to youth and women driven value chain innovations. Implemented in all 47 counties, 3 value chains chosen in each county.	75.935.000
UNDP	Economic Empowerment Program	2013 - 2018	Enhance and mainstream inclusiveness of the poor and vulnerable in institutional and policy frameworks and private sector participation in job-rich and pro-poor growth;	5.390.000
USAID	Generation Kenya	2014 - 2019	Accelerate learning and place youth unemployed/under employed youth in jobs and give them the skills and support they need to achieve lifelong personal and professional success	4.000.000
USAID	Kenya Youth Employment and Skills Program	2015 - 2020	- Enhance the employability of Kenyan youth, especially for underemployed youth who have not completed secondary school: Business skills, technical and vocational skills, youth awareness, financial services, mentoring and job placement, career counselling - Increase workforce competitiveness and private sector involvement in the sectors targeted	21.917.718
USAID	Young African Leaders Initiative	2015 - 2019	Provide young African professionals with leadership training in three main tracks: Civic Engagement, Business and Entrepreneurship, Public Management	16.781.830
World Bank	Kenya Youth Employment and Empowerment	2016 - 2021	Improve employment and earnings for youth: - Training and Work Experience - Support for youth entrepreneurs to start a business or increase productivity mainly by facilitating access to business development services and finance; - Improving labour market information - Strengthening youth policy development and project management	150.000.000
Government of the Republic of Korea	Better Education for Africa's Rise (BEAR)	2017 - 2022	With its comprehensive, structured approach, BEARS's objective is to update curricula, better train teachers, boost infrastructure and engage employers and enterprises in helping TVET to focus on specific sectors carefully chosen for their potential for creating jobs. It aims to increase people's access to quality TVET, with a special focus on young people. The ultimate aim of the project is to help promote better TVET systems and to give young people a better chance of finding a job.	1.700.000

Mozambique

Donor Mapping Mozambique				
Organisation/ Agency	Programme name	Timeframe	Project description/ aim	Budget in \$
AFD - Agence Française de Développement	Project to support TVET in Tourism (at feasibility study stage)	2017 - n.a.	- Creation of public and private partnerships in Inhambane province - Capacity building of ESTHI and contribution to improve its services - Contribution to improving professional insertion of young people - Implementation of a technical assistance for a designated public institution.	approx. 1,2 - 3,5 million US\$ Approximately from 1 million to 3 millions EUR
AFD - Agence Française de Développement	Project to support TVET in Energy (at feasibility study stage)	2017 - n.a.	Working with Electricidad de Mocambique (EDM) to help them on their formation system. Several studies have been launched, we are now waiting for the first result of these studies to start complementary work.	approx. 1,2 - 3,5 million US\$ Approximately from

				1 million to 3 millions EUR
AFD - Agence Française de Développement	Project to support TVET in Oil & Gas (Not a project yet)	n.a.	Several possibilities, don't know yet what project AFD will be able to support.	
AICS - Italian Agency for Development Cooperation	PRETEP - PLUS - Support to Technical and Professional Training Reform System in Mozambique	2016-2019	<ul style="list-style-type: none"> - Strengthen and expand the activities of technical assistance and institutional capacity building in the framework of the Technical and Vocational Education (TVET) Reform - Implement a network of Technical Training Centres in the Agro-Industry, Tourism/Hospitality sectors, linked to the productive sectors and to the local Employment Services of the Ministry of Labour. 	42.743.290 (EUR 36.442.400)
AICS - Italian Agency for Development Cooperation	NGO OIKOS	2014-2017	<ul style="list-style-type: none"> - Vocational training and educational programs to increase the rate of employment in the hotels and tourism sector in Cabo Delgado. - Training of trainers and teachers - Revision of the courses , teaching program, educational materials - Creation of new jobs in professional and technical training - Strengthen the relationships between suppliers of educational opportunities, the commercial sector and public administrators 	402.193 (EUR 342.905)
Camões - Instituto da Cooperação e da Língua (CICL)	Project to Support TVET	2001 - ongoing	<ul style="list-style-type: none"> - Providing training to school's directors and teachers, officers of the Ministry of Education and Human Development of all Professional Schools of level II - Re-organising courses' curriculum; supporting the development of the legal framework regarding TVET 	
Camões - Instituto da Cooperação e da Língua (CICL)	Cluster of the Portuguese Cooperation in Ilha de Moçambique	2011 - ongoing	<ul style="list-style-type: none"> - Develop reading and writing skills - Reinforce the teacher's skills and the courses taught - Promote access to jobs and entrepreneurship once students have finished their course 	
Canada DFATD	STEM Project	2014-2020	Technical skills training at 4 medium-level institutes and one Mozambican Institute for Employment and Vocational Training (INEFP) centre with a focus on extractive industries.	14.350.326 (CAD \$18.000.000)
DFID	JOBA (previously Skills for Employment (S4E)) programme	2015-2021	Achieve higher income among targeted youth, especially young women and girls, acquired through increased access to relevant quality non-state vocational training leading to formal or self-employment	22.261.633 (GBP 17.000.000)
DFID	Ligada – Improving female economic empowerment in Mozambique	2015-2021	Promote decent employment for girls by creating linkages between skills training and employment opportunities	
German Development Cooperation - GIZ	Pro-Educação / Pro-Education	current phase: 2013-2017 (4 years)	<ul style="list-style-type: none"> - Supporting Primary Education with focus on advisory services to the ministry, e.g. Teacher Training, Capacity Building in Decentralized Education Administrations, HIV work place program - Supporting Technical and Vocational Education and Training (TVET) reform in industrial maintenance with focus on Teacher Training, School Management and Cooperation with the Private Sector 	current phase of 4 years: 26.976.700 (EUR 23.000.000)
Global Affairs Canada	Entrepreneurship in Mozambique	2013-2016	Providing training to school managers and trainers on entrepreneurship and supporting training institutions to develop and implement their own "empresas-escolas"	558.068 (CAD \$700,000)
JICA	Enhancing the Professional Education System Model in Mozambique	2017-2021	<ul style="list-style-type: none"> - Strengthen institutional capacity of the Mozambican Institute for Employment and Vocational Training (INEFP) - Enhance vocational training institutions by establishing educational management control system, improving the training quality to fit the needs of the private sector 	

German Development Cooperation - KfW	Support to the Mozambican Technical and Vocational Education and Training Sector (TVET)	2016-2019	<ul style="list-style-type: none"> - Contribution to the Mozambican Technical and Vocational Education and Training (TVET) reforms through the support of selected public and private TVET institutions - Procurement of equipment, consumables and materials needed for the implementation of the competency-based curricula, the rehabilitation, extension and construction of essential buildings 	17.593.500 (EUR 15.000.000)
ILO	More and better jobs in Cabo Delgado and Nampula: Harnessing the opportunities of Mozambique's New Economy	2015 - 2017	<ul style="list-style-type: none"> - Strengthening the systems of the Mozambican Institute for Employment and Vocational Training (INEFP) to contribute to an improved and more egalitarian workforce with vocational skills and competencies, improving their employability opportunities in extractive industries firms and in SMEs operating in value chains feeding into the extractive sector 	1.500.000
ILO	Skills for Employment and Productivity in Low-Income Countries	Dec 2014 - Aug 2017	<ul style="list-style-type: none"> - Improve access to training and to job opportunities - Supporting job creation along the value chains in the extractive industry 	1.800.000
World Bank	Higher Education Science and Technology Project	2015-2018	<ul style="list-style-type: none"> - Support the ongoing reform of the Mozambican Technical and Vocational Education and Training Sector (TVET) - Activities related to qualifications and quality control of teaching and learning in TVET (i.e., support to governance and financing mechanisms, training and provision of scholarships for teachers, development of qualifications in priority areas) 	7.000.000

Tanzania

Donor Mapping Tanzania				
Organisation/ Agency	Programme name	Timeframe	Project description/ aim	Budget in \$
African Development Bank	HEST TVET - Skills Development for Labor Market	2015-2019	<ol style="list-style-type: none"> 1. Increasing access and improving the quality and equity of TVET 2. Capacity building for secondary teacher education in science and mathematics 	52.197.140
German Development Cooperation - Chamber of Hamburg	Dual Apprenticeship	2011-2017	Piloting dual apprenticeship in selected centres of the Vocational Educational and Training Authority (VETA)	
German Development Cooperation - Chamber of Crafts and skilled Trades Council Düsseldorf	Dual Apprenticeship Training and Development in Agriculture Technology	2017-2020	Dual Apprenticeship Training and Development in Agriculture Technology	
Colleges and Institutes Canada	Improving skills training for employment program (ISTEP)	2014-2019	Career guidance, Training of Trainers, Sector Council, partnering with the Vocational Educational and Training Authority (VETA) and the National Council for Technical Education (NACTE)	9 .000.000
DFID / Fundacion Paraguay	School based business clubs	2014-2018	Entrepreneurship promotion through Business Clubs at 30 government schools. Transition from Basic education to TVET.	520.000

DFID/ World Vision Tanzania	cycle of transformation - In school and out of school training in entrepreneurship and technology	2014-2018	Providing support to in-school youth in entrepreneurship. Promotion of work based skills in technology, marketing, accounting and leadership. Transition rate from basic education to TVET	520.000
DFID/ Digital Opportunity Trust	Digital skills in vocational education centres	2014-2018	Working with government based VETA (Vocational Educational and Training Authority) vocational education centres to enhance digital skills.	516.200
Mastercard Foundation/ Fundación Paraguaya	Learn, Earn and Save	2014-2019	Establish and demonstrate a financially self-supporting secondary school model and a school business club model	5.668.961
GAN - Global Apprenticeship Network	Global Apprenticeship Network (GAN) Tanzania	since 2017	Establish a network for apprenticeship, workplace training programmes	
Mastercard Foundation/ Heifer Project International	East Africa Youth Inclusion Program (EAYIP)	2016-2021	Expand skills training, employment and business opportunities for youth in the agricultural sector in Tanzania and Uganda.	7.235.932
Mastercard Foundation/ International Youth Foundation (IYF)	Via Pathways to Work Programme	2016-2021	Life skills and entrepreneurship at the Vocational Educational and Training Authority (VETA)	10.000.000
ILO	Implementing and strengthening quality apprenticeship in Tanzania	2016-2017	Provision of practical trainings at vocational training centres	
Mastercard Foundation/ Michigan State University	Agrifood Youth Opportunity Lab Program	2017-2022	Expand and improve agrifood system training programs in Nigeria and Tanzania	4.937.997
Plan International	Youth Economic Empowerment Programme (YEE)	2015-2018	Vocational training, curricula development, career guidance, life skills, job placement, entrepreneurship, financial literacy	4.574.310 (EUR 3.900.000)
Restless Development	Employability and Career Development	2015-2017	Career guidance, soft skills, entrepreneurship	234.580 (EUR 200.000)
Mastercard Foundation/ Restless Development	Youth Think Tank	2015-2019	Manage the Youth Think Tank.	251.875
Swiss Agency for Development and Cooperation (SDC)	Skills for Employment Tanzania – SET	2017-2029	Relevance, quality and perception of TVET	24.000.000
SDC and Mastercard Foundation	Opportunities for Youth Employment - OYE	2013-2018	Career guidance, matching and job placement, life skills, entrepreneurship	4.5 Mio USD from SDC 19.7 Mio USD from Master Card Foundation
Swisscontact	U Learn II	2016-2021	Career guidance counselling, financial literacy, technical skills, life skills, work readiness and leadership, entrepreneurship and market access, safety and health at work	10.200.000
UNESCO	Better Education for Africa's Rise II	2017-2021	Relevance, quality and perception of TVET	1.400.000

World Bank	Tanzania Education and Skills for Productive Jobs Program (ESPJ)	2016-2021	<ul style="list-style-type: none"> - Boost youth employment by offering industry-oriented technical and vocational training in close cooperation with the private sector, „dual“ cooperative training - Impact: training institutes upgraded (Infrastructure, Equipment etc.) to Centres of Excellence incl. assessment centre - skills development strategy 	120.000.000
-------------------	--	-----------	---	-------------

Uganda

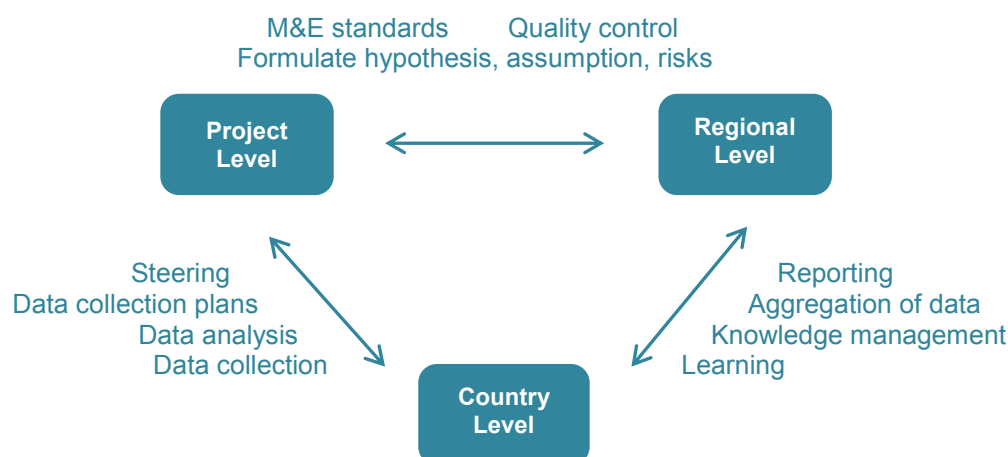
Donor Mapping Uganda				as of August 2017
Organisation/ Agency	Programme name	Timeframe	Project description/ aim	Budget in \$
Belgium Technical Cooperation (BTC)	Support to Skilling Uganda - Skills (Technical) Development especially for the youth	2015 - 2021	<ul style="list-style-type: none"> - Supports national TVET strategy; on a regional level in domains of policy, financing instruments and new modalities for training delivery - Support of training providers - Goal: close collaboration with Business Membership Organisations and private sector companies 	18.766.400 (€ 16.000.000)
Belgium Technical Cooperation (BTC)	Support to Skilling Uganda - EU Trust Fund	2016 - 2019	- Contribute to skills development for refugees and their host communities through short and medium term vocational training and entrepreneurship support	2.873.605 (€ 2.450.000)
German Development Cooperation - GIZ	Reform of the Urban Water and Sanitation Sector	2015 - 2017	<ul style="list-style-type: none"> - Support to the Ministry of Water and Environment and the newly established regional units of the Directorate of Water Resources - support to vocational training for the water sector (plumbers, water technicians, etc.) through a training centre established through GIZ and the National Water and Sewerage Cooperation 	5.864.500 (€ 5.000.000)
German Development Cooperation - GIZ	CPS/ZfD Project on Land Conflicts in Northeastern Uganda	2016 -2018	Amongst others, the project works on land and resource conflicts related to mining operations in Karamoja District.	2.932.250 (€ 2.500.000)
Irish Aid/Belgium Technical Cooperation	Support to Skilling Uganda - Karamoja	2016 - 2021	<ul style="list-style-type: none"> - Support the implementation of some of the key-reforms of the national TVET strategy - Support of domains: policy, new financing instruments and new modalities for training delivery. 	7.037.400 (€ 6.000.000)
KOICA – Korea International Cooperation Agency	The Project for the Establishment of a Vocational Training Institute in Uganda	2011 - 2017	The program supports the establishment of a vocational training institute (VTI) by providing various training workshops such as electricity, welding and plumbing, automotive and sewing. The VTI is under construction.	5.278.050 (€ 4.500.000)
NORAD	Oil for Development	2015 - 2018	Provides broad-based institutional capacity support to the management of petroleum resources, environmental and safety issues, and revenues earned from the petroleum sector.	6.675.151 (preliminary) (€ 5.691.151 preliminary)
World Bank	Albertine Region Sustainable Development Project	2015 - 2019	The project supports the upgrading of Uganda Petroleum Institute Kigumba (UPIK), Uganda Technical College Kichwamba and a new institute in Nwoya. Support is provided in the form of physical infrastructure, equipment, instructor training and curriculum development.	26.905.153 (€ 22.939.000)
World Bank	Skills Development Project	2016 - 2020	<ul style="list-style-type: none"> -Development of a Skills Development Authority -Support to 4 centres of excellence -Support to enterprise based vocational training with focus on more relevance for industry 	99.651.573 (€ 84.961.696)

M&E FRAMEWORK

Results-Based Monitoring (RBM) Approach

The M&E Activities for E4D/SOGA are based on GIZ's **results-based monitoring (RBM) system**. RBM is a management instrument for steering and accounting complex projects and forms the basis for objective-oriented project management and efficient use of resources. RBM does not wait until the end of the project term to examine the results achieved, but also monitors the project throughout its entire duration in order to realise preventive strategies, to determine whether the project is on track and to take rapid and effective action to correct its development.

E4D/SOGA: M&E PROCESSES ON DIFFERENT LEVELS



M&E data is usually collected every 6 months on partnership level as part of the regular reporting cycle on country level. Furthermore, the E4D/SOGA Annual Report to donors, submitted in March each year, collects and analyses data for all four countries to report on the logframe indicators (data cut off date for the Annual Report is the 31 January).

M&E STANDARDS

M&E Guidelines

The M&E Guidelines set standards for data collection and reporting. Here, you find guidance for monitoring the three outcome indicators. To allow comparability of monitoring data, the guidelines define **standards for evaluation methods, data collection and data analysis** such as before-after comparison, methods with control groups or standards for sample sizing. The guidelines also address common reoccurring questions and provide solutions.

M&E Glossary

The M&E Glossary provides a detailed overview of **definitions and explanations on relevant E4D/SOGA terms** such as jobs, income increase, dropout rate, youth, upscaling etc. With these definitions, principles and guidelines for the result measurement in the E4D/SOGA programme, this document gives clarification for the data collection for the indicators of the log frame. The glossary is based on **internationally accepted standards and approaches**, i.e. the *Donor Committee for Enterprise Development's (DCED) Standard for Results Measurement* or the eight *ILO Core Conventions*. The glossary has been continuously amended over the past years based on experiences on country level.

METHODOLOGY

The two quantitative evaluation methods being most relevant for E4D/SOGA monitoring, are **Before-after Comparison (BAC)** and **Difference-in-Difference (DiD)**.

Each E4D/SOGA intervention applies at least a BAC for impact evaluation. DiD is a more accurate methodology to determine the causal effect of an intervention and should be applied, if feasible. If only a BAC is conducted, **additional qualitative information** should be gathered (e.g. focus group discussions or expert interviews) to determine, whether there is a plausible contribution of the intervention to observed change in the outcome.

For **aggregated reporting** purposes, E4D/SOGA monitoring and reporting are based on effects measured by BAC, underpinned by a strong and plausible argumentation that there is actually a significant contribution of E4D/SOGA to the effects.

The main purpose of applying DiD is the **learning effect**, which is much greater as we get a better approximation of the causal effect of the programme. Additionally, complementary qualitative research methodologies like focus group discussions and expert interviews should be applied for the verification of the results.

7-STEP APPROACH FOR QUANTITATIVE DATA COLLECTION

In most cases, there might not be relevant secondary data available, so that primary data collection will be necessary, following a 7-step approach:

❖ Step 1: Agree on the outcome-indicators to be monitored

Each E4D/SOGA intervention should contribute to the achievement of at least one of the outcome indicators. These indicators should also be reflected in the concepts of the interventions (e.g. DPP concepts).

❖ Step 2: Define the target group (if applicable a control group)

The target group comprises of the individuals, which will benefit from the changes of the outcome variables. The concept of the intervention usually specifies the number of beneficiaries and their characteristics (region, economic status or activity, age, gender etc.).

Depending on the implemented evaluation method, it might be necessary to identify a control group with similar or identical observable characteristics as the target group (e.g. age, gender, education, income level, labour market situation). The same steps for quantitative data collection apply for control groups.

❖ Step 3: Define timeframe for data collection

Each intervention should collect **baseline surveys** at the beginning of the intervention (usually no later than 3 months after an intervention has started). Only for ongoing interventions, baselines may also be collected retrospectively.

A challenge for data collection is when the main effect of an intervention is expected to occur several months or even years after the end of a development partnership. If feasible, a **final evaluation** may be conducted after the end of the partnership. In some cases it will be possible to make projections of expected future impacts based on already collected data. For these **anticipated impacts**, the programme follows the recommendations of the *DCED Standard for Measuring Results in Private Sector Development*: In order to be able to report on expected future impacts, projections for anticipated impacts up to two years after the end of an intervention should be made.

❖ Step 4: Design tools for data collection

In some cases it might be possible to get secondary data from partners, which can be used for the monitoring of an intervention. If existing data is unavailable, unreliable or incomplete, in most cases it will be necessary to collect new primary data. Common survey designs are **face-to-face interviews**, **telephone interviews**, **email questionnaires**, **online** or **SMS surveys**. The decision in favor of a survey design is a balance between **cost-efficiency** and the **expected data quality**.

❖ Step 5: Define the sample for data collection

Due to financial and time constraints, it is often not feasible to conduct a full sample survey. In order to ensure comparability of the data, E4D/SOGA uses a **minimum standard for sample sizes** based on the size of the target group (= population size).

Table 1: Minimum sample sizes

Population Size	Sample Size	Population Size	Sample Size
10	10	550	82
20	20	600	83
40	30	700	85
50	33	800	86
75	43	900	87
100	49	1,000	88
150	59	1,200	89
200	65	1,300	90
250	70	1,500	91
300	73	3,000	94

350	76	6,000	95
400	78	9,000	96
450	80	50,000	96
500	81	100,000+	96

Source: Donor Committee for Enterprise Development (DCED) Sample Size Calculator

The table above shows the minimum sample size for descriptive analysis based on a **confidence level of 95%** and a **confidence interval of +/- 5%**, which we believe is of sufficient precision for E4D/SOGA monitoring.

❖ Step 6: Collect Data

The responsibility for data collection measures should be shared with the implementation partners, although the data quality assurance remains the remit of E4D/SOGA. In this context, the **assignment of consultants and cooperation with universities and other research institutes** often seems reasonable.

❖ Step 7: Analyse the data

The minimum requirement for getting information for the outcome indicators is a **descriptive analysis** (# of employees, thereof # of women, thereof # of young people, average income etc.).

Further statistical analysis like cross analysis (e.g. correlation between gender and income increase) is only statistically significant if a larger sample size has been surveyed.

COOPERATION WITH M&E EXPERTS

In order to meet its own M&E standards, E4D/SOGA partners with various research institutes and consultants, i.e. the internationally renowned non-governmental organization *Innovations for Poverty Action (IPA)*, which is specialized in innovating and evaluating approaches by using a rigorous M&E methodology. These collaborations include especially research design of surveys and questionnaires in coordination with E4D/SOGA and the implementation of data collection measures.

WEB-BASED MONITORING TOOL

For data entry and impact analysis, E4D/SOGA uses the **web-based monitoring system WebMo**, which provides an innovative tool for structuring M&E data management and reporting. In 2016, the *WebMo* structure for E4D/SOGA has been finalised and rolled out to all E4D/SOGA countries.

STAFFING

E4D/SOGA provides a full suite of personnel for the evaluation, specifically focused around data collection and data quality monitoring. The regional M&E advisor at headquarter helps with survey design and oversees all data entry and validation processes. Additionally, all seven E4D/SOGA country teams have dedicated M&E advisors working full or part-time on monitoring issues and coordinating the implementation of all impact evaluation activities, including data collection, data entry, and data quality monitoring in the respective E4D/SOGA country.

Annex 5 Duty of Care Risk Ratings for Kenya, Mozambique, Tanzania and Uganda

DFID Overall Country Risk Assessment matrix - Location: Kenya

Date of assessment & assessing official: **25 January 2018, Eugene McCran (ROSM)**

Theme	Risk Score	Risk Score	Risk Score
	Kenya (excluding areas listed separately)	Advise against all but essential travel to within 15km of the coast from the Tana River down to the Sabaki River North of Malindi. It covers Lamu County and those areas of Tana River County north of the Tana river itself. Lamu and Manda Islands are now back in bounds.	Advise against all but essential travel to Mandera, Daadab and Garissa plus anywhere else within 60km of the Somali border (including areas North of Pate Island on the coast) and Eastleigh in Nairobi
OVERALL RATING	3	4	4
FCO travel advice	4	5	5
Host nation travel advice	Not available	Not available	Curfew in Place
Transportation	4	4	4
Security	4	5	5
Civil unrest	4	4	4
Violence/crime	4	4	5
Terrorism	4	5	5
Espionage	Not available	Not available	Not available
War	1	1	3
Hurricane	1	1	1
Earthquake	1	1	1
Flood	2	2	2
Medical Services	3	3	4

DUTY OF CARE OVERALL PROJECT/INTERVENTION SUMMARY RISK ASSESSMENT MATRIX – DFID Mozambique

Theme	DFID Risk score
OVERALL RATING	3
FCO travel advice	3
Host nation travel advice	Not available
Transportation	3
Security	3
Civil unrest	3
Violence/crime	3*
Espionage	2
Terrorism	2
War	3**
Hurricane	1
Earthquake	1
Flood	2***
Medical Services	4****
Nature of Project/	

**DUTY OF CARE OVERALL PROJECT/INTERVENTION SUMMARY RISK
ASSESSMENT MATRIX – DFID TANZANIA**

Theme	DFID Risk score
Geographical Coverage	Whole of the country (including Dar)
OVERALL RATING	3 Medium
FCO travel advice	1
Host nation travel advice	Not available
Transportation	3
Security	3
Civil unrest	4
Violence/crime	4
Terrorism	3
War	1
Hurricane	1
Earthquake	3
Flood	2
Medical Services	3
Nature of Project / Intervention	2

**DFID Uganda Overall Project/Intervention Summary Risk Assessment Matrix
Oct 17**

Theme	DFID Risk Score	DFID Risk Score	DFID Risk Score	DFID Risk Score	DFID Risk Score	DFID Risk Score
	Kampala	North-east Uganda Karamoja Region	Northern Uganda	South West Uganda	West ern Ugan da	East ern Ugan da
Overall Rating	3	3	3	3	3	3
FCO Travel Advice	2	4	2	2	2	2
Host Nation Travel Advice	Not available	Not available	Not available	Not available	Not available	Not available
Transportation	5	5	5	5	5	5
Security[*]	3	3	3	3	3	3
Civil Unrest	3	2	2	2	2	2
Violence/crime	3	4	3	3	3	3
Terrorism*	4	4	4	4	4	4
War	1	2	1	1	1	1
Hurricane	1	1	1	1	1	1

Earthquake	1	1	1	2	2	1
Flood	2	1	2	2	1	3
Medical Services**	4	4	4	3	3	3
Nature of Project Intervention						

1 Very Low Risk	2 Low Risk	3 Medium Risk	4 High Risk	5 Very High Risk
Low		Medium	High Risk	

*The FCO travel advice for Uganda advises that there is a general threat from terrorism

**Medical facilities outside of Kampala and particularly away from cities are limited