Sida-ILO Partnership Programme, 2022 – 2025

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Evaluation nature: Independent

Project countries: Global

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SDG(s): SDG 1, SDG 5, SDG 8, SDG 13, and SDG 16

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Name of consultant(s): Patrick Bréard (lead international evaluator), Roxana Irimia (national consultant), Gloria Vela (national consultant), Godwin Ayenor (national consultant)

Name of Evaluation Manager: Janette Murawski

Evaluation Office oversight: Patricia Vidal Hurtado

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Mid-term Independent Evaluation of the Sida-ILO Partnership Programme, 2022 – 25

Final report
22 May 2024

Evaluation Office

EXECUTIVE SUMMARY

Programme description

Anchored in the Sida-ILO Partnership for 2022–25, the programme was developed with the aim of contributing both to Sweden's global development cooperation in sustainable economic development as well as to the ILO's 2019 Centenary Declaration for the Future of Work and the 2021 Global Call to Action for a human-centred recovery from the COVID-19 crisis that is inclusive, sustainable and resilient. To achieve this objective, the programme's approach attempts an innovative design, presenting four key strategic cross-cutting areas of ILO's work, precisely reflecting the normative nature of the Global Call to Action as main streams of work. The four cross-cutting areas and their intended outcomes are the following ones:

- Gender Equality and Non-discrimination (GEDI)
- Just Transition and Environmental Sustainability (JTES)
- Conflict perspective and Humanitarian, Peace and Development Nexus (HDPN)
- Market Systems Development Approach (MSD)

Work in all four cross-cutting areas is expected to produce global normative policy developments and global products serving many of the ILO's policy outcomes and country priorities. Common to all four components of work is that they also consider the realities of workers both from the formal and informal sectors and tailor approaches as required through country-level applications. Furthermore, for the period 2022-2023, joint work from the various components was also planned in Colombia, Moldova, and Ghana.

For the biennium 2022-23, US$ 6,681,056 were made available for the global programme

Evaluation purpose and methodology

The primary objectives of this mid-term evaluation are to provide an account of early results related to programme design and implementation, to contribute to real-time learning, and to enhance the evaluability of the programme. The evaluation provides analysis of the programme and examines the relevance, coherence, effectiveness, efficiency, and sustainability of the current phase.

The evaluation assessed the programme covering the period 1 January 2022 to 31 January 2024. Data gathering was performed between 1 December 2023 and 16 January 2024. The geographical coverage is aligned with the scope of the programme and involved data collection in Colombia, Ghana and Moldova. The evaluation integrates gender equality, inclusion of people with disabilities, ILS and social dialogue, and Covid-19 as crosscutting concerns throughout its methodology and deliverables. The logical framework and indicators of the programme components were used as a basis for addressing key questions. A mixed-method approach was used to collect data to allow for triangulation and validation of data and enhance the credibility of findings, conclusions, and recommendations. Data collection relied on desk review of secondary sources, interviews and focus groups (25 male and 37 female), and observation to gather evidence of achievements. Data analysis was qualitative and quantitative. The evaluation faced and mitigated several constraints, i.e. limited time to conduct the evaluation and consult informants, limited number and types of evaluation informants, limited availability of data

Main findings

Relevance

The evaluation found the programme relevant to global normative processes, the specific needs of vulnerable groups, and national development priorities. The programme contributes to the implementation of global normative processes and to the development of global products. By producing publications with global reach, developing action-oriented knowledge products, supporting contributions to global events and collaboration with international partners, the programme is influencing global discourse and practice in areas such as gender equality, decent work, environmental sustainability, violence and harassment at work, peace responsiveness. The programme's focus on addressing the specific needs of vulnerable groups—including women, youth, migrant workers, refugees, and internally displaced persons—underscores its relevance to development challenges. The programme's approach to consult or account for these groups at national level in the design and implementation of initiatives demonstrates a commitment to inclusivity and responsiveness to the needs of end-beneficiaries. The programme's efforts to align with national development plans and engage tripartite constituents at country level (governments, employers' organizations, and workers' organizations) in both design and implementation phases highlight its relevance to country-specific contexts and priorities. This alignment ensures that the programme's interventions are well-integrated into national strategies and supported by key stakeholders, enhancing the potential for sustainable impact. The programme's ability to adjust interventions according to evolving national agendas and contexts indicates a dynamic and responsive approach to development work.

Coherence

The programme is aligned with the ILO's strategic objectives and well-designed to contribute to the ILO's strategic plan. The programme has significantly contributed to operationalising the establishment of the ILO's priority action programmes on just transitions toward environmentally sustainable economies and societies (JTES); and decent work in crisis and post-crisis situations (HDPN). The programme was also key in capacitating the MSD unit and enabling to scale its reach. The programme is well-designed to contribute to the SDGs, particularly SDG 1 (No Poverty), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), SDG 13 (Climate Action), and SDG 16 (Peace, Justice and Strong Institutions). The programme successfully integrates cross-cutting themes such as gender equality, environmental sustainability, and support for vulnerable groups into its interventions. This comprehensive approach enhances the coherence of the programme by ensuring that various components can work synergistically to address multiple dimensions of development challenges. The programme's initiatives are consistent with and promote several international norms and standards, such as the ILO Violence and Harassment Convention (C190). The programme's efforts to align with national development plans and engage tripartite constituents (governments, employers, and workers) in both design and implementation phases demonstrate its responsiveness to country-specific contexts and priorities. This alignment ensures that the programme's interventions are well-integrated into national agendas. The programme has made progress in fostering cross-collaboration and synergies between its components, contributing to a more coherent implementation of its objectives. While there have been challenges in identifying joint interventions and ensuring consistent collaboration, efforts to strengthen partnerships and develop joint activities indicate a commitment to enhancing programme coherence. Despite these strengths, the programme could further enhance its coherence by strengthening the relationships between the components' Theories of Change (TOCs) and the overall programme TOC, addressing gaps in terms of systemic coverage, and ensuring that interventions consistently promote international norms and standards. Additionally, creating more robust mechanisms for collaboration and synergy at both global and country levels could further improve programme coherence.

Efficiency

While the programme has demonstrated efficient use of resources and an ability to leverage additional funding, there are opportunities for improving its efficiency further. The programme components have

demonstrated efficient use of resources (funds, human resources, and time), despite facing limitations in the funding cascaded to certain interventions and challenges related to the startup time for implementation. Innovative approaches and strategic use of tools have showcased cost-effectiveness in programme management. For instance, GEDI's adaptation of previously developed policy tools and the MSD component's proactive approach in initiating market system analyses (MSAs) reflect a commitment to maximizing the impact of available resources. The long startup time for initiating implementation and the difficulty in identifying project niches at the country level that complement existing projects have posed challenges to efficiency. These issues suggest a need for improved strategic planning, faster mobilization of resources, and more effective coordination at the outset of the programme. The programme's flat management structure and periodic meetings among component leads have facilitated technical coherence and integration of activities. However, there is room for enhancing programmatic coordination, as ad hoc meetings and the absence of a global programme manager have limited strategic engagement and monitoring. Establishing regular meetings and including a wider range of technical specialists and the Bureaus could strengthen programme management and promote more effective collaboration across components. Accordingly, the programme would benefit from installing a Technical Advisory Group as initially planned. The programme has been successful in acting as a catalyst, supporting the ILO's influence in targeted countries, and leveraging additional resources. Strategic use of programme funds has attracted complementary funding and in-kind contributions, enhancing the programme's outcomes. These achievements underscore the programme's ability to mobilize resources and form productive partnerships, contributing to broader development objectives.

Effectiveness

The evaluation of the programme indicates a generally positive trajectory towards achieving its planned outputs and outcomes, despite encountering some delays and measurement challenges. The programme's interventions have shown progress in the majority of intended outcomes and outputs, with over half of the components' indicators reflecting progress and a notable portion of output indicators achieved. However, shortcomings in the design of the programme's logical framework and issues in implementing and responding to the Comprehensive Monitoring and Evaluation System (CMES) and Real-Time Evaluation (RTE) findings have affected the clarity and reporting of progress. Many interventions have exceeded initial timelines, pushing some activities into 2024 due to various factors including extended design and implementation phases, and external challenges such as political changes and competing priorities in certain countries. Nonetheless, the programme has made significant contributions across its Theory of Change, including institutional strengthening, normative development, technical backstopping, capacity building, policy influence, knowledge generation, and enhancing social dialogue and partnerships. Activities that influenced policy agendas and integrated into development projects were highlighted as particularly effective, demonstrating the programme's ability to respond to national policy and legislative agendas through approaches that involve social dialogue, capacity building, and leveraging national tools. The programme has benefitted various groups, especially women and workers in fragile contexts, through its focus on policy influence, capacity building, and institutional strengthening. However, the evaluation also identifies areas for improvement, including enhancing joint activities between components, increasing the visibility and use of programme outputs, and addressing the challenges posed by national contexts and operational constraints.

Sustainability

The sustainability of the programme's outcomes is significantly enhanced through strategic coordination with tripartite constituents and beneficiaries, aligning interventions with national development plans and leveraging partnerships across the UN-system and beyond. By engaging with governments, employers' associations, trade unions, and other development partners, the programme ensures that its initiatives are integral to national frameworks, thereby enhancing their longevity and impact. For example, in Moldova and Colombia, interventions are closely coordinated with national authorities and integrated

into national development plans, promoting sustainable outcomes in gender equality, decent work, environmental sustainability, and social dialogue.

Good practices and lessons learned
The evaluation identified several good practices and lessons learned from the countries of joint interventions and global activities. Good practices include for example anchoring interventions in national policy agendas, ensuring a participatory process and local ownership through adequate training of target beneficiaries, catalysing programme interventions through internal collaborations and external partnerships. Lessons learned relate to adapting to political changes, leveraging constituents' reach at sub-national level, reconciling innovation and adaptive management with results-based planning and orientation.

Recommendations
Several recommendations can be considered while the programme enters its second phase.

- **Recommendation 1**: Programme components should strengthen the management of the programme and implement the approach formulated in the concept note.

- **Recommendation 2**: Programme components should better leverage results-based management and monitoring and evaluation.

- **Recommendation 3**: GEDI should consider continuing to promote and disseminate the global reports and practical tools produced during the first phase of the programme.

- **Recommendation 4**: JTES should accelerate the execution of the programme.

- **Recommendation 5**: HDPN should continue promoting the nexus within the ILO and externally.

- **Recommendation 6**: MSD should continue building internal capacities on market systems as well as strengthening the capacities of local actors in countries of intervention.

ACKNOWLEDGEMENTS

ACRONYMS AND ABBREVIATIONS

CMES	**Comprehensive Monitoring and Evaluation System**
CO	Country Office
CPO	Country Programme Outcome
DCED	Donor Committee for Enterprise Development
DEVINVEST	Development and Investment Branch
DW	Decent Work
DWCP	Decent Work Country Programme
EVAL	ILO Evaluation Office
GEDI	Gender, Equality, Diversity and Inclusion Branch
HPDN	Humanitarian, Peace and Development Nexus
ICLS	International Conference of Labour Statisticians
IDP	Internally Displaced Persons
ILO	International Labour Organization
JTES	Just Transition towards Environmentally Sustainable Economies and Societies
MSD	Market Systems Development
MTE	Mid-term Evaluation (MTE)
P&B	Programme and Budget
PAC	Project Appraisal Committee
PROSPECT	Partnership for improving prospects for forcibly displaced persons and host communities
RBSA	Regular Budget Supplementary Account
RTE	Real Time Evaluation
SDG	Sustainable Development Goal
Sida	Swedish International Development Cooperation Agency
SME	Small and Medium Enterprises Unit
STED	Skills for Trade and Economic Diversification
TAG	Tripartite Advisory Group
TOC	Theory of Change
TOR	Terms of Reference
UN	United Nations

Contents

1 INTRODUCTION

1.   This draft evaluation report presents the independent mid-term evaluation of the first phase[1] of the Sida-ILO Partnership Programme 2022-2025 (GLO/21/25/SWE). The report starts by providing an overview of the Sida-ILO Partnership Programme 2022-2025 (the programme), its expected outcomes and theory of change, and management arrangements and budget. The report includes a section that highlights previous evaluation findings. The report continues by presenting the purpose and scope of the evaluation, the evaluation questions, and the methodology that was used for the assessment. The next section presents the findings of the evaluation per evaluation criteria. The final sections of the report formulate conclusions and recommendations. Lessons learned and good practices have been placed in the annexes.

2 PROGRAMME OBJECTIVES AND ORGANISATION

2.   Anchored in the Sida-ILO Partnership for 2022–25, the programme was developed with the aim of contributing both to Sweden's global development cooperation in sustainable economic development as well as to the ILO's 2019 Centenary Declaration for the Future of Work and the 2021 Global Call to Action for a human-centred recovery from the COVID-19 crisis that is inclusive, sustainable and resilient. The higher-level programme objective stands as: **The social, economic and natural environment for women and men at all ages to access decent work opportunities that are inclusive, sustainable and resilient is strengthened as a route out of poverty promoting peace and social justice**.

2.1 PROGRAMME APPROACH

3.   To achieve this objective, the programme's approach attempts an innovative design, presenting four key strategic cross-cutting areas of ILO's work, precisely reflecting the normative nature of the Global Call to Action as main streams of work. The programme's four cross-cutting areas and their intended outcomes are[2]:

- **Gender Equality and Non-discrimination**: To advance women's right to decent work, the programme intends to deliver results through a set of inclusive and gender responsive policies and tools which working in tandem have the potential to advance a transformative agenda for gender equality and non-discrimination. This component has planned to deliver global products as well as to generate and upscale at country level intervention models and service packages on key priority areas. The intended impact of this cross-cutting area is stated as "*Women in most vulnerable, conflict prone and degraded environmental settings are empowered to enjoy their right to decent work*". Three outcomes guide implementation:
    Outcome 1: National institutions have acquired knowledge and tools to reduce and redistribute women's unpaid care work.
    Outcome 2: ILO constituents have knowledge and tools to better negotiate for women's access to a more equal and safer world of work.
    Outcome 3: National institutions gain capacities to formulate and implement gender responsive pro-poor employment policies.

- **Just Transition and Environmental Sustainability**: Through this component, the programme aims to contribute to promoting decent and green employment opportunities through a just transition towards more sustainable and resilient economies, with a particular emphasis on

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[1] The first phase of the programme started in April 2022. It was initially scheduled to terminate in December 2023 but was extended to March 2024.
[2] ILO. 2022. *Sida-ILO Partnership, 2022–25. Global Programme – Concept Note. January 2022.* Geneva.

women, youth and people living in poverty. Global products as well as country interventions were both expected from the component. The intended impact of the component reads as *"Women and men have access to decent job opportunities and a healthy natural environment as routes out of poverty thanks to policies and programmes supportive of a just transition"*. Two outcomes were formulated to channel delivery and results:

<u>Outcome 1</u>: Constituents' have enhanced understanding and capacities to promote a just transition through policies, programmes and financing instruments (Global product 323)

<u>Outcome 2</u>: National institutions have stronger capacities to develop and implement just transition policies, plans or responses thanks to clustered country level support (CPO COL 131)

- **Conflict perspective and Humanitarian, Peace and Development Nexus (HPDN)**: This area aims to contribute to furthering the ILO's value add to the HDPN, sustaining peace and integrating peace responsiveness into the ILO's strategy and programming. This component expects that decent work opportunities are provided for youth, women, refugees, IDPs (including hosting community), enterprises and operators in the informal economy in fragile contexts, contributing to stabilisation and peace. The approach consists of global products and country level interventions. The stated impact stands as *"HDPN concept gains traction and is informing national strategies, policies and ILO work with regards to decent work and employment promotion"*. Two outcomes were formulated for this component:

  <u>Outcome 1</u>: ILO Constituents are equipped with capacities to support employers and workers involvement in the HDPN and take actions to harness stability and build peace and resilience through decent work.

  <u>Outcome 2</u>: DW is mainstreamed across the HDPN into selected demand-driven conflict-sensitive, peace-responsive, and disaster resilient programmes at country level in collaboration with the social partners

- **Market Systems Development Approach (MSD)**: The programme's proposed work under the Systems Change Initiative (SCI) for productive and decent employment applies the MSD approach to create decent work opportunities for the working poor in specific sectors and value chains. The approach entails to conduct systemic analyses, design systemic pilot interventions, identify, set-up and run innovative pilot interventions, and synthesise and share lessons learned and key results in ways that can help the ILO and broader development community adopt the approach. This component planned developing global products and country interventions. The intended impact stands as *"Sustainable, more productive and decent employment, better working conditions and improved skills for informal workers and the working poor at scale."* This component formulated two outcomes:

  <u>Outcome 1</u>: The ILO and the broader development community demand to use and actively apply systems approach as a means of creating productive decent work

  <u>Outcome 2</u>: Local actors, including enterprises, adopt pilot intervention models to sustainably address decent work outcomes in specific sectors and value chains.

4. Work in all four cross-cutting areas has been set to produce **global normative policy developments and global products** serving many of the ILO's policy outcomes and country priorities. Common to all four components of work is that they also consider the realities of workers both from the formal and informal sectors and tailor approaches as required (e.g. women, youth, migrant workers, refugees, and internally displaced people) through **country-level applications** in countries where either poverty, conflict and/or crisis and disasters are part of the daily realities. For Phase 1, joint work from the various components was planned in the following countries (Table 1):

Table 1: Countries of joint interventions.

Programme Components 2022-23	Countries		
	Colombia	Ghana	Moldova

Gender Equality and non-Discrimination (GEnD)	✓		✓
Just Transition and Environmental Sustainability (JTES)	✓	✓	
Conflict Perspective & Humanitarian, Peace, and Development Nexus (HDPN)	✓		
Market Systems Development (MSD)		✓	✓

5. The interventions planned for the period 2022 – 23 are connected to the ILO's Country Programme Outcomes (CPOs) and Global Products to track and measure the contribution of Swedish supported action under the Global Programme to ILO's Programme and Budget 2022 – 23, notably outcomes 3, 4 and 6. Results are expected to be captured in these technical areas and at more strategic policy levels.

2.2 EXPECTED OUTCOMES AND THEORY OF CHANGE

6. The design of the above four cross-cutting areas was accompanied by specific theories of change and logframes. In April-June 2022, the ILO Evaluation Office conducted an evaluability assessment of the programme which formulated a range of findings and recommendations, calling to revise each area's theory of change and logframe as well as to reconstruct a programme level theory of change and to develop a programme level logframe. These and other recommendations led to the production of a Comprehensive Monitoring and Evaluation System (CMES)[3] and development of a suggested programme logframe (Table 2). However, the logframe did not accommodate Sida's request that the programme's contribution to the global normative level also be included in the frameworks, which is an important aspect and aim of Sida's support coming from its global strategy for sustainable economic development.

Table 2: **Programme results framework**.

Programme Results	Suggested Indicators
Goal	
The social, economic, and natural environment for women and men at all ages to access decent work opportunities that are inclusive, sustainable, and resilient is strengthened as a route out of poverty promoting peace and social justice.	% of target beneficiaries accessing services supported by programme components.
Outcomes	
Outcome 1: Programme knowledge products being applied to inform strategies and policies in target countries	# of products adopted up and applied by partners
Outcome 2: National partners applying knowledge and skills independently to make evidence based decisions	% of direct partners and counterparts who report enhanced knowledge and confidence to apply skills
Outcome 3: Target countries report greater integration and strengthening of tripartite arrangements	# enhancements made to governance and tripartite mechanisms # new opportunities for social dialogue and engagement

7. The Comprehensive Monitoring and Evaluation System, led by EVAL, also reconstructed a Theory of Change (TOC) for the programme, building on each component's specific TOC and on the commonalities between the four cross-cutting areas (Figure 1). However, the TOC did not accommodate

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[3] ILO. 2022. *Sida-ILO Partnership Programme 2022 – 2025. A guide to build a Comprehensive Monitoring and Evaluation System. August 2022*. ILO Evaluation Office. Geneva.

Sida's request that the programme's contribution to the global normative level also be included in the frameworks.

Figure 1: **Reconstructed theory of change of the Sida-ILO Partnership Programme.**
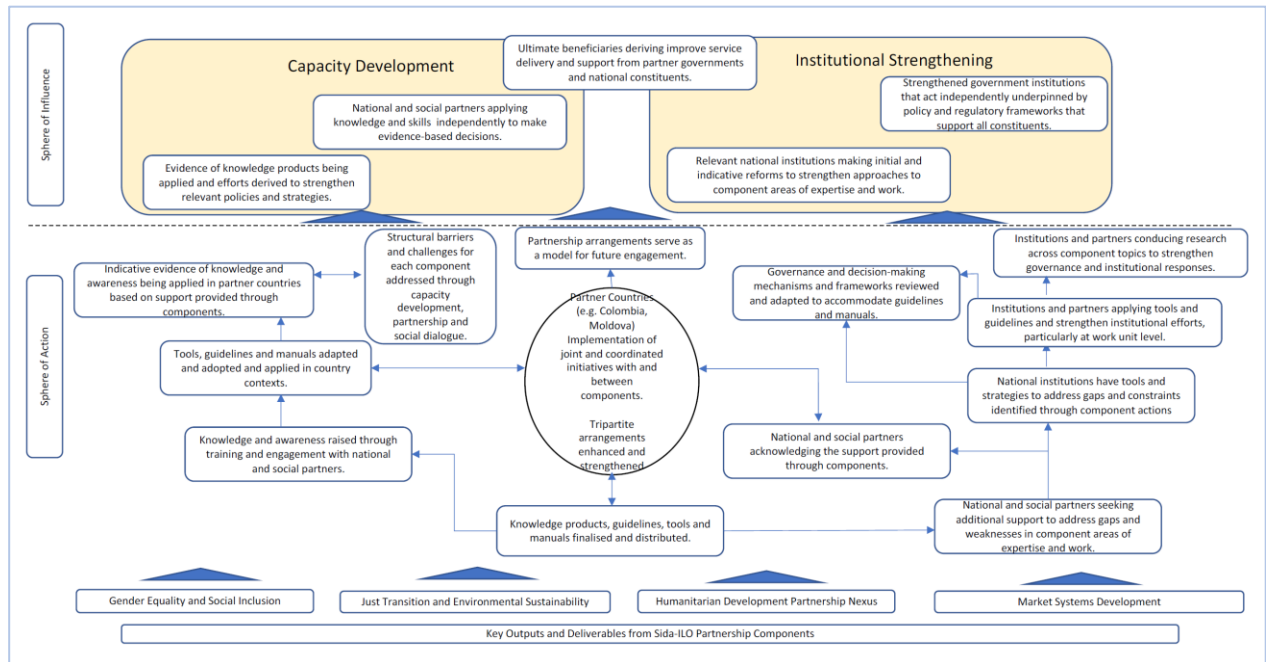
Source: CMES, 2022

2.3 PROGRAMME MANAGEMENT, MONITORING AND EVALUATION, AND FINANCING

8.   According to the concept note, the programme was to be **managed by a flat structure** formed with a group representing the different expertise areas, i.e., gender equality, just transition, humanitarian-development-peace nexus, the systems approach, as well as monitoring and evaluation. As per the Comprehensive Monitoring and Evaluation System (CMEs), the group was expected to meet on a bi-monthly basis and, on an ad-hoc and punctual basis, involve ILO specialists from other technical areas. The role of the group is to safeguard the technical coherence and integration of the programme activities, monitor progress, results and delivery in order to form decisions on planning, focus, resource allocation and adaptations in the management of the programme.

9.   The four cross-cutting areas covered by the programme were established as four sub-programmes at the global level under the umbrella of the *Partnership Global Programme*. **Sub-programmes are led by assigned "Programme Leads" of dedicated anchor units**. The "Programme Leads" for each of the cross-cutting areas under the programme are responsible for field-level consultations, integration of technical priorities as per SIDA's Guiding Principles and consultations with constituents.

10.   A Tripartite Advisory Group (TAG) was to be convened by the ILO to discuss progress, results and learnings from this Programme. The Group was expected to meet annually, and is composed of representatives of: the ILO, social partners, Sida and including representatives from some countries where the Programme carries out activities. TAG meetings were foreseen to in the context of the annual ILO-Sida consultations on their cooperation under the Sida-ILO Partnership agreement 2022–25. The parties would review the Partnership as it develops, identifying ways and means to strengthen collaboration and exchange knowledge.

11.   At design stage, the programme envisaged a monitoring framework complemented by innovative evaluation approaches to underpin adaptive management. This spanned across several initiatives, which

for some have already been delivered. The range of monitoring and evaluation activities that were to be applied in support of the adaptive management of the programme feature:

- An *evaluability assessment* that was carried out (in 2022) at as part of the design and implementation of the monitoring framework right at the start of the programme in view to review and inform the development / revision of theories of change.
- A *comprehensive monitoring framework* which was developed (in 2022) to follow up on the recommendations from the evaluability assessment to guide the programmes under the partnership in data collection and in the conduct of on-going monitoring and reporting in a manner that will inform adaptive management.
- *Real-time participatory evaluations* (see below) to provide regular and more immediate feedback (interim reports) on evaluative questions (see section 2.4 below).
- *Mandatory mid-term evaluation* and *final independent evaluation*, as per ILO's evaluation policy, to be conducted in a participatory and inclusive manner, and using the findings from the real-time evaluation interventions and the evaluability assessment.
- After the programme intervention closure: If timeframe and availability of flexible funding allows, an *ex-post (impact) evaluation* could be conducted of the partnerships and its interventions to provide insights into the performance and learning on the longer terms results and sustainability of the overall intervention.

12. For the biennium 2022-23, **US$ 6,681,056 (SEK 65,000,000.00)** were made available for the global programme[4]. Resources have been distributed as follows (Table 3):

Table 3: Programme allocations per component. *Source: Distribution of resources, 2022.*

Cross-cutting areas and components	Anchor Branch or Unit	Amount allocated in US$ (2022-23)
Gender Equality and Non-Discrimination	GEDI	$ 1,330,000
Just Transition and Environmental Sustainability	Green Jobs	$ 1,330,000
Conflict Perspective and HDP Nexus	DEVINVEST	$ 1,330,000
Systems Change Initiative for Productive Employment	SME	$ 1,330,000
Learning from evaluation	EVAL	$ 280,000
Flexible resources	Allocation TBD	$ 1,081,056
Allocations for the global programme		**$ 6,681,056.00**

2.4 KEY FINDINGS AND RECOMMENDATIONS FROM PREVIOUS EVALUATIONS

13. The programme implemented a real-time evaluation (RTE) process aimed at bringing in real-time external and independent perspective, analytical capacity and knowledge at key points of the programme implementation. The RTE was structured around the following steps[5]:

- Step 1: A scoping stage in February-March 2023 with preliminary data collection and recommendations, presented in the form of an inception report (completed).

- Step 2: A real-time evaluation in May – July 2023 (completed). This stage of the RTE envisioned carrying out in-country data collection campaigns in Colombia, Moldova and Ghana. However, data collection was conducted by a national consultant in Colombia and remotely for Ghana and Moldova.

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[4] The Sida-ILO Partnership Programme availed SEK 200 million for the period 2022-2025, which were distributed between the global programme (SEK 130 million) and the RBSA (SEK 70 million). For the global programme component, the allotment came to SEK 65 million per biennium (or $ 6,681,056).

[5] A third RTE step was originally planned to take place in October – November 2023. However, given the absence of significant progress between June and October 2023 and to reduce pressure and fatigue, this step of the RTE was dropped.

a. Findings and recommendations from the RTE inception stage

14. The inception phase of the RTE (step 1) was used to take stock of the programme's progress and achievements to that date and to formulate some initial key findings that could already inform programme implementation before reaching later RTE steps. Key findings were formulated along the following lines:

- *Programme design, kick-off, and management*: The RTE noted delays in programme implementation. Programme components mitigated such delays by initiating projects in countries where there was already prior Sida-ILO or other component-based activities. The lack of a Programme Coordinator was found leaving limited capacity at programme management and monitoring levels.

- *Programme monitoring:* The RTE found that the CMES logframes were not used at Programme level and for some components. One year after the start of the Sida-ILO PP, many baselines were not defined and except for MSD, no resources, staff capacities, and plan were installed to monitor logframe indicators.

- *The RTE process:* Programme outputs ranged from global to national products with different paces of progress.

15. The inception phase took an evaluative approach to formulate two recommendations:

- *Recommendation 1:* Programme governance should consider reappointing a programme coordinator after the ILO's internal restructuring to ensure, inter alia, programme level monitoring and reporting. (Responsible Unit: Component leads, PARDEV; Priority: high).

- *Recommendation 2:* Programme components need to finalise the design and adoption of the Comprehensive Monitoring and Evaluation System (CMES) which stands as a key feature of the Sida-ILO Global Programme and core instrument of the real-time evaluation exercise. Furthermore, programme components should ensure that the CMES installs a coherent monitoring framework from the global down to the country level and vice versa. (Responsible Unit: Component leads; Priority: high).

b. Conclusions and recommendations from step 2 of the RTE

16. Step 2 of the RTE found that the implementation of the Sida-ILO Partnership Programme was progressing adequately. A few areas were highlighted as deserving eventually some attention to facilitate interventions in the short term or to prepare the second Phase:

1. Programme coordination was adequately ensured by a "horizontal structure". However, the lack of a senior management staff or CTA to lead the programme may reduce the ability to consolidate and promote achievements as well as the willingness to apply common processes or seek synergies between components.

2. Programme level monitoring and reporting confronts the risk of being left to the annual narrative and financial reports to Sida, reducing opportunities for an early identification of successes that could be leveraged to promote the programme (e.g. "results stories") or for adaptive management. The monitoring tools designed by the CMES are not applied. The use of the CMES tools is challenged by the lack of monitoring capacities in the components and/or reliance on other tools. The RTE continues to be seen as a substitute of the management responsibility of conducting regular monitoring.

3. Furthermore, components are collaborating both at HQ and in countries but the extent to which successes and lessons learned are analysed to reflect more broadly on patterns across these complementarities, with a view to systematize, strategize and scale joint interventions, is unclear. The RTE also noted a call from several staff engaged either on HQ or in-country interventions to indicate as soon as possible the level of resources that will be available for activities under the second Phase of the programme. There might be room also to leverage the global partnership

programme to explore more systematically synergies with nationally funded Sida's projects in cooperation countries.

4. The RTE found the centralized administrative and financial management of the programme being most often smoothly and efficiently implemented. However, on rare occasions, a call for decentralisation of the country envelop was placed. In countries also where this is a high demand for programme interventions, the workplan might be too heavy for a national officer to handle without some local administrative support. In addition, the extent to which there is awareness of and support to the programme by the ILO's country office directors is not always well known at HQ.

5. To mainstream their modalities or approaches, some components have allocated most programme resources to other technical departments or countries, leveraging expertise where it stands, strengthening shared ownership, and gaining access to enlarged networks. However, the extent to which this model is helping to strengthen the core capacities of these components and will yield sustainable outcomes is unclear. Furthermore, the ILO's restructuring may have created the need for some components of an adjustment of the programme.

17. These findings brought the RTE – stage 1 to formulate the following recommendations:

- *Recommendation 1:* Programme leads should consider consolidating and discussing progress and next steps at mid-year (e.g. October) or at the latest after the next RTE report (i.e. November). This exercise should be informed by the programme's regular monitoring (as per the CMES), so as to be based on facts and data. The meeting could take the form of a brief after-action review workshop. It should serve to convey "results stories" compiled by the components and to be used to promote the programme. This review should also be an opportunity to test the robustness of the components' logframe and indicators and devise eventually some adjustments. Furthermore, it should bring participants to start reflecting on the second Phase of the programme and on the interventions that will be scaled or for which an exit plan may have to be prepared, and the criteria or procedure for taking these decisions. (Responsible entities: Programme leads of the four components; Timeframe: Immediate; Priority: High; Resource implication: Medium).

- *Recommendation 2:* Programme leads should assess if the conditions of implementation of the programme in countries are aligned with the objectives and level of effort required for their achievement or if some adjustments would facilitate execution. In particular, MSD and GEDI should consider inviting in a meeting key staff involved in the implementation of the joint intervention in Moldova to discuss achievements, opportunities and possible next steps. Furthermore, MSD and JTES could share and present their joint workplan in Ghana with the management of the country office. (Responsible entities: Programme leads of the four components; Timeframe: Immediate; Priority: High; Resource implication: Low).

- *Recommendation 3:* Programme leads, and more particularly HDPN and GEDI, should consider for the next Phase of the programme to leverage Sida's support for mobilising additional resources and strengthening internal staffing capacities. (Responsible entities: Programme leads of the four components; Timeframe: Medium; Priority: High; Resource implication: High).

3 PURPOSE AND SCOPE OF THE MID-TERM EVALUATION

18. This section presents the proposed scope, approach, and deliverables of the mid-term evaluation.

3.1 OBJECTIVES OF THE MID-TERM EVALUATION (MTE)

19. As referred out in the TOR (Annex 7), the main objectives of the MTE exercise during this first Phase of the Sida-ILO Partnership Programme are:

a. **Real-time learning**:
- To assess specific operational choices aimed at supporting cohesive efforts across technical intervention areas during Phase 1 and that could be scaled-up in Phase 2.
- To review the RTE approach and recommendations, including the usefulness of the recommendations and extent of their uptake.
- To identify critical problems and provide solutions to make key changes at an intermediate point in programming.
- To identify emerging lessons learned and good practices as the programme is being implemented.
- To facilitate improved communication and understanding between HQ and the field.
- To review financial delivery versus spending targets.

b. **Accountability and contribution towards results**:
- To provide an account of early results related to programme design and implementation to different stakeholders, including the constituents, donors, implementing partners and beneficiaries.

c. **Enhanced evaluability:**
- To identify key evaluation questions and related data collection needs that will need to be implemented by the Programme during Phase 2 to enhance the evaluability of higher-order of effectiveness. This will allow for enough time and resource investment to ensure the fruitful undertaking of the end of programme evaluation and further down the line the ex-post evaluation.

3.2 SCOPE OF THE MTE

20.   The MTE covers all interventions of Phase 1 of the Sida-ILO Partnership Programme from the onset of the intervention to date (2022 – 2024), including contribution to normative level work and with particular attention to the countries where joint work from various components is planned. The following highly focused areas of inquiry guide the MTE:

- Programme design: development and validation of the TOC at programme and component levels.
- Programme action: relevance, coherence, inclusiveness, and timeliness of interventions.
- Programme results: contributions to expected result, as per the TOCs and focussed by technical intervention areas.

21.   The evaluation questions (Table 4) addressed by the MTE were discussed with the "Programme Leads" during the inception phase of the real-time evaluation. Annex 3 unpacks these questions into an evaluation framework with suggested measures and evaluation methods.

Table 4: **Evaluation questions.**

CRITERIA	KEY QUESTIONS
RELEVANCE	1. Is the programme interventions feeding into global normative processes and development of global products?
	2. Is the programme addressing the specific needs of vulnerable men and women in both the formal and informal sectors; women, youth, migrant workers, refugees, IDPs (end-beneficiaries)? To what extent are these target groups consulted in design and implementation of programme initiatives?
	3. Is the programme meeting the needs of targeted tripartite constituents and national development plans in cases where the programme is conducting or piloting work at the country level? To what extent are constituents involved in the design and implementation of the programme initiatives?

	4. How are the needs of targeted groups (constituents and end-beneficiaries) changing? What, if any, changes need to be made to the programme to make it more appropriate and relevant?
COHERENCE	5. To what extent do interventions continue to be fit for purpose to meet the objectives of the global products and CPOs, and to contribute to the ILO's Programme and Budget for 2022 – 23? Is this reflected in the existing TOCs?
	6. To what extent are initiatives complementing and creating synergies to achieve the objectives of the P&B for Outcomes 3, 4, and 6?
	7. To what extent are interventions contributing to a coherent implementation to support the achievement of the programme overarching objectives?
	8. To what extent are initiatives consistent with and do promote the relevant international norms and standards to which the ILO adheres, and ILO's cross-cutting issues?
EFFICIENCY	9. In what ways are components using resources efficiently (funds, human resources, time, etc.)? Could implementation be done more efficiently? To what extent are synergies contributing to cost-efficiency?
	10. To what extent are management capacities and arrangements and coordination supporting the achievements of results?
	11. To what extent are interventions in the targeted countries acting as a catalyst and supporting ILO's influence in the country and/or leverage additional resources?
EFFECTIVENESS	12. Are interventions broadly on course to achieve their planned outputs and outcomes?
	13. Which activities are the most effective and why? Which intervention approaches are the most appropriate and why? Which groups are benefitting most from the programme, how and why?
	14. Which activities are the least effective and why? Which are least appropriate and why? What are the biggest obstacles to the achievement of the purpose of the programme objectives? What, if any, changes could be made to the programme to make it more effective? How has the programme work been allocated geographically? What, if any, changes need to be made to the programme to improve its (geographic and socio-demographic) coverage?
	15. How well is the programme contributing to promote the ILO's international norms and standards, social dialogue, and key ILO cross-cutting issues?
SUSTAINABILITY	16. To what extent is the ILO programme coordinating with the efforts of the tripartite constituents and beneficiaries for enhanced sustainability of results?
	17. What types of longer-term development issues are likely to be most affected by the programme and how?
	18. What, if any, changes could be made the programme of short-term assistance a better fit with longer-term needs? What project activities would have room for scaling, e.g. by transforming global products into interventions, or by replicating interventions to other regions or for other beneficiaries?
	19. Is the intervention having /likely to have any environmental impact (positive or negative)?
	20. To what extent is the ILO programme initiatives and activities aligned with broader development programmes, within the UN-system and beyond?
LESSONS LEARNED & GOOD PRACTICES	21. What examples of innovative good practice can be seen in the programme?
	22. What general lessons can be drawn from the current Phase in preparation for Phase 2?

3.3 EVALUATION METHODS

23. The evaluation collected and analysed data from a range of sources to deepen understanding and triangulate the assessment. EVAL proposed an **objectives-oriented evaluation, through the Theory of Change evaluation approach**, which determines whether an initiative has achieved the intended outcomes based on a relevant and coherent approach and using effective and efficient ways to achieve or contribute to changes that can be sustained.

24. The evaluation also applied a transformative approach. The MTE was guided by **utilization-focused evaluation principles** to ensure that the necessary information is available to primary intended users to inform their decision-making in a timely manner.

25. **Contribution analysis was applied to unpack the contribution the interventions** are making (or trying to make) to observed results. The lack of baselines and targets for logframes indicators did not allow the evaluation to follow a non-experimental design with pre-post data measurement and causality analysis to yield evidence on improvements of the programme participants over time but an assessment of the progresses achieved on the logframes outcomes and outputs was undertaken.

26. A mixed-method approach was used to collect data to allow for triangulation and validation of data collected from various sources using different methods, and enhance the credibility of findings, conclusions, and recommendations. Qualitative data was gathered from primary and secondary sources which included, but not be limited to:

- **Desk review**: Study of secondary resources as per the programme management process and components' logframe in order to validate achievements, including documents/data related to planning, implementation and results achievement, progress reports, meeting minutes, financial data, constituents/beneficiaries/users feedback (e.g. workshop survey results, users' feedback on knowledge products), programme strategic documents (e.g. ILO Conventions, norms and standards, P&B, Global Call to Action), global products, and organizational administrative data sets.

- **Interviews and focus groups**: Interviews were be conducted with ILO staff, partners, and constituents (Table 5). The canvas for semi-structured interviews was tailored to ensure specific relevancy to the selected stakeholders (see Annex 5). Focus groups were used to conduct after action reviews. Consultations were conducted by the international consultant (HQ level and contribution in project countries) and three national consultants (Colombia, Ghana and Moldova). The evaluation interviewed 62 informants (40 per cent male, 60 per cent female).

Table 5: Evaluation informants.

Informant Groups	HQ		Moldova		Colombia		Ghana		Other countries	
	M	F	M	F	M	F	M	F	M	F
Programme components (HDPN, GEDI, MSD, JTES)	4	8					1			
Other departments (PARDEV, SKILLS, EMPLAB, etc.)	1	6								
Bureaus (ACT/EMP, ACTRAV)	1	1								
ILO Regional, Country or Project Staff				2	3	3	2		3	3
Government representatives				2	3	2		2		
Enterprise representatives			1		1	2				
Worker Representatives				1						
Professional associations				1	1	1	1			
Beneficiaries (NGOs, workers, women, etc.)			1	1			1			
Funding partners		1	1				1			
Total	**6**	**16**	**3**	**7**	**8**	**9**	**5**	**2**	**3**	**3**

3.4 LIMITATIONS

27.   The evaluation faced several constraints or limitations that involved mitigation steps:

- **Data collection methods**: The evaluation considered conducting a survey of the ILO constituents benefiting from the programme but inception meetings led to disregard this method due to several constraints, primarily the absence of contact details for users of knowledge products, overlapping lists of interviewees and potential survey informants at country level, technical support mainstreamed in other projects diluting Sida's contribution and the capability of a specific assessment. *Mitigation: The evaluation relied on secondary resources and on interviews with key informants across stakeholder groups who were familiar with the interventions supported by the programme*.

- **Availability of informants:** Some of the prospective informants were not available to attend a meeting with the evaluation. Furthermore, very few informants were proposed to the evaluation and consulted for the MSD component in Ghana and none for the JTES component, the former having only worked closely with a very select number of stakeholders, and the latter putting forward a sensitive period as expecting a contract to be signed to support the implementation of the National Green Jobs Strategy. This is likely to have weakened data collection in the country and a more comprehensive and robust assessment. *Mitigation: The evaluation relied on available data sources and expert judgment to formulate the conclusions and recommendations*.

- **Scope of the programme and evaluation:** Programme interventions support the ILO and constituents across 4 technical areas and in more than 40 countries. This broad scope compounded by the number of evaluation questions made it difficult to deliver an in-depth assessment for every evaluation question. *Mitigation: The evaluation used expert judgment to deliver an assessment that is both utilisation focused and strategic.*

4 EVALUATION FINDINGS

28.   This section is structured after the evaluation criteria and questions.

4.1 RELEVANCE

> **Is the programme interventions feeding into global normative processes and development of global products?**

29.   **Programme interventions feed into global normative processes and the development of global products**. All components have produced publications with global reach. The gender component has contributed to developing action-oriented knowledge products, practical tools and capacity development on issues pertaining to care work, pay equity and violence and harassment.

- Products on violence and harassment feature the global report titled *Experiences of violence and harassment at work: A global first survey*[6], in collaboration with Lloyd's Register Foundation and Gallup. This report sets a first attempt to provide a global overview of people's own experiences of violence and harassment at work. It calls for actions to ensure a world of work free from violence and harassment for all in line with the ILO Violence and Harassment Convention (No. 190) and Recommendation (No. 206). The report on *Violence and harassment at work: a practical guide for employers*[7] is another example of product that has gained global exposure. A significant contribution to supporting global normative processes include also

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[6] https://www.ilo.org/global/publications/WCMS_863095/lang--en/index.htm
[7] https://www.ilo.org/actemp/publications/WCMS_857915/lang--en/index.htm

the subsequent statistical activities supported at global and country level (in Jordan). The programme has contributed to inform and influence in October 2023 the discussions of the International Conference of Labour Statisticians (ICLS). A review of national pilot initiatives and modalities to integrate Violence and harassment at work in labour surveys is expected to be on the agenda of the next quinquennial ICLS.

- On care, the project has contributed several online tools, portals and simulators such as the *ILO Global Care Policy Portal* and the *ILO Care Policy Investment Simulato*r. During the first quarter of 2024, GEDI launched the ILO Global Care Policy Portal E-Library where users can find global reports, technical notes, as well as regional and country briefs prepared using data of the Portal and the Investment Simulator. During 2024 GEDI expanded the Investment Simulator to cover a total 118 countries (16 new countries from the Americas, 12 new countries from Europe and Central Asia and 8 new countries from the Arab States). The project has also supported the preparation of 27 country briefs and 3 regional briefs. Most of them are available to the public in the e-library of the ILO Global Care Policy Portal. Moreover, the office has prepared companion reports highlighting the impacts of investing in the care sector and launched them in regional events. Part of the work on the Care economy and gender responsive employment policies achieved to bridge global and national processes, feeding gender disaggregated data and policy recommendations into the preparatory work of several pathfinder countries (Albania, Colombia, Viet Nam) partnering with the Global Accelerator on Jobs and Social Protection for Just Transitions. The scaling and establishment of stronger linkages between country work on gender and the Global Accelerator will be pursued in 2024 (although outside of the programme). In Cabo Verde, the programme also contributed to deliver a national Dialogue on the ratification and implementation of C183 and C156.

30. The JTES component also developed global guidance materials and tools that support integrated policies and approaches to promoting decent work and environmental objectives. The publication on a *Just Transition Finance Tool on Banking and Investment Activities*[8] developed in collaboration with the LSE Grantham Research Institute provides financial institutions with practical advice on how to embed just transition throughout their operations in their alignment with the goals of the Paris Agreement. Other global products and policy influence inputs delivered by JTES include:

- The Gender and Just Transition guide, which was soft launched at a joint high level event with the UNFCCC at COP28 (the main international climate policy process) to inform global policy dialogue with over 200 participants.

- The Green Employment diagnostics, which is included in the ILO Employment Policy Diagnostic toolkit and now forms an integral part of the policy support on employment by the ILO to countries.

- The evidence review on just transition done by the ILO and the Green Climate Fund Evaluation unit. The GCF is the main provider of climate finance globally, and have started in its strategic plan to consider social aspects of climate action. Having a joint knowledge product that refer to the ILO Guidelines and that presents a Theory of Change on just transition is a significant achievement in terms of influence with regards to climate finance and its consideration for just transition.

- Paper on just transition in banking and investment – with UNEP FI. The collaborative product is an important step in informing UNEP FI and its 535 members among financial institutions in their thinking and approach to just transition and climate financing.

31. The HDPN component has delivered or contributed to strategic events and products, such as the paper outlining the New Agenda for Peace for the 2024 UN Summit, extending invitations to the ILO to join the Peacebuilding Strategy Contact Group, the Interagency Steering Committee (IASC) task on the

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[8] https://www.ilo.org/empent/areas/social-finance/publications/WCMS_860182/lang--en/index.htm

Nexus, organizing a regional workshop in partnership with the UN and social partners on the Nexus in Addis Ababa, and providing a brief on National Employment Policies for Crisis in Sri Lanka. Other interventions contributing to global events include the participation of the HDPN component to the Global Refugee Forum[9] (GRF) in December 2023; the Stockholm forum (in partnership with SIDA) in 2022 and 2023; the Geneva Peace Week in 2022 and 2023; the joint ILO/DPPA meeting in New York in March 2023 on the HDPN that led to major funding and new HDPN programmes for the ILO.

32.   The MSD component has published several knowledge products including a report on *Cross-Border Value Chain Development: A Rough Guide to Market Systems Development for Decent*. Other notable achievements include levelling up MSD's functions in influencing and improving the capacity of the ILO to do MSD. It has been quite an unprecedented period of growth and interest in MSD, and an internal MSD network has been strengthened and a more engaged community cultivated to promote and enhance the implementation of the approach. Additionally, the MSD component has been instrumental in promoting and driving work in external-facing networks. Principally, it is heavily engaged in the Donor Committee for Enterprise Development (DCED) MSD working group - driving work items (with Sida) on Green and Trade and has also been integral in driving the MSD for employment theme work as (which has been quite a success). It also engaged in the DCED results measurement group, and actively sponsors and participated an external MSD for Employment Community of Practice of about 90 members. It is also leading a UN MSD group with other UN agencies (FAO, UNIDO, ITC and UNCDF) – fulfilling a request from Sida. Or work to train both Sida (in Stockholm) and other externals (ITC-ILO) in MSD and green.

> **Is the programme addressing the specific needs of vulnerable men and women in both the formal and informal sectors; women, youth, migrant workers, refugees, IDPs (end-beneficiaries)? To what extent are these target groups consulted in design and implementation of programme initiatives?**

33.   **All programme components are directed towards addressing the specific needs of vulnerable men and women in both the formal and informal sectors with some variations in terms of specifying different types of target groups and data disaggregation**. Evaluation informants consistently emphasized that vulnerable groups were the focus of all programme interventions. The evaluation's review of the publications delivered by the programme corroborates this perspective. Women are the target group most often specified in the knowledge products supported by the programme (90% of publications refer to women), followed by the youth (85%), and people with disabilities (80%). A few reports are more exhaustive when it comes to defining and considering vulnerable groups, such as the product from JTES on *Just Transition Finance: Pathways for Banking and Insurance* which considers a comprehensive and detailed range of vulnerable populations. Vulnerable groups are usually part of the scope and analysis of the publications supported by the programme but more rarely singled out through tailored recommendations. Several tools also developed by components have mainstreamed vulnerability dimensions, such as the HDPN Conflict Sensitivity Checklist, or the Care Cooperatives intervention model.

34.   At country level, ample evidence shows an involvement of vulnerable groups in programme design and implementation, such as:

- In Colombia, specific activities have been carried out within the framework of the programme (workshops, Focus Groups, community meetings and interviews) through which the needs, interests, capacities, conflicts, concerns and proposals of women, men and vulnerable groups have been collected in the territories around the Just Transition of the Labor Force. The results of these activities have been important inputs in the design and development of the Just Transition of the Labor Force Strategy (TJLFS), as well as in the design of the Green Jobs Pilot Program (GJPP).

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[9] https://www.unhcr.org/global-refugee-forum-2023

- In Moldova, the Market System Analysis (MSA) reflects several vulnerability dimensions, such as disability and ethnicity. The MSA also organised a focus group with women with small children and conducted interviews with nannies and women who take care of children at home and work informally. Informants reported that it was difficult to identify such people as they were afraid from the start about what would be done with these interviews, i.e. if they would be published and if the IRS would give them a fine.

- In Laos, the MSD component supports a project jointly implemented with UNFPA. The project is for rural poor, women and men, persons with disabilities, youth, ethnic minorities, returned migrants, and LGBT+. The UNFPA angle pushed for disaggregating and assessing the situation for each group.

35. Refugees are another vulnerable group targeted by the HDPN through different modalities, including projects that supported refugees such as with the Mauritania Peace Building Fund (PBF), Cameroon KOICA, and PROSPECTS; publications (*How ILO Programmes Contribute to Social Cohesion between Refugees/ IDPs and Host Communities in the Arab States Region);* courses (with EIIP), and country studies (e.g. conflict analysis in Cameroon and Lebanon).

36. As for the logframes of the overall programme and components, the evaluation noted that indicators are rarely disaggregated per vulnerable group. Informants referred sometimes to data disaggregation being more frequent in country projects and logframes, but this is not consolidated.

> **Is the programme meeting the needs of targeted tripartite constituents and national development plans in cases where the programme is conducting or piloting work at the country level? To what extent are constituents involved in the design and implementation of the programme initiatives?**

37. **The programme meets the needs of tripartite constituents with room for further engagement of the Bureaus at global and national levels**. At global level, ACT/EMP and ACTRAV were not closely involved in the development of the concept note during the design phase of the programme but were invited to comment a draft version. Subsequently, participation of the Bureaus in global programme interventions has been variable. GEDI reported close relationships with ACT/EMP on one activity which is the development and dissemination of the report on *Violence and harassment at work: a practical guide for employers*. According to the components, another avenue for HQ staff to involve the Bureaus is through the project appraisal process, which calls for comments from ACTRAV and ACT/EMP. Several HQ informants among the components mentioned that the lack of a programme level focal point in each Bureau was hampering a more strategic engagement in programme implementation. Simultaneously, while the programme concept note was planning for the establishment of a Tripartite Advisory Group (TAG), this has not been followed through. The absence of a TAG was highlighted as a significant shortcoming in the global implementation of the programme (see also Efficiency section).

38. At regional level, JTES collaborated with ACTRAV on a capacity building workshop on the thematic aspects of promoting green jobs and just transition for workers' organisations. Trade union members in central Asian countries attending the training (i.e. Azerbaijan, Kyrgyzstan, Uzbekistan, Tajikistan, Turkmenistan, Kazakhstan) were also engaged in sharing perspectives and experiences. Participants formulated recommendations on labour protection to be sent to social partners at the level of governments of Central Asian countries.

39. Collaboration with ACTRAV and ACT/EMP at national level has been variable. In Colombia for example, a collaboration has been reported with the ACTRAV specialist on gender and care economy interventions and some cooperation on gender with ACT/EMP but not much on care, which is not a priority area for the Bureau. Several staff at HQ and at country level indicated to the evaluation that the programme could engage much more closely with the Bureaus to enhance the global visibility of the programme, promote country interventions, and increase joint ownership. One country informant indicated for example that having the Bureaus campaigning at global level on some of the programme interventions would be of support at national level.

40.   In most countries where evaluation interviews were conducted, informants conveyed evidence of engaging with tripartite partners.

- On gender, an illustration of the engagement of constituents in project planning and implementation can be found in Moldova, where the government, trade unions, employers' associations were directly involved when the project analysed the situation regarding the childcare sector. Validation and design workshops for future interventions were organized in tripartite format. Trade unions came up with many proposals related to care services and employers also have a partnership to pilot services to employers. In Colombia and for interventions focusing on the care sector, the project has organized a tripartite panel opening and several trainings have been delivered to ITUC. In Indonesia, the project has provided support to the six major union confederations with capacity development for the review of a draft Mother and child welfare bill and development of a position paper that was shared and discussed with the Ministry of Women Empowerment, and Ministry of Labour.

- On just transition, a national Working Group in Colombia is responsible for the design and development of the Just Transition of the Labor Force Strategy (JTLFS). The Working Group is made up of the Ministry of Labor who leads it with the support of the ILO, the National Department of Planning (DNP), the ministry of the Environment and Sustainable Development, the ministry of Mines and Energy and has the specific participation of other national tripartism actors such as the Colombian Petroleum Association, a union of employers of the entire energy chain. In Mozambique, the piloting of *Green Employment Diagnostics* involved two workshops to discuss the findings of the country study and to facilitate a discussion on the emerging policy options. The workshops were attended by 21 representatives (7 women, 14 men) of key government ministries, private sector and the union movement who actively worked through the different steps of the analysis and discussed the policies going forward. After the second workshop the participants were also asked to provide their feedback on the usefulness of the tool.

- In Laos, MSD is engaged in a project contributing to the implementation of the national rural employment strategy 2020-2030 which was previously developed with the support of the ILO and SDC. Constituents were involved during project design, including through a PAC at national and regional levels, and during project implementation. Unions are a government entity in Laos and Employers are also represented. In southern Africa, the project supported by MSD was introduced to the three types of constituents in the three countries of interventions. Findings from the MSAs were presented to 3 national workshops with Ministries of labour to prepare a revised PRODOC. Tripartite+ consultations were also organised with Ministries of Public Works, and with workers organisations in the construction sector in the 3 countries. Reports were shared with constituents for inputs and feedback. In Lebanon and Ghana, the engagement of national constituents in MSD interventions involved more actively private sector actors than workers or government representatives. In Ghana, country informants suggested to strengthen and enlarge project governance to support implementation. However, large governance structures are not necessarily aligned with projects this size.

- The promotion of social dialogue in the HDPN has brought to the development and approval of proposal on social dialogue in Tunisia, Sri Lanka and Haiti. Another notable collaboration was triggered in Cameroon with an awareness raising workshop that was organized in Yaoundé in August 2023, in partnership with the UN HDPN Task Force, Resident Coordinators Office and UNCT. The workshop discussed the contribution of Decent work in the HDPN in Cameroon, in particular in the east and North, and a Decent work in the HDPN strategy was developed. In this framework, a specific session on the HDPN was organized during the tripartite workshop on the elaboration of the Decent Work Country Program. As a result, the HDPN was embedded into the final version of the DWCP and the action plan, a conflict

analysis was conducted in the east (RCA refugees' context) to support the HDPN dimension of a newly launched program funded by KOICA, and finally, the ILO is actively supporting the UN HDPN task force particularly in the North (Ligine Berni).

> **How are the needs of targeted groups (constituents and end-beneficiaries) changing? What, if any, changes need to be made to the programme to make it more appropriate and relevant?**

41. **Evaluation informants did not report any significant changes in the needs of targeted groups (constituents and end-beneficiaries) that would require a redesign of the programme or components.** Several staff indicated that interventions were already adjusted according to the evolving national agendas and contexts. Some programme components such as MSD revisit the strategy and portfolio of interventions every 6 months. This has led for example MSD during the first year to shift the direction of the work delivered on trainings and on knowledge generation. Staff also mentioned that the logframes of the programme and components did not feature targets, which allowed flexibility despite inadequate results orientation. In some cases, components indicated that the current planning process for the next phase of the programme aimed for fewer interventions in order to concentrate resources, but not for a redesign of the conceptual framework and theory of change.

42. At country level, room was highlighted for expanding gender interventions in Moldova through information dissemination and advocacy, analytical reports, trainings, and pilots including at local level. In several countries where the programme supports the care economy, such as in Jordan and Indonesia, informants also reported an agenda of work that could be enlarged to encompass policies, skills, organisation and representation of workers. As for the support provided by the MSD component, informants in Lebanon and Ghana put forward room for strengthening and scaling interventions or devising robust exit strategies.

4.2 COHERENCE

> **To what extent do interventions continue to be fit for purpose to meet the objectives of the global products and CPOs, and to contribute to the ILO's Programme and Budget for 2022 – 23? Is this reflected in the existing TOCs?**

43. **Programme interventions continue to be fit for purpose to meet the objectives of the global products and CPOs.** The programme was designed to contribute to the ILO's Strategic Plan 2022–25[10] and to the Sustainable Development Goals (SDGs), notably SDG 1, SDG 5, SDG 8, SDG 13, and SDG 16. Programme components align with the outcomes and outputs of the ILO's Programmes & Budgets 2022-2023[11] and 2024-2025[12]. Under the P&B 2022-2023, JTES and HDPN interventions supported Outcome 3 of the P&B (Economic, social and environmental transitions for full, productive and freely chosen employment and decent work), MSD contributed to Outcome 4 (Sustainable enterprises as generators of employment and promoters of innovation and decent work), and GEDI's interventions were anchored in Outcome 6 (Gender equality and equal opportunities and treatment for all in the world of work). Among the notable changes between both biennia, the P&B 2024-2025 introduced an "Outcome 8: Integrated policy and institutional responses for social justice through decent work", which resonates highly with the programme's objective to be cross-cutting and foster technical synergies. In the P&B 2024-2025, two programme components are placed under Outcome 8, JTES with "Output 8.3. Improved coherence in support and action to facilitate just transitions towards environmentally

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[10] https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_757564.pdf
[11] https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---program/documents/genericdocument/wcms_831036.pdf
[12] https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---program/documents/genericdocument/wcms_905532.pdf

sustainable economies and societies" and the HDPN with "Output 8.5. Improved coherence in support and action to promote decent work in crises and post-crisis situations". Evaluation informants commented positively the elevation of these two areas in the form of Action Programmes and stressed the importance of the partnership programme for their operations.

44. The current programme was also found more responsive to Sida's strategy than previous iterations. According to informants, past Sida-ILO partnership programmes focused on the ILO's P&B which translated less clearly to the outside world. The current programme architecture provides a bridge between Sida's strategic objectives and the ILO's constituent-endorsed programme of action (P&B), offering a "mirror" to both strategic programmes. Activities under the programme have reportedly become easier to relate to Sweden's development assistance and focus areas. This may have sometimes facilitated further partnerships with Swedish embassies at national level. The evaluation did not find evidence of systematization but, on some occasions, programme components have been presented to Swedish embassies which stepped in to fund local interventions, such as with the MSAs conducted in Southern Africa and Mozambique.

45. When considering the TOCs of programme components[13], results chains were found bridging global and national level interventions and remaining overall adequate for characterizing the contribution of the components both to the P&B and the CPOs. However, TOCs are sometimes both highly simplified and left without underlying assumptions. Causal chains do not reflect some of the key enablers contributing to turn technical assistance, capacity development and knowledge generation into policy or institutional change. Relationships between the components' TOCs and the programme overall TOC are also not systematically robust and consistent, such as with limited room made to institutional strengthening in the TOCs of the JTES, HDPN and MSD components.

46. At country level, a review of a sample of CPOs (Colombia, Moldova, Ghana) indicates that interventions are most often directly linked to national objectives. In some cases, the anchor is more indirect but still grounded in the ILO's P&B and national agendas. In Moldova for example, promoting the care economy is not expressly mentioned in the Decent Work Country Programme 2021-2024[14]. However, progress has been reported to the DWCP Steering Committee. With the recent approval of legal and institutional frameworks for childcare, coupled with strong engagement of the tripartite constituents in the implementation of this project, it's likely that childcare will be integrated into the forthcoming DWCP, stated for design in 2024 and implementation in 2025.

> **To what extent are initiatives complementing and creating synergies to achieve the objectives of the P&B for Outcomes 3, 4, and 6?**

47. **The programme has initiated some joint work between components but identifying domains of joint interventions takes time.** According to informants, the programme's objective to strengthen cross-collaboration and synergies has been an improvement over the previous instance of the Sida-ILO partnership programme (2018-2021). One staff indicated for example that "*The current programme has pushed for teams to work together. In the previous programme, the selection of outcomes and outputs was part of the P&B so each component would do their own programming and there was no collaboration.*" Programme components engaged in joint work at global level, such as:

- GEDI and JTES developed and launched at COP 28 a draft version of the *Gender equality and inclusion for a just transition in climate action: A practical guide*[15] highlighting the nexus between climate, gender and the world of work.

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[13] ILO. 2022. *Sida-ILO Partnership, 2022–25. Global Programme – Concept Note. January 2022*. Geneva.
[14] https://www.ilo.org/budapest/what-we-do/decent-work-country-programmes/WCMS_821880/lang--en/index.htm
[15] https://ilo.org/global/topics/equality-and-discrimination/gender-equality/WCMS_905739/lang--en/index.htm

- GEDI and HDPN also collaborated to turn the 2022 guide on *Gender equality and women's empowerment in the world of work in fragile, conflict and disaster settings* into an online tool that aims to enhance awareness of gender dimensions and issues in fragile, conflict and disaster settings and to provide guidance on gender mainstreaming in initiatives related to employment and decent work across the HDPN.

48. Despite these examples, several informants underlined that collaboration between components could be further strengthened at programme design and implementation stages. One informant for example called the components "*to better concentrate on outcomes and less on the respective attribution of work-months*" when designing programme interventions. As indicated in the annual report of the programme, "Partnerships and joint work take time before they are productive. Partners need time to understand what one another can offer and how each side can add value. While this programme brings various themes together and that does accelerate the partnership process, it will still take additional time to develop more opportunities for components to work more closely together"[16].

49. A notable feature of the programme is that it has triggered collaborations with many other policy and technical areas across the ILO (Table 6).

- The HDPN in particular has leveraged the programme to mainstream the nexus in other tools and approaches. An example is the adaptation of the Skills for Trade and Economic Diversification (STED)[17] tool to fit the fragile settings situation and to properly address skills challenges across the HDPN. The updated methodology was piloted in both the Philippines (BARMM region) and in Bangladesh (Cox's Bazar). An internal guidance note has been produced on *Applying STED in Fragile or Conflict-affected Contexts*. Another example is the production of a guidance note[18] promoting and advising on the implementation of Employment Intensive Investment Programmes (EIIP) in fragile and conflict settings. The report illustrates with country experiences how the EIIP contributes to the Humanitarian-Development-Peace Nexus.

- Similarly, GEDI installed a range of collaborations with HQ technical specialists. In collaboration with ILOCOOP for example, two ILO training tools on cooperative development (Think.Coop and Start.Coop) were adapted to the care sector. At the regional level in LAC, GEDI and SKILLS collaborated with CINTERFOR on capacity building and experience sharing among National TVET institutes on the topic of recognizing and professionalizing care workers skills in Latin America. This resulted in the publication and dissemination to mark the first International Day for Care and Support (29 October 2023) of a guide and good practice compilations in Spanish[19], which are being translated in English.

Table 6: Global collaborations between programme components and other ILO's technical areas.

	GEDI	JTES	HDPN	MSD	SKILLS	EMPLAB	EMPINVEST (EIIP)	DEVINVEST	ENTERPRISES	SOCPRO	STATS	ITCILO	ILOCOOP	PROSPECT
GEDI		●	●		●						○	●	○	
JTES	●			●	●	●				●				

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[16] ILO. 2023. *Progress Report. 2022 Annual Report. Sida-ILO partnership 2022-25. Project Code (GLO/21/25/SWE)*. Geneva.

[17] https://www.ilo.org/skills/projects/sted/lang--en/index.htm

[18] https://www.ilo.org/global/topics/employment-intensive-investment/publications/WCMS_887741/lang--en/index.htm

[19] https://www.ilo.org/americas/sala-de-prensa/WCMS_900432/lang--es/index.htm

HDPN	●				●	●	●	●	●	●		●		○
MSD	●	●	○		●								●	

Legend: ● Financial and technical support. ○ Technical support.

50. At country level, programme components found that identifying domains of joint interventions had been challenging: "at national level it has been difficult for the components to identify an in-country project niche that could complement existing ILO projects (with thematically aligned staff that could also provide ad-hoc support) and/or had committed national stakeholders."[20] Synergies in the three countries of joint interventions (Colombia, Ghana, Moldova) have been variable.

- In Colombia, the programme is carried out with an integrated approach to JTES, Gender Equality and Non-discrimination, and HDPN. Joint work is done with specialists from each ILO component in Colombia and Geneva, and with officials from the participating institutions, or with specialists hired to develop the components, as needed. The programme does not generate information on the effects of each components, despite being intended by the programme's CMES. However, evaluation informants indicated that the components provide inputs to reports prepared by the National Government and the UN Resident Coordinator. Furthermore, actions seek to ensure that the intervention on the Just Transition of the Workforce (JTLF) is conflict sensitive and does not exacerbate tensions in areas and localities with complex conflict backgrounds, lack of social cohesion, and armed conflict.

- In Moldova, project approach was found adequately conceptualized and sequenced, starting with the market system analysis (MSA) and then continuing with GEDI's interventions in close partnership with constituents, building on the consultations, measures and risks identified in the MSA. Collaborations between MSD and GEDI after the MSA have been residual and MSD has not planned to be further engaged in the country after this phase of the programme.

- In Ghana, after a joint MSD-JTES assessment scoping and brainstorming mission in December 2022, collaboration between both components has been limited. At the macro level, JTES has primarily leveraged Sida's support to develop a project proposal submitted to the EC on green skills development to support the implementation of the Green Skill Development Strategy 2024–2027. The proposal was approved by the EC in December 2023. Meanwhile, MSD has explored and narrowed down a range of options with a view to improve the socio-economic status of vulnerable groups and respond to environmental needs. The intervention which was identified focuses on providing financial and technical assistance in support of the tomato sector which is confronted to a range of constraints and challenges. The intervention aims to implement several activities, primarily tomato seed multiplication, re-introduction of the use of plastic crates, and brokerage of tomato buyer/producer contracts and product standards. Informants made reference to exchanges of technical information between JTES and MSD during joint scoping mission in December 2022 but more anecdotal collaboration and joint work since then.

51. In other countries, collaboration between components tends to be growing. An opportunity of joint work was reported by the HDPN with the development and implementation of programmes in Mali and Lebanon to deliver conflict analyses, activities, and indicators, in partnership with MSD. Such interventions aim to reinforce the contribution to Peace to MSD programmes implemented in fragile areas and to raise awareness of HDPN partners at country level on the contribution of MSD and decent work for peace and social cohesion. JTES also shared some inputs on the action research on renewable energy that MSD has launched in Lebanon. A collaboration between JTES and MSD was also referred in Senegal.

52. In addition to the synergies established between programme components, interventions were delivered in collaboration with technical specialists in regional or country offices and with national staff.

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[20] ILO. 2023. *Progress Report. 2022 Annual Report. Sida-ILO partnership 2022-25. Project Code (GLO/21/25/SWE).* Geneva.

More than 45 countries have been supported by the programme (Table 7). Several modalities have contributed to channel programme support. This includes allocating financial resources to projects; providing policy and technical advice at various stages of the project cycle (design, appraisal, or implementation); organizing or contributing to training programmes, capacity development events, and conferences and fora; developing and disseminating knowledge products. Several approaches used to support countries can be illustrated, for example:

- The MSD component has delivered technical assistance to projects in Mali, Mozambique, Southern Africa, among other; directed financial resources towards interventions in Ghana, Moldova, and Lebanon; supported the regional specialist on Enterprise Development and Job Creation in Dakar with the formulation of PRODOCs and the initiation of new projects (e.g. in Mali and Senegal); helped onboarding new project staff with a coaching and mentoring programme.

- The HDPN component has implemented various cost-effective modalities to support countries, such as leveraging the project appraisal system to review PRODOCs and ensure that the nexus is framed in fragile contexts; developed a capacity building package including a training package on "How to design decent work programmes across the Nexus" which aims to strengthen the capacity of the ILO, constituents and UN partners to mainstream the decent work agenda and the world of work into the HDPN, and to apply conflict sensitivity and peace-responsiveness concepts from the design phase to better understand how their intervention interacts with the context in which it operates, to prevent doing harm and promote social cohesion and peace in the long term; supporting new Peacebuilding funds in Tunisia, Sri Lanka, Colombia, Liberia, DRC and Mauritania; mainstreaming the nexus in tools and methods used at country level, such as with SKILLS/STED in the Philippines and Bangladesh, or with the EIIP in Iraq and Afghanistan; organizing a training in Addis Ababa in July 2023 with funding from Sida, Switzerland, and PROSPECT.

Table 7: Highlight of countries supported financially and/or technically by the programme[21].

Regions and Countries	GEDI	JTES	HDPN	MSD
Arab States Region				
1. Iraq			●	
2. Jordan	●	●	○	
3. Lebanon			●	●
4. Palestine			○	
5. Syria			○	
6. Yemen			●	
Africa				
1. Botswana		○		
2. Cameroun			●	
3. Cape Verde	●			
4. DRC			○	
5. Ethiopia			○	○
6. Ghana		●		●
7. Libya			○	
8. Kenya			○	
9. Malawi	●			
10. Mali			●	○
11. Mauritania			○	
12. Mozambique		●		○

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[21] The list is partial and indicative. It does not reflect countries that benefited from programme interventions such as global training programmes or events, platforms and online tools, and knowledge products.

Regions and Countries	GEDI	JTES	HDPN	MSD
13. Senegal				○
14. Sierra Leone			○	○
15. Sudan				
16. Somalia			○	
17. South Africa				○
18. Tunisia			○	
19. Zimbabwe				○
Europe				
1. Albania	●			
2. Moldova	●			●
3. North Macedonia	●			
4. Ukraine				○
Asia and the Pacific				
1. Afghanistan			●	○
2. Azerbaijan		○		
3. Bangladesh			●	
4. Indonesia	●			
5. Kazakhstan		○		
6. Kyrgyzstan		○		
7. Lao PDR				○
8. Philippines			●	
9. Sri Lanka			●	
10. Tajikistan		○		
11. Turkmenistan		○		
12. Uzbekistan		○		
13. Viet Nam	●			
Latin America and the Caribbean				
1. Colombia	●	●	●	
2. El Salvador			○	
3. Haiti			○	
4. Honduras			○	
5. Panama		●		

Legend: ● Financial and technical support. ○ Technical support.

> **To what extent are interventions contributing to a coherent implementation to support the achievement of the programme overarching objectives?**

53. **Interventions were often designed on the basis of a coherent but incomplete set of activities lacking sometimes more systemic coverage**. Various informants supported by the programme components referred to confronting a demanding agenda spanning across multiple dimensions calling for behavioural, institutional, legislative and policy changes. Although welcoming the support provided by the programme, it was often indicated that the resources cascaded through the components were rather limited compared to the needs and objectives at stake. One country informant illustrated this by flagging the need to commit adequate resources to policy/legislative change and to the on-going involvement of constituents. Otherwise, the risk with interventions that are too short-term and narrow is to "*hit and run, like doing an assessment and leaving, or delivering a training and leaving, or installing a factory and leaving*". MSD has already identified the importance of constant engagement with stakeholders and market actors for creating a high-quality analysis that has high potential for use in

future interventions[22]. It was sometimes indicated that concentrating resources on fewer interventions embedding a more systemic analysis and mutually reinforcing activities and allowing the on-going engagement of constituents could yield higher outcomes. GEDI for example mentioned considering refocusing and narrowing down the range of interventions that will be supported during the second phase of the programme to concentrate resources and effects.

54.   As noted earlier, coherence between the interventions of programme components was found in progress. In order to facilitate cross-collaborations and further coherence, evaluation informants indicated that the second phase of the programme (2024-2025) may include the production of a study report to frame and analyse the components' joint entry points and areas for synergies.

> **To what extent are initiatives consistent with and do promote the relevant international norms and standards to which the ILO adheres, and ILO's cross-cutting issues?**

55.   **Programme initiatives have been designed within the overarching framework of the ILO's conventions and promotion of international norms and standards**. The HDPN component for example gives special attention to population groups and individuals who have been made particularly vulnerable by crises, in line with Recommendation 205 on Employment and Decent Work for Peace and Resilience (2017). Some of GEDI's interventions aim at strengthening the capacity and knowledge of the ILO constituents at national and/or sectoral level and increase awareness on ratification of the ILO Violence and Harassment Convention (No. 190) and implementation of C190 and Recommendation (No. 206), 2019. The global report titled *Experiences of violence and harassment at work: A global first survey* called for action to ensure a world of work free from violence and harassment for all in line with C190 and R206. GEDI and COOP are also collaborating on the establishment of care cooperatives. The ILO activities on cooperatives are guided by the international labour standard, the ILO Promotion of Cooperatives Recommendation (No. 193). Other examples can be found with MSD which has produced a range of briefs and guides to support applying the systems approach to employment-related outcomes including in relation to Occupational Safety and Health, informality, child labour[23].

56.   At country level, in Colombia, the Just Workforce Transition strategy responds directly to the GHG (Greenhouse Gases) reduction targets to which Colombia committed in relation to the Paris Agreement. The interventions promote the application of international regulatory frameworks as part of national regulatory frameworks related to green growth, forestry, energy transition, agricultural competitiveness, climate action, respect and compliance with fundamentals rights of work in the transition processes, labor reconversion and environmental employability.

57.   Despite these examples, the evaluation noted that the components' promotion of the ILO's international norms and standards was sometimes more implicit than a well formulated objective. Not all the components' theories of change for example made reference to con,tributing to the achievement of specific conventions or ILS. Similarly, GEDI's logframe makes explicit reference to the ILO conventions and ILS while such contribution is less visible in the other components' logframes. In a few instances, informants mentioned room for stronger bridges between programme interventions and the status of countries with the ratification of the ILO Conventions. It was also indicated that interventions could be more frequently designed after the ILO supervisory mechanism's recommendations as "*technical cooperation funds that give effect to the ILO supervisory mechanism's recommendations give them trust and thrust*", according to an informant. Such bridge would advance international labour law and supports the overall implementation of ratified conventions.

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[22] ILO. 2023. *All analysis and no action*? Geneva. https://www.ilo.org/empent/Projects/the-lab/WCMS_877441/lang--en/index.htm
[23] https://www.ilo.org/empent/Projects/the-lab/WCMS_666039/lang--en/index.htm

4.3 EFFICIENCY

In what ways are components using resources efficiently (funds, human resources, time, etc.)? Could implementation be done more efficiently? To what extent are synergies contributing to cost-efficiency?

58.   **Programme components have leveraged collaborations with other technical areas or projects to use resources efficiently**. The total budget for the first phase of the programme was **US$ 6,681,056** including US$ 1,081,056 marked as flexible resources (Table 3). The table 8 below highlights the expenditures relative to the effective budget for each component from 1 January 2022 to 31 December 2023. IRIS data retrieved on 8 February 2024 showed that delivery stood at 95% by that date. Data also showed that JTES's planned disbursements were significantly behind schedule at that date. The component indicated that some significant expenditure remained to be made in the coming months due to 1) the issuance of implementation agreements under the innovation challenge took a long time 2) the restructuring of the Office which led to some uncertainty on staffing and therefore a pause in spending until implications of the changes were clarified 3) key trainings were from the onset planned for the second year of the project. Furthermore, JTES made the deliberate management decision to avoid committing too much resources until the Office Strategy and Action Plan on Just Transition had been approved in November 2023 (this was a follow up to the ILC Discussion in June 2023). Such a decision aimed to ensure the Sida partnership would be well aligned to GB and ILC outcomes and priorities, which have been since then articulated in specific deliverables and are now reflected in programming under the Partnership.

Table 8: **Summary of project delivery per component (31 December 2023).**

Components	Budget	Total Income	Expenditures	Balance
Gender Equality and Non-Discrimination (GLO/21/55/SWE)	$ 2 730 000.00	$1 825 026.96	$ 895 102.51	$ 929 924.45
Just Transition and Environmental Sustainability (GLO/21/56/SWE)	$ 1 551 754.12	$ 2 046 781.11	$ 882 230.53	$ 1 164 550.58
Conflict and Humanitarian, Peace, Development Nexus (GLO/21/57/SWE)	$ 1 985 250.00	$ 1 825 026.99	$ 881 494.69	$ 943 532.30
Systems Change Initiative for Productive Employment (GLO/21/58/SWE)	$ 2 636 963.80	$ 2 427 704.93	$ 1 258 131.35	$ 1 169 573.58
Learning from Evaluation	$ 307 300.00	$ 307 300.00	$ 75 823.00	$ 231 477.00
Total	$ 9 211 267.92	$ 8 431 839.99	$ 3 992 782.08	$ 4 439 057.91

Source: PARTNERSHIPS, 29 April 2024.

59.   Overall the evaluation found that components were using resources efficiently. Many informants referred to limited funding received from the programme through one or another component and therefore a requirement to maximise these resources. Various approaches have been implemented that showcase cost effectiveness in the management of programme resources. GEDI for example has used and adapted the policy tool for "Assessing the gendered employment impacts of COVID-19 and supporting a gender-responsive recovery" which was previously developed by the UN Women-ILO Joint Programme Promoting Decent Employment for Women through Inclusive Growth Strategies and Investments in Care. The tool has been used in Albania and Viet Nam for a gender diagnosis of the labour market; the identification of sectors with potential to generate decent jobs for women; and identification of actions to address gender inequalities. Using another tools, the ILO Global Care Policy Portal and Global Care Policy Investment Simulator, which were funded by the Bill and Melinda Gate Foundation, GEDI has also contributed to the development of more than 26 "Care at Work" country

briefs funded by Sida, which served in countries such as Indonesia and Colombia to facilitate the engagement of discussions on labour reforms with national partners. In Colombia, programme's actions have also focused on the design and construction of the Just Transition of the Labor Force Strategy (JTFLS) and in that sense, synergies have been generated with actions related to the gender and HDPN components. For example, the Ministry of Environment and Sustainable Development had a JT and a gender toolbox and these tools were included in the guidelines for the gender pilot in the Cesar Mining Corridor. In Mozambique, the piloting of JTES's Green Employment Diagnostics was organised in collaboration with the country team in Maputo. Two workshops were organized with constituents and were cost-shared with the national MozTrabalha project. In Southern Africa the MSD component kicked off the initiative by identifying, recruiting, contracting and onboarding national consultants in South Africa, Mozambique and Zimbabwe to conduct three national MSAs which enabled the analysis to be already in progress when the project manager was recruited. At global level, MSD has also positioned resource mobilisation as a key activity of the component and outcome indicator in the project logframe to catalyse Sida's funding.

60.   The evaluation captured frequent calls for additional resources placed by the ILO staff at HQ and in regional and country offices, and by constituents. Several informants at HQ mentioned committing significantly more time to the initiative than the number of work-months attributed by the project. Regional staffs called for strengthening technical capacities of the regional offices (e.g. on market systems), for example through the attribution of Swedish funded JPOs to the ILO Regional Offices or Decent Work Teams. At country level, constituents consulted by the evaluation were on the opinion of efficient project implementation. In Moldova for example a constituent indicated "*It is hard for me to say if there are ways to cut costs. I will give the example of family-type nurseries, the course that has now been organized at the beginning of December. In order to make this type of service known, greater communication is needed, so more resources, including financial, time and human resources invested in communication, especially if we want to reach other areas of Moldova than Chisinau. That's why I would see the opposite, a greater need for investment and depending on how we want to test the models, to pilot the services, it is constantly necessary to resume training courses, to have more cohorts, to understand how they work and to be able to subsequently assess the increased level of knowledge in society regarding the existence of these services and the level of openness. I think quite a lot of effort has been made to allocate resources where they are needed in the first year*."

61.   One factor which mitigated the efficiency of the programme regards the long start-up time to initiate implementation. The Global Programme Concept Note was finalized in January 2022; the partnership agreement signed in February 2022; and funds were received in April 2022. However, some of the activities started only in December 2022 or later, early 2023. This was attributed to a range of causes such as finding staffing, refining strategies, defining and planning activities and then going through the process of contracting and planning. According to the first annual progress report, the "Scoping for the joint in-country initiatives (Moldova, Colombia, Ghana), as well as in-country work for specific components took time. This was due to a number of reasons including that it was difficult to identify an in-country project niche that could complement existing ILO projects (with thematically aligned staff that could also provide ad-hoc support) and/or had committed national stakeholders." This was further stressed by several informants who highlighted that work at country level and *a fortiori* joint work required to respond to a national demand and adequate partnerships and capacities. Some technical areas such as those under GEDI could rely on a global network of technical specialists to identify country needs and design interventions. In some cases, it was mentioned that the approach adopted when designing the programme was not fully participatory and could have benefited from consulting with the Bureaus as well as surveying the ILO country directors to allow for a stronger bottom-up needs assessment process. In several cases, interventions ended up being built upon some components' earlier work in a given country in lieu of other identified options, contributing to an efficient setup at local level and to the sustainability of previous outcomes but with a risk of unclear prioritization if considered at a more global level.

62.   Another factor that has influenced programming regards some inconsistent understanding initially about the phased approach of the programme, bringing some teams to design and plan interventions with a 2-year time span in sight rather than approaching the programme with a 4-year window and a more comprehensive or transformative scope and range of interventions and partnerships. One of the components for example reported to the CMES in March 2023 that "The challenge for this program is to receive the resources in April (2022) and not to be able to plan a continuum for the whole 4 years, due to the fact that resources for the second biennium will arrive only in Q1 or early Q2 of 2024." Country office staff conveyed similar perspectives to the RTE until July 2023.

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To what extent are management capacities and arrangements and coordination supporting the achievements of results?

</div>

63.   **The programme did not direct financial resources to overall programme management and coordination, opening some gaps in management arrangements**. As described in the programme's concept note, a flat structure has been put in place to manage the programme. The group is composed of "Component Leads" representing the four expertise areas, EVAL for the monitoring and evaluation expertise, and PARDEV. The group has met periodically to safeguard the technical coherence and integration of the programme activities, monitor progress, results and delivery. According to the initial concept note, the programme also expected to setup and convene a Tripartite Advisory Group (TAG) to discuss progress, results and learnings from the programme. The TAG was supposed to composed of representatives of: the ILO, social partners, Sida and including representatives from some countries where the Programme carries out activities. However, the TAG was not formed. For some informants this was perceived a significant shortcoming, i.e. while the flat structure was commended as innovative and yielding positive effects, there was a call for clearer programme level accountability.

64.   To support adaptive management, a robust monitoring framework complemented by innovative evaluation approaches was designed and partly applied. Two steps of a real-time evaluation process were implemented. The first step in February-April 2023 served as initiation stage, defining the scope of the RTE process but also taking stock of the progress of the programme and formulating some recommendations. The second step in June-August 2023 also reviewed achievements and provided some recommendations to the group managing the programme.

65.   Several evaluation informants were on the opinion that under its current format, the programme has improved interpersonal connections and dialogue between Components Leads. The programme has also pushed for cross-collaborations between technical specialists from the four components. However, it was also perceived that the overall programmatic coordination has remained nascent. Informants reported rather ad hoc meetings with no scheduled dates set from the start. While the programme concept note stated that the management group would "on an ad-hoc and punctual basis, involve ILO specialists from other technical areas such as for instance employment, social protection, skills and social dialogue and engage with field offices and projects", this was not implemented. Technical specialists from branches/teams that are also contributing to the programme saw a missed opportunity in not being present at some of the meetings of the group of component leads. This was found a gap preventing to showcase results more widely and to promote scaling and new synergies. Similarly, consultations at large with ACTRAV and ACT/EMP were reported missing. The suggestion was made to the evaluation to have bi-monthly meetings with component leads and quarterly meetings with the larger group. Despite agile management, some informants pointed out the lack of a global CTA or programme coordinator as a shortcoming and constraint preventing to get closer to "*One programme, one vision, one objective*" as mentioned by a staff.

66.   In terms of conceptual construct, the evaluation also noted that the components' TOCs and logframes made limited references to joint work. Some informants indicated not knowing how joint achievements could be reported by different teams and escalated without facing some duplication. According to an informant, this is currently a challenge with programme reporting modalities not fit for purpose considering the ILO corporate strategy and outcomes around policy coherence and drive

towards more joint activities and holistic approaches. The RTE reports also noted significant shortcomings when it comes to monitoring and evaluation, with the monitoring tools designed by the CMES not much used by programme components. While programme components and countries of joint interventions were supposed to deliver quarterly monitoring reports, this was only partially implemented and only one time (in February-March 2023). Some significant gaps in the logframes were also flagged by the RTE, such as the lack of baselines and targets that prevent any robust assessment of the performance of the programme, or inconsistencies between global and country project logframes, preventing consolidation of results. However, RTE findings and recommendations were largely ignored. According to some informants, the lack of a global programme manager enforcing the use of monitoring tools or being empowered to commit capacities for monitoring the programme and components contributed to inefficiencies in programme monitoring. The evaluation also noted that there was no reporting on the overall programme logframe in the first annual progress report, but only reporting on the components logframes. This shortcoming was faced again by this mid-term evaluation (See Annex 4). The evaluation also noted a lack of a knowledge management system for the programme. Some informants outside of the programme components indicated that information on the programme, from design to implementation and monitoring were difficult to find. Some informants also pointed out the lack of a coordinated communication plan to promote the programme more broadly. For example, informants indicated that there were good practices here and there when it comes to briefing Swedish embassies about the global partnership programme and about the interventions that are cascaded at country level. However, it was found that "*it should be a standard practice to promote activities, achievements, possible scaling within Sida technical departments and Swedish embassies; and then to propose Swedish embassies to consider furthering at national level the support initiated through Sida at global level*". Room was reported for more active and coordinated programme outreach to PARDEV, to Sida, and to colleagues in the field to make sure Sida is informed at all levels for funding to be catalytic.

> **To what extent are interventions in the targeted countries acting as a catalyst and supporting ILO's influence in the country and/or leverage additional resources?**

67. **Programme components have seized different modalities to catalyse the effects of the programme**. Programme resources provided to HQ units/teams for global or normative work or to countries have been frequently complemented by additional resources and in-kind contributions. At global level, MSD used resources strategically to build in-house capacity and integrated resource mobilisation in the scope and objectives of the component. This is reflected in the component's logframe as an outcome indicator (i.e. "Volume of funding catalysed (e.g. via support to project design) that uses an MSD approach for decent and productive employment"). The component reported $22.2 million of MSD projects / components designed and funded with SCI support (e.g. Sida-Mozambique, BMZ Senegal).

68. Other modalities through which programme resources have been catalytic include triggering additional resources from national constituents and partners; receiving complementary funding from the ILO; pooling resources from other projects; benefiting from in-kind support from the ILO staff or stakeholders. For example, GEDI and JTES mobilized resources from GIZ to support and strengthened the joint work within the Initiative on a gender responsive just transition (500,000 USD). GEDI also strengthened work on the ratification of C190 in Malawi with resources from Norway. In Moldova, Sida's funding was topped-up with ILO's internal resources and complemented with a partnership with Street Child and funding from the UBS Optimus Foundation. Resources of the ILO project allowed or precipitated the attraction of higher investments for family-type nurseries. In Colombia, although the project is based on Sida resources, a large part of the activities carried out have been the product of the association of ILO resources, the resources of the participating constituents, other cooperation resources and the resources of municipal entities, i.e. the Ministry of Labor, the Ministry of Environment and Sustainable Development (MADS), the Directorate of Environment and Sustainable Development; GIZ, which financed a study on Social Protection and just transition; the French Development Agency; the

Spanish cooperation who finances MADS link in the Ministry of Labor specifically to support the Just Transition of the Labor Force Strategy. In Indonesia, Sida's original support provided $65.000, plus salaries in the form of work-months. This helped the CO to reach out to the RBSA ($600.000 for 18 months) to continue the programme on the care economy. In the Philippines, the adaptation of the STED tool supported by HDPN was piloted in the BARMM region with the agro-fishery sector. Complementary funding from a local project covered the cost of the workshop and contracted a consultant to follow-up after the event. Peace Building Fund programmes have also received support from the HDPN, furthering the ILO's influence in several countries (e.g. Haiti, Tunisia and Sri Lanka focusing on social dialogue for sustaining peace, and Mauritania on green jobs for peace, and Cameroun on entrepreneurship for social cohesion). In Jordan, the pilot survey on Violence & Harassment at work will be co-funded for $30.000 by the Jordanian National Commission for Women. In Ghana, MSD invested $40.000 in a company on seed multiplication and $50.000 were co-invested by the company. In several countries, programme funding has been directed towards the development of project proposals, such as in Ghana for JTES, or in Iraq and Cameroon for the HDPN and EIIP. In Ghana, JTES leveraged the project to develop a proposal for a Partnership Agreement with the EU delegation and Financial Commitment of about $ 3.5 million for the implementation of the Green Skill Development Strategy 2024 – 2027. The proposal was accepted in December 2023. In Iraq, the project contributed with the EIIP to the development of a proposal for a large housing public works programme which is expected to be funded by the EU. In Cameroon, the nexus has been mainstreamed in the DWCP as an avenue for resource mobilization and programme outcomes.

4.4 EFFECTIVENESS

Are interventions broadly on course to achieve their planned outputs and outcomes?

69.   **Despite delays and constraints in terms of measurability, the evaluation found that the interventions were broadly on course to achieve their planned outputs and outcomes**. Shortcomings in the design of the programme logframe as well as in implementing the CMES and reacting upon the findings of RTE weaken the reporting of the progress of programme components. The logframes of the programme and components did not feature targets, bringing uncertainty on the level of achievements of many indicators[24].

70.   Against this backdrop, the programme components made progress on a majority of the intended outcomes and outputs. At the outcome level (Figure 2), 8 of the components' indicators (61%) reflect some progress, while 4 indicators were not measurable. At the output level (Figure 3), 35 output indicators out of a total of 76 were achieved (46%) while some level of progress was found on another 34 output indicators (45%). Five output indicators were assigned to outputs still at the planning or early development stage.

71.   In terms of work planning, many interventions took longer than expected to be designed and implemented and will therefore slide to 2024. Joint in-country initiatives for instance took significant time to identify, vet and kick-off. In Colombia, some of the planned products for the 2022-2023 period were bound to the local government election season and remain in progress. The process for the design and building of the Just Transition of the Labor Force Strategy (JTLFS) was completed but implementation of pilot projects will start in 2024. In Ghana, the identification of the focus areas of intervention for the MSD component took longer than expected. Activities set to be achieved in 2023 will span until June 2024. In a number of other countries, progress has also been slow. In Jordan for example, GEDI's activities were delayed due to several factors, including leadership change in the public

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[24] For example without targets, indicators such as "# of events and platforms used to disseminate learnings and innovation" (JTES), "# studies that were used as the basis for intervention design and implementation" (MSD), "# consultations with social partners on C190 supported" (GEDI), "# of validation webinars/workshops" (HDPN), can be referred as permanently 'In progress' or quite arbitrarily 'Achieved'.

administration and competing priorities in the country office. In Lebanon, MSD's action research proved demanding to implement and will likely conclude mid-2024. In many other countries, interventions that were originally planned to be completed in 2023 will be carried over 2024.

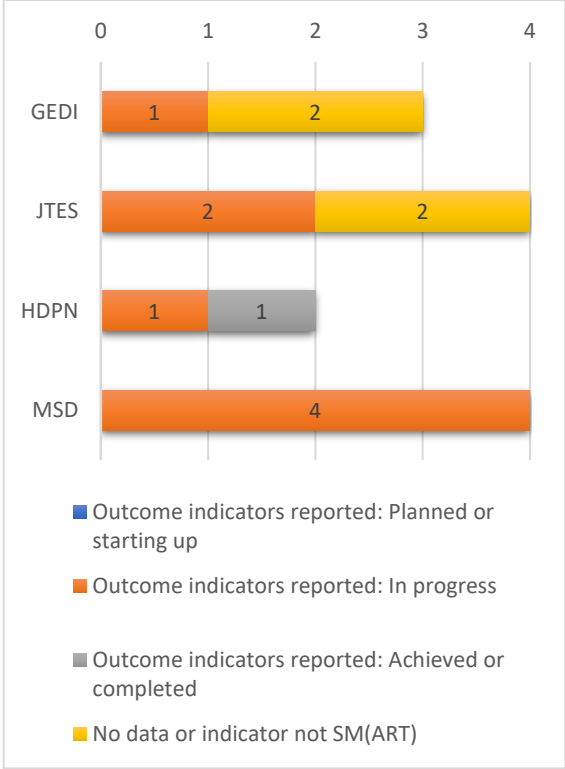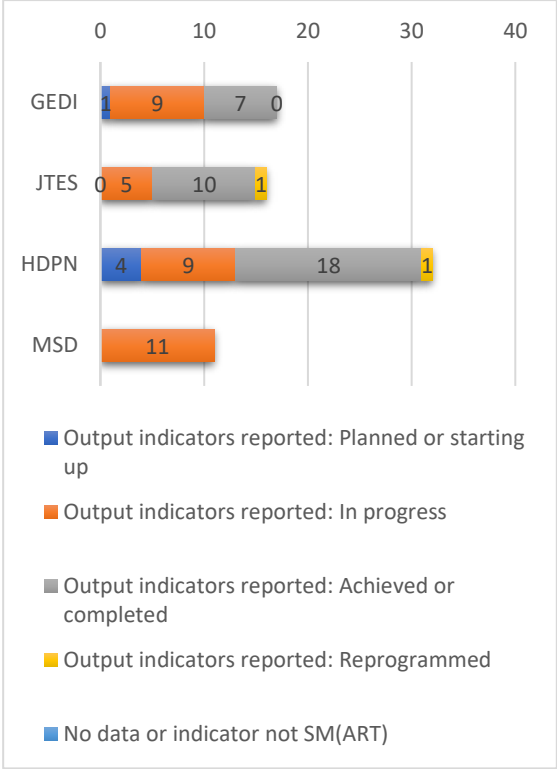**Figure 2: Status of the components' outcome indicators.**

Figure 3: Status of the components' output indicators.

72.   The first phase of the programme, which was initially scheduled to terminate in December 2023, was extended to March 2024. The evaluation did not gather suggestions for considering a no-cost extension from the onset the second phase of the programme, i.e. postponing closure from December 2025 to March 2026. Timely delivery of programme interventions during the second phase will depend on many factors, including the level of ambition of the components and external contexts. Nevertheless, the evaluation noted that the programme has confronted delays during the first phase.

73.   The progress of the programme spans across the outcome areas of the Theory of Change. Some highlights include:

- **Normative development**: A range of tools aiming to support the ILO's normative role have been designed during the first phase of the programme. New statistical materials on violence and harassment at work have been created and tested (i.e. questionnaire, survey protocol, presentation for the training of interviewers) and will be piloted in Jordan and other countries, supporting C190. GEDI in cooperation with ILOCOOP are adapting two ILO training tools on cooperative development (Think.Coop and Start.Coop) to the care sector. The intervention model for care cooperatives was rolled out in four countries (Colombia, Lebanon, Occupied Palestinian Territory, and Zimbabwe) supporting the ILO Maternity Protection Convention, 2000 (No. 183) and Recommendation 193 on the Promotion of Cooperatives. As of December 2023, Zimbabwe is in the initial stages of conducting the national assessment, Lebanon and OPT are finalizing the results and recommendations of the national assessment, and Colombia has completed the national assessment and conducted the validation workshop. The HDPN has developed specific policy guidance, training, and tools for working across the Nexus, including

skills programmes, national employment diagnostics, social protection promotion, employment-intensive investment programs, value chain development, and gender considerations supportive of R205.

- **Policy influence**: In several countries, programme support has informed policymaking. In Colombia, the programme has contributed to the development of the Just Transition of the Labor Force Strategy. The *Global Care Policy Investment Simulator* created by GEDI has contributed to the development of 26 country briefs, influencing policy dialogue in countries such as Colombia and Indonesia. In Indonesia, interventions have informed discussions around the draft bill on women and child welfare and also the draft bill for domestic workers. In the Philippines, the STED methodology informed the development of the Skills & Enterprise Development Strategy for the Bangsamoro Autonomous Region of Muslim Mindanao (BARMM), which intends to provide a basis for stakeholders' dialogues. In Mozambique, the piloting of the Green Employment Diagnostics guidelines was guided by the complexity of the development dynamics in the country as well as the timing of their upcoming revision of the national employment policy that provided an opportunity for the pilot study to contribute to the policy discussion. At global level, JTES' collaboration with the Green Climate Fund (GCF) and joint knowledge product that refer to the ILO Guidelines and presents a Theory of Change on just transition is a significant achievement in terms of influence with regards to climate finance and its consideration for just transition.

- **Social dialogue**: In several countries the programme has strengthened social dialogue between constituents. In Colombia for example, social dialogue was supported through regional workshops and the articulation and fluid consultations between the Ministry of Environment (MADS) and the Ministry of Labor on issues of employment, labour rights, certification of skills and social protection, and the relationship with the Service National Apprenticeship (SENA) in employment training and the Public Employment Service (SPE) in employment services. In Moldova, constituents – the government, trade unions, employers' associations were directly involved when analysing the situation regarding the childcare sector and validating future interventions through tripartite workshops. Trade unions came up with many proposals related to these services – mainly caregivers and their social protection as according to the legislation, they must work on the basis of an entrepreneur's patent and this only covers their right to pension and death benefit.

- **Capacity building**: Many interventions have targeted capacity building internally and externally. The HDPN launched the first pilot capacity development workshop for constituents and the ILO. A training was delivered in Ethiopia early July 2023 in partnership with the Nexus Academy. MSD set up an Onboarding Platform with information resources, role plays, games, read through and guidance about market systems. More than 50 people have used the platform. GEDI integrated a learning track on the case economy in the Gender Academy delivered by the ITC–ILO. The segment on care was attended by 63 participants from 37 countries in June 2023 and 60 participants from 12 countries in September. In Kazakhstan, JTES organized a regional workshop for trade unions with 20 participants.

- **Partnerships**: In several countries the programme has strengthened the visibility of the ILO. In Moldova for example, the programme has helped the ILO to go beyond its perceived expertise on employment and occupational safety and health, and become an important player on the care economy and gender. On just transition, the programme consolidated the positioning of the ILO and increased the ability to influence global dialogues, such as enabling the ILO to get into the [Glasgow Financial Alliance for Net Zero](#). The MSD component has been instrumental in promoting and driving work in external-facing networks. Principally, it is heavily engaged in the Donor Committee for Enterprise Development (DCED) MSD working group - driving work items (with Sida) on Green and Trade and has also been integral in driving the MSD for employment theme work as (which has been quite a success). It also engaged in the DCED results

measurement group, and actively sponsors and participated an external MSD for Employment Community of Practice of about 90 members. The MSD for Employment (MSD4E) Community of Practice (CoP) was founded by the ILO (through SCI), Mercy Corps, and Swisscontact. This is a new self-organised initiative led by MSD implementers interested in improving the understanding of using the approach to generate improved employment-related outcomes. SCI is also leading a UN MSD group with other UN agencies (FAO, UNIDO, ITC and UNCDF) – fulfilling a request from Sida.

- **Knowledge generation**: Close to 50 publications and online tools have been developed with the support of the programme. A few of these tools have received more than 200 visits. GEDI's knowledge products in particular gained significant visibility. By December 31, 2023, the care portal had received over 6,960 visits. Close to 640 users from more than 80 countries had registered to use the Simulator. The usage of the Simulator is mostly led by women, people working in international organizations, government agencies or civil society/NGO. The main country of origin of users is Indonesia with a fourth of the logins coming from this country.

- **Technical backstopping:** The programme enabled HQ staff to provide technical backstopping to regional and country projects. The HDPN has collaborated with the Peace Building Fund and supported other programmes in fragile settings to systematically conduct conflict analysis and include social cohesion indicators to allow monitoring and measuring their peacebuilding impact. Several project teams have been supported by MSD's technical advice, research, peer exchanges and coaching work.

- **Institutional strengthening**: Sida's support was found instrumental in bringing the components to work together. The programme has also triggered internal collaboration with other technical areas. Furthermore, it has helped the ILO to position and capacitate organisational priorities through the Action Programmes on HDPN and JTES. The programme has also contributed to build in-house capacity on MSD.

> **Which activities are the most effective and why? Which intervention approaches are the most appropriate and why? Which groups are benefitting most from the programme, how and why?**

74.   **The most effective activities of the programme tend to be anchored in a national policy or legislative agenda and have policy influence**. At global level, activities which were reported most effective by informants were those influencing policy agendas and/or operationalised through development projects. This includes GEDI's *Global Care Policy Portal* and the *Investment Simulator* which served to produce policy briefs used to support policy discussions at national level and to facilitate further engagement of the ILO. The practical guide on *Violence and Harassment at work* was also cited as responding to a demand from employers representatives with subsequent calls from employers' organisations in several countries and different sectors for localisation and tailoring, which is planned for the next phase of the programme. The technical backstopping provided by the MSD component and Market Systems Assessments were also commended for their added value in framing the scope of country projects and during implementation. The mainstreaming of the HDPN in the ILO's internal work both at global level (e.g. Social Justice Coalition) and cascaded in country projects (e.g. a checklist has been prepared to appraise projects against the nexus) was referred effective to broadband and institutionalise the nexus. Other initiatives highlighted under HDPN include the paper outlining the New Agenda for Peace for the 2024 UN Summit, extending invitations to the ILO to join the Peacebuilding Strategy Contact Group, the Interagency Steering Committee (IASC) task on the Nexus, organizing a regional workshop in partnership with the UN and social partners on the Nexus in Addis Ababa, and providing a brief on National Employment Policies for Crisis in Sri Lanka. Work on just transition finance has consolidated the ILO's position and enhanced partnerships, for example through the development of the *Just Transition Finance Tool on Banking and Investment Activities*. The development also of the *Green Employment Diagnostics* and its piloting in Mozambique were put forward by informants.

75.   At country level, activities were perceived most effective when responding to a national policy and/or legislative agenda. Approaches that were found most appropriate involved social dialogue, repeated consultations with constituents, leverage of national tools, and capacity building. This was the case for example in Colombia where the interventions respond to the Consejo Nacional de Política Económica y Social (CONPES) of Green Growth, which helps the formulation of the Just Transition of the Labor Force Strategy (JTFLS) from different fronts, to Law 2169 of 2021, which in Art 15 No.2 indicates the JTFLS as a commitment of the Government; and to the indicators of the National Planning Department (DNP) methodology to unify the measurement factors and the monitoring and follow-up methodologies of the JTFLS actions. Since April 2022 the project supports the Ministry of Labor in developing the Just Transition of the Labor Force strategy. Approaches have included social dialogue through regional workshops, which allowed the socialization and validation of the strategy guidelines. The articulation and incorporation in the JTLFS of the tools, diagnoses, characterizations, lines of action and indicators that the different national institutions involved have been working on, also strengthened the effectiveness of the project. In Moldova, the project supports the implementation of the National Programme on Childcare for Children from 0 to 3 years of age, which was elaborated to implement the Law 367/2022 on alternative childcare services. The law establishes three new forms of childcare services: individual nannies, home-based nurseries and employer-supported childcare centres. The project supports two of these modalities through the national envelope and the third (individual nannies) through the funds allocated by Sida to GEDI. The project delivered policy advice and awareness raising and training sessions. Involvement of social partners and collaboration with the National Confederation of Employers was highlighted by evaluation informants. In Indonesia, the care economy has come forward as an important item on the policy agenda. In June 2022 the House of Representatives Legislation Body (Baleg) endorsed a bill on mother and child welfare. In December 2022, the G20 meeting hold under the Presidency of Indonesia promoted the care economy. In 2023, the Ministry of Women Empowerment and Child Protection resolved to develop a road map on the care economy. The project addresses this agenda by supporting national partners in promoting care leave policies and services through social dialogue. The project builds the capacities of workers representatives to develop a common position and to engage in policy dialogue with the Ministry. In Viet Nam, the project initiated a gendered employment analysis to provide policy recommendations on engendering sectoral employment, based on the implementation and adaptation of the policy support tool framework, in the context of the planned revision of Viet Nam's Law on Employment No 38/2013/QH13.

76.   Due to the focus and design of the components, many interventions make reference to targeting women and vulnerable groups. Women and workers in fragile contexts, including refugees, have been targeted by several interventions and components. However, the lack of vulnerability disaggregated data in the components' logframes prevents from being specific in monitoring programme achievements. Furthermore, the evaluation reviewed very few assessments of participants and beneficiaries' satisfaction after attending capacity building trainings and events. These interventions are primarily reported by the components in terms of number of participants with no information on the level of satisfaction of the participants or usefulness of the event.

> **Which activities are the least effective and why? Which are least appropriate and why? What are the biggest obstacles to the achievement of the purpose of the programme objectives? What, if any, changes could be made to the programme to make it more effective?**

77.   **Programme activities are least effective when confronting an agenda too ambitious for the resources they have federated**. At global level, informants often stressed that installing joint activities with other components was a demanding process and noted that "*it took time to identify what could be done together*". The lack of prior joint programming, collaboration and mutual understanding between components was referred an obstacle in the earlier stage of the programme. However, this is progressively being addressed. In a few cases, programme activities at global level have not been fully delivered or have been reorientated, mitigating eventually their effectiveness. For example, the guidance

note on operationalizing the HDPN as it relates to social protection systems has been completed but not widely disseminated by SOCPRO. It is now expected to be taken up by ROAS for use in the region. Some initiatives were also reported demanding to implement, such as JTES' Innovation Challenge which involved a heavy process in terms of implementation agreement given that it was the first time a challenge was run. Lessons have been incorporated into a guide on innovation challenges for the Office. The evaluation also found that 75 per cent of the publications supported by the programme did not achieve significant visibility, being downloaded less than 100 times. Several informants pointed out that limited time and resources were committed to dissemination.

78.   At country level, informants underlined that expanding communications and outreach and strengthening the engagement of constituents and stakeholders were modalities to make projects more effective. Informants' perspectives were often related to approaches towards scaling interventions and their outcomes. In Moldova, one challenge reported by informants regards the cultural resistance to new concepts, particularly concerning gender norms and the role of women in the workplace and as caregivers. This resistance stems from stereotypes that discourage women from pursuing careers due to societal pressures and expectations regarding motherhood. It was also found difficult to convince people to switch to formal work and to attend certain trainings. Employers also showed reluctance to open nurseries due to concerns around legal responsibilities and the regulations regarding child care and sanitary conditions. According to informants there has been a tension between the law's expectations of non-interference by employers in caregiving and the total responsibility placed on them. The approaches proposed to circumvent these constraints include continuous advocacy and education efforts to change societal mindsets, inform employers about the benefits of legal and alternative childcare services, and support women in becoming economically active and less vulnerable. This also includes addressing legal norms, improving accessibility to educational resources for caregivers, and offering initial financial support for launching family nurseries. In Ghana, it was found that the MSD component had limited engagement with constituents and unclear capabilities to trigger stronger involvement of potential stakeholders. Some informants suggested establishing a project steering committee, extending project participation to the Ministry of Trade and the trading association of farmers, and involving other beneficiaries in project interventions (e.g. the Irrigation Company of the Upper East Region) to strengthen implementation but other informants objected that this did not align with the small size of the project. Evaluation informants had also mixed perspectives on the adequacy of the national capacities provided by the ILO. In Colombia, informants noted room for promoting educational initiatives on Just Transition, ensuring financing of social dialogue, establish additional articulation between different institutions to create joint roadmaps for Just Transition, and expanding dialogue with the business sector as some of the modalities to make the programme more effective.

79.   Informants stressed that the pace of project implementation was largely contingent to the national context. One staff for example mentioned: "*If you want to engage with the policy cycle, the timing is for the policy cycle*". Various exogenous factors can delay or bring to redirect planned interventions, such as elections, coup d'etat, vacant positions in public institutions, natural disasters. In Colombia for example, the project had to hold off until the new government was ready to engage to ensure buy-in and ownership. In Sudan, all arrangements were made for the HDPN/EIIP interventions, i.e. staff recruited, discussions engaged with the Ministry of Labour, and the team ready for the workshop after 9 months of preparation. With the coup d'état, support had to be moved to Afghanistan. Many informants also emphasized the long start-up time to set up projects, in particular to identify and contract project staff. In some cases, country staff engaged in the project also retired or moved to a new position, stalling interventions until a new recruit was on board and up to speed. Informants stressed that on a 2-year project cycle, these factors had consequences on the delivery. Engagement of the ILO staff at national level was also reported a key enabling factor to ensuring smooth implementation of project interventions. Situations where national staff are confronted to multiple competing priorities (as involved for just a few work-months over long periods of time) and on which the project has no management control and distant HQ oversight can undermine activities.

80.   At global level, the evaluation noted that some regions and also countries sometimes were more frequently supported by programme components. Informants mentioned that country selection was based on several factors, with room eventually for clarifying or systematizing the decision making criteria (e.g. national agenda and demand, national ILO capacities, national partnerships, and so forth).

81.   Informants did not indicate that a significant shift in the portfolio of the programme work should be considered during the next phase. The geographic and socio-demographic coverage set forth during the first phase of the programme were found still appropriate going forward. However, the evaluation noted limited prospects for the components to carry out joint work in Ghana and Moldova over the next phase of the programme. Accordingly, if the programme's strategy for the next phase remains to foster joint work between components, there might be a need to identify new countries suitable for such collaboration.

82.   In several cases, programme components have already reacted to the international context. The HDPN for example adapted the Rapid Assessment of Reskilling/Upskilling tool to the Ukraine reconstruction and recovery context and produced a recommendation-report for implementation of the Rapid Assessment. MSD also produced a MSA for Decent Work in Ukraine, prioritising the pathway for vulnerable workers in economic reconstruction. The HDPN also indicated streamlining and adapting global products developed with the EIIP, SOCPRO, and EMPLAB to inform the ILO Emergency Response Programme Palestine.

83.   In Moldova the project promoted at sub-national level the legislation on the provisions of Law 367/2022 on alternative services to local public authorities in four localities: Ungheni, Cahul, Balti and Chisinau. A training was organized in Chisinau for future nannies, individualized caregivers and training for family-type nurseries. ILO supported the transport of participants. Out of about 30 participants, more than 50% were not from Chisinau. However, informants reported needs for increased communication and advocacy efforts and trainings in 2024, including through field visits in several districts of the country.

84.   In Colombia, the design of the JTLFS, was carried out through workshops in 8 prioritized regions chosen in a joint prioritization process based on an analysis of risk, vulnerability and adaptation to climate change and economic, social and environmental conditions with the Ministry of Labor and MADS. Informants stressed the importance to take into account territorial differences for environmental sustainability, given that the same productive chain has differences in the territories. The pilot project to implement the strategy will be carried out in one of the most important mining corridors in the country and which has been one of the most affected by the closure of mining companies.

85.   The programme contributes to the promotion of the ILO's international norms and standards, social dialogue, and key ILO cross-cutting issue. Globally and in several countries, GEDI promotes the ILO Violence and Harassment Convention (No. 190) and Recommendation (No. 206), 2019. In Malawi for example, efforts have been underway to raise awareness on Convention 190 for a world of work free from violence and harassment. The intervention has raised awareness on C190 to trade union representatives, shop stewards and union members in order to eliminate all forms of violence and harassment in the world of work. In Cabo Verde, the programme supported the organization of a tripartite capacity-building workshop for constituents to draw up an action plan to promote national investments favouring equal opportunities and treatment for male and female workers with family responsibilities. Following the event, the government, through the Minister of State, Minister for the Family, Inclusion and Social Development, has committed to ratify Conventions 156 on workers with family responsibilities and 183 on Maternity Protection. In Moldova, the programme promotes, directly

or indirectly, various international standards in the field. Some of these include the UN Convention on the Rights of the Child, ILO Convention 156 on Workers with Family Responsibilities, Convention 183 on Maternity Protection, the EU Council Recommendation on Early Childhood Education and Care: Barcelona targets for 2030, 14785/22 and others. In Southern Africa, MSD supports a project that contributes to a range of international norms and standards including in relation to the Occupational Safety and Health Convention, 1981 (No. 155), the Labour Inspection Convention, 1947 (No. 81), Right to Organise and Collective Bargaining Convention, 1949 (No. 98), and so forth.

86. At global level, the HDPN promotes employment, decent working conditions, and social dialogue to enhance peace and resilience, aligning with Recommendation 205. Specific guidance has also been produced by the HDPN to promote tripartite involvement in the nexus through social dialogue. At national level, social dialogue programmes have been supported by the nexus (Haiti, Tunisia and Sri Lanka). However, informants acknowledged the challenge sometimes to promote social dialogue in fragile contexts due to the weakness if not lack of proper institutional partners.

87. In Colombia, Indonesia, Moldova, social dialogue, promoted by the ILO, was considered one of the most important achievements of the interventions. Involvement of constituents in programme implementation and organisation of social dialogue are facilitated by the on-going presence of national or project staff in countries of intervention and attribution of adequate resources.

4.5 SUSTAINABILITY

> **To what extent is the ILO programme coordinating with the efforts of the tripartite constituents and beneficiaries for enhanced sustainability of results?**

88. **In many countries, interventions have been coordinated with the efforts of the tripartite constituents and beneficiaries for enhanced sustainability of results**. In Moldova, the Ministry of Labor and Social Protection is responsible for implementing the policy and therefore involved in everything related to the legislative and normative framework and national practice. Many actors also provide assistance, including several UN agencies, other development partners, international NGOs. In Moldova, the coordination of childcare services has been incorporated into the thematic focus of two UN groups, aimed at synergizing the efforts of UN agencies at the country level: Results Group #3 on Enhanced Shared Prosperity in a Sustainable Economy and the Gender Team Group (GTG). A working group at the level of the Ministry coordinates the implementation of the national programme and all dimensions. The ILO's intervention also relies on several working groups. Consultations with the National Confederation of Employers aimed to promote the model of nurseries at the workplace. Involvement of employers' associations was mentioned important to mitigate the reluctance from the employers to open nurseries. Trade unions have also been involved in the intervention's working groups. Informants reported room to strengthen collaboration with trade unions as their networks are very well established throughout the country and information or awareness campaigns can easily reach through their networks at district level. In Colombia, the Just Transition of the Labor Force Strategy (JTLFS) was included in the National Development Plan of the current government and in the Labor Reform that the government presented to the Congress of the Republic. The Green Jobs Pilot Program with the DNP is aligned with the JTLFS and was also included in the National Development Plan 2022-2026. Furthermore, the JTLFS in Colombia integrates the country's different Just Transition strategies (energy, carbon neutrality, reindustrialization) in different productive sectors. An important aspect in the execution of the programme's actions has been the alignment with the mandate and competencies of the entities, so that they are an integral part of the project as per their mission. In Southern Africa, MSD contributes to a project which supports business development of market actors, such as small companies and sub-contractors of large companies. Activities are jointly designed and piloted. The funding mechanism for capacity development for example goes through a scheme whereby the ILO's coverage of training costs diminishes over time while the companies' financial input increases in reverse proportion. The project also works with unions and advocates for labour rights in the construction sector. In Cameroon and

Yemen, conflict-sensitivity and a HDPN approach were integrated in the Decent Work Country Programme (DWCP). In Indonesia, the Road Map on the Care Economy adopted by the Ministry of Women Empowerment and Child Protection of Indonesia will be launched to mark International Women's Day in March 2024.

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What types of longer-term development issues are likely to be most affected by the programme and how?

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89.   The programme aims to address a broad spectrum of development challenges by integrating global normative processes, gender equality, decent work, market systems, environmental sustainability and the nexus into its interventions. The types of longer-term development issues likely to be most affected by the programme include:

- **Gender Equality and Empowerment**: The programme places a significant emphasis on gender-related issues, particularly focusing on care work, pay equity, violence, and harassment at work. By developing action-oriented knowledge products, practical tools, and capacity development initiatives, the programme is poised to make substantial contributions toward gender equality and women's empowerment. This is a critical area for long-term development as it directly impacts social equity, economic productivity, and the overall well-being of communities.

- **Decent Work and Economic Growth**: With its focus on promoting decent work and environmental objectives, the programme aligns with Sustainable Development Goal (SDG) 8. By developing guidance materials and tools that support integrated policies for decent work, the programme addresses core aspects of economic development, including job creation, workers' rights, and environmental sustainability.

- **Environmental Sustainability and Climate Action**: Through the Just Transition Finance Tool and other initiatives aimed at aligning financial institutions with the goals of the Paris Agreement, the programme contributes to environmental sustainability and climate action (SDG 13). These efforts are crucial for fostering a sustainable economic transition that not only addresses climate change but also ensures that workers and communities are not left behind.

- **Peace, Justice, and Strong Institutions**: The programme's efforts to support the ILO in global and country-level policy dialogues, contribute to the promotion of peace, justice, and strong institutions (SDG 16). This is evident in its contributions to social cohesion by supporting vulnerable groups, including women, youth, migrant workers, refugees, and internally displaced persons (IDPs). By consulting these groups in the design and implementation of programme initiatives, it contributes to more equitable and inclusive development outcomes. and the fostering of environments free from violence and harassment.

- **Partnerships for the Goals**: By feeding into global normative processes and developing global products in collaboration with various partners, the programme exemplifies the importance of partnerships (SDG 17) in achieving development objectives. Its ability to bridge global and national processes, and to collaborate with entities like Lloyd's Register Foundation, Gallup, and the LSE Grantham Research Institute, demonstrates a multi-stakeholder approach that is essential for sustainable development.

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What, if any, changes could make the programme of short-term assistance a better fit with longer-term needs? What project activities would have room for scaling, e.g. by transforming global products into interventions, or by replicating interventions to other regions or for other beneficiaries?

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90.   At global level, the programme could consider a few adjustments to better fit with longer term needs. Programme components could consider arbitrating between initiating and supporting a high number of interventions that receive limited financial resources or concentrating on a narrower portfolio of projects capacitated with more substantial funding. Programme components could also consider balancing the creation of new knowledge products with more engagement in dissemination activities, for example through workshops and trainings. Some of the components' expected outputs have not been completed (i.e. when the indicator embeds a target) and could benefit from increased attention, time and leadership. Other more strategic adjustments could be considered:

- **Strengthening Data and Evidence**: Enhance the collection and analysis of vulnerability-disaggregated data and other relevant indicators to better assess the impact of interventions on targeted development issues.

- **Enhancing Sustainability**: Focus on building local capacities and ensuring the sustainability of interventions beyond the life of the programme, particularly through strengthening local institutions and fostering ownership among local stakeholders.

- **Increasing Synergies and Integration**: Further integrate cross-cutting issues such as environmental sustainability and gender equality across all components of the program, maximizing the holistic impact of interventions.

91.   At country level, activities that could eventually enhance the programme's response to longer-term needs involve primarily scaling initial pilots. In Moldova, the project could continue and expand mentoring and coaching programmes for caregivers and service providers and explore the possibility of establishing public-private partnerships in the sector, opening childcare facilities by public institutions, and supporting women entrepreneurs to set up nurseries. This should be paired with intensive communication and information campaigns at the territorial level to disseminate knowledge about legal frameworks, opportunities, and positive outcomes of the pilot phase. This could require the project to engage in active fundraising and partnership development to secure financial resources for the next phase of the programme. This would also involve formalizing partnerships with organizations like Street Child, pursuing discussions with development partners and donors, and leveraging the programme's credibility and holistic approach to care and unpaid work to attract funding. In Colombia, seven actions were identified for making the programme more useful and impactful: i) trainings in Just Transition; ii) the continuity, expansion and sustainability of the Territorial Social Dialogue in institutional spaces of social and tripartite dialogue; iii) inter-institutional coordination; iv) expand the space for dialogue with the business sector; v) the inclusion of the Just Transition of the Labor Force Strategy (JTFLS) in the plans of the departmental and municipal territorial entities through dialogue and capacity building with incoming regional leaders; vi) have international experiences in training processes, and diversify virtual self-training platforms; vii) formulate the Consejo Nacional de Política Económica y Social (CONPES) of JTFL so that it becomes state policy. In Lebanon and Ghana, the MSD component could ensure that project partners and/or other stakeholders have the capacity to take over the interventions after the closure of the programme in order to ensure its sustainability.

92.   Several activities would have room for scaling, either by transforming global products into interventions, or by replicating interventions to other regions or for other beneficiaries. This includes:

- Localisation and support to the uptake of the publication on *Violence and harassment at work: a practical guide for employers* at country level. Informants reported a demand from employers' organisations at national level for tailored publications and dissemination activities and capacity development events.

- Expanding the reach and positioning of the ILO on the care economy. Informants reported demand for the development of normative products, advocacy and guidance materials, and capacity development on the care economy, building on the experiences and lessons gained during the first phase of the programme (e.g. advocacy materials for employers, skills development for child care workers and caregivers, guidance for workers' representatives). In

Moldova, informants reported a demand for cascading the intervention at sub-national level on the one side as well as opportunities for scaling the ILO's support up to the Balkan region on the other side. Informants also highlighted room for scaling another initiative on care cooperatives.

- After piloting the *Green Employment Diagnostics* guidelines in Mozambique, informants reported a strong demand for applying the tool in other country contexts. The analytical approach and the experiences from the country pilot were discussed in an ILO-UNDP-organised panel discussion during the African Climate Week. The work has also been presented to different project teams at the ILO and initial discussions have been held with interested donors who may wish to fund further country level work to strengthen environmental aspects of economic and employment policy making.

- Staff engaged in some of the programme interventions have been exploring how future work could feed into and be supported by the Global Accelerator and by the initiative on the Global Coalition for Social Justice.

Is the intervention having /likely to have any environmental impact (positive or negative)?

93. Several programme components have designed and implemented interventions aiming to have positive environmental impact. Promotion of environmental sustainability is key to JTES with global level engagement in the development of a range of reports and guidance materials. This includes for instance the recommendations and guidance on just transition finance (*Just Transition Finance Tool on Banking and Investment Activities*), or with EMPLAB the practical guidance note/capacity building material for policy-makers on addressing environmental sustainability in employment policies. At national level, the work of JTES and the HDPN in Colombia such as in the Cesar Mining Corridor contributes to positive environmental impact. In Ghana, JTES works on supporting the implementation of the Green Jobs National Strategy. Other components are also implementing interventions that pursue positive environmental impact, such as MSD in Lebanon with the action research on solar energy.

To what extent are the ILO programme initiatives and activities aligned with broader development programmes, within the UN-system and beyond?

94. **Programme initiatives and responsive to the broader development context**. Programme interventions align with the SDGs and frequently span across several goals. Some contributions to highlight:

- **SDG1**: The programme's efforts to meet the needs of targeted tripartite constituents and align with national development plans and CPOs in countries where it operates ensure that its interventions are relevant and supportive of broader poverty reduction strategies. The programme targets the needs of vulnerable men and women in both formal and informal sectors, including women, youth, migrant workers, refugees, and internally displaced persons (IDPs). All programme components contribute to SDG1.

- **SDG5**: Efforts to promote the ratification and implementation of C190 and R206, development of gender-responsive employment policies, and technical assistance in countries like Colombia and Viet Nam aim to create decent work for women and address issues of employment, labour stability, and formalization. Effects of the programme are also observed in countries where interventions contribute to policies on gender equality, such as in Moldova and Indonesia with a focus on the care economy. GEDI is the primary contributor to SDG5 but JTES, HDPN and MSD also integrate gender equality objectives.

- **SDG8**: At global level, the contribution of the programme to decent work and economic growth encompasses the promotion of decent work standards, publication of normative and

knowledge products, and participation in global events. The programme also contributes to policy development and promotion of social dialogue at national level to support the creation of favourable conditions for sustainable economic growth and decent work. Engaging in social dialogue and influencing policies on just transition, care economy, and violence and harassment at work contributes to creating a more inclusive and equitable labour market. The programme contributes to identify, address and remove constraints that inhibit the growth of more inclusive markets. All programme components contribute to SDG8.

- **SDG13**: Initiatives such as the Just Transition Finance Tool, guidelines on employment diagnostics and environmental sustainability, and sectoral skills anticipation assessments aim to integrate decent work principles with environmental sustainability. These efforts are likely to influence the development of labour markets that are both equitable and environmentally sustainable. The contribution of MSD to green growth and climate resilience suggests a strategic approach to fostering innovation and systemic change in how economies operate. JTES is the primary contributed to SDG13 but climate and environmental issues are also integrated in the work of the HDPN and MSD.

- **SDG16**: The integration of decent work principles in humanitarian, development, and peace initiatives, as well as support for projects focusing on social dialogue for sustaining peace and entrepreneurship for social cohesion, can address underlying causes of conflict and fragility. The programme contributes to creating stable and peaceful societies where sustainable development can be anchored. HDPN is the primary component engaged on SDG16. JTES and MSD also contribute to this goal.

95.   Programme interventions are consistent with the first objective on *Employment, market development and trade* of the *Strategy for Sweden's global development cooperation on sustainable economic development 2022–2026*[25]. Some interventions also contribute but to a lesser extent to the second objective on *Food security, sustainable agriculture, forestry and fishing, and social protection*.

96.   The programme has not compiled a list of partnerships and UN agencies that components engage with (except for MSD). The evaluation did not find evidence of new MOUs signed by the components. However, overall, components align with the work of other UN organisations and leverage global partnerships. Some highlights include:

- "Large-scale investment in the care economy" is a key transformative measure of the UN Secretary-General's Our Common Agenda and UN Global Accelerator on Jobs and Social Protection for Just Transitions initiative. In January 2024, the ILO published a study in collaboration with ADB, UNDP and UNRISD on Investments in childcare for gender equality in Asia and the Pacific[26]. GEDI has also signed a UN to UN agreement on COP28 in the context of a gender responsive just transition as part of the additional resources that were mobilized from GIZ to strengthen this joint activity in Sida. A mandated high-level dialogue and workshop were organized at COP28 where a preview version of the guide was launched for comments.

- JTES leverages the Climate Action 4 Jobs initiative as a channel for partnership and implementation. A collaboration has also been established with UNEP-FI and work is progressing towards a joint paper on Just Transition, Banking and Insurance. Just transition has been promoted and referenced in financial sector international documents and initiatives,

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[25] https://www.government.se/contentassets/38225ad1ff5c425f9c212ff5dcfeec6c/strategy-sustainable-economic-development-2022-2026.pdf
[26] https://www.undp.org/asia-pacific/publications/investments-childcare-gender-equality-asia-and-pacific

such as in the guide on Financing the Managed Phaseout of Coal-Fired Power Plants in Asia Pacific[27]and in the UN Global Compact Financing a Just Transition: A Business Brief[28].

- The SCI partnered with the International Trade Centre (ITC) to develop and refine a regional trade project concept – "Trade4Jobs" –. The SCI also worked with a range of donors and foundations including Sida, SDC, SECO, Dutch Ministry of Foreign Affairs, USAID, Gatsby, etc. to understand jobs measurement challenges and to build measurement guidance to help donors – and their projects – better measure job quality in future initiatives. The SCI also engaged with the Donor Committee for Enterprise Development (DCED) MSD Working Group, supporting work themes in green and youth employment to develop member agency knowledge, awareness and application of the approach in these areas. Lastly the MSD component started a nascent UN MSD group between ILO, FAO, UNIDO, ITC and UNCDF which is oriented toward building up collaboration, knowledge and process sharing and lesson learning in the area of MSD.

- The HDPN contributes to international events through high-level panels and meetings, such as during the Geneva Peace Week, BMZ/UNHCR meeting on forcibly displaced population and the Nexus (October 23) and participation in the Stockholm Forum. The HDPN coordinates and supports partnerships with Peacebuilding Funds (PBF) in 10 countries. Alignment with development programmes id developed through trainings such as in Addis (July 4-6 2023) with participation of RCO, UNDP, UNICEF, World Bank, FAO, UNHCR. Other training and awareness sessions were attended by UNCTs and UN agencies in Mauritania, Cameroun, Haiti, and Yemen. The HDPN was mainstreamed in the DWCP for Cameroon. Capacity of constituents is being enhanced through policy level technical guidance.

4.6 GOOD PRACTICES AND LESSONS LEARNED

97.   The evaluation identified a range of good practices (GP) and lessons learned (LL). Cross-cutting good practices and lessons learned have been placed in annexes 5 and 6. Specific good practices and lessons learned in the countries of joint interventions are as follows:

Colombia

- **GP1**: The interventions implemented several actions to ensure a participatory process and ownership. This includes the design of the JTFLS and the GJPP with tripartite social dialogue including Civil Society, i.e. "tripartite plus", with a social dialogue methodology that set policy guidelines based on the needs of the territories. This also entailed the training of local actors to qualify participation in social dialogues. At the beginning of the workshops, the communities were trained so that they were clear about the guidelines and could participate in regional dialogues in an informed manner.

- **GP2**: Actions were anchored in local approaches. This implied to take into account studies, analyzes and reports on the situation in the territory (secondary sources of information) before taking actions. The criteria for hiring consultants and collaborators to develop the work of the strategy in local territories implied that they were organizations that know the productive sector, with experience in the territory and are recognized by the participating workers and communities.

- **GP3**: The project takes the advantage of the added value of the ILO and the coordination with the ILO Headquarters in Geneva, which has been key to having other support such as that of GIZ (SP and JT) and the study of greening and coal mining, which has allowed information from ILO Headquarters and international experiences to reach Colombia.

- **LL1**: The design and implementation of the JTFLS and the GJPP requires to take into account political changes to be more relevant and effective (in this case the design was made with one's national and local authorities, and will be implemented with others).

- **LL2**: The gender dimension and the focus on women must go hand in hand with the inclusion of vulnerable populations to "Leave no one behind" (LNOB).

Moldova

- **GP1**: ILO has in-house expertise which can be capitalized on the activities that are caried out. This expertise makes the project different from other agencies and established credibility in front of the authorities. Working in the tripartite format and ensuring consultation with trade unions and employers' associations also makes ILO different.

- **GP2**: In all working groups setup by the project (IT, communication, all 3 childcare services), all partners were involved, i.e. UN agencies, development partners – trade unions, employers' associations. Participation in such meetings gave the opportunity to discuss different interventions and how to adjust them. The working groups set up by the ministry also constituted a platform where to discuss the interventions.

- **GP3**: Involvement of ILO accredited trainers and the ILO's training methodology provides an entrepreneurial approach for people who are about to launch home nurseries. At the same time, the ILO project also provides coaching and mentoring for the respective providers. The ILO project and interventions were correctly designed as it is not possible to let a person, even if receiving start-up funding, to go through the whole process of activity registration and set-up alone while ensuring continuity of these services.

- **GP4**: The ministry of labour is very consistent and strategic on reforming the whole labour legislation, and that includes also a component on childcare as one of the priority areas. From that aspect, it is sustainable to work along this area.

- **LL1**: Collaboration with trade unions is an important enabler as they have their network very well established throughout the country and at least information or awareness campaigns can easily reach through the networks they have at sector level/district level and in organizations.

Ghana

- **GP1:** The focus on seed multiplication and plastic crate interventions aligns with sustainability goals because it addresses critical areas of the tomato value chain in Ghana from multiple perspectives (i.e., environmentally and economically).

- **GP2:** The willingness of the project to collaborate with FAO on policy development and engage in regenerative agriculture policy underscores efforts to promote sustainability and address climate change challenges.

- **LL1:** The project reporting systems need to improve and become easily accessible beyond the existing situation, where it reports to United Nations Resident Representative, but not filing a copy. Regular documentation and reporting of project progress and outcomes are essential for transparency and accountability to project stakeholders and donors.

5 CONCLUSIONS

98.   This section summarizes the high-level findings of the evaluation against the OECD-DAC criteria.

Relevance

99.   The programme effectively integrates into global normative processes and contributes to the development of global products across various components, addressing gender, violence and harassment, care economy, just transition, and market systems development. It produces globally visible publications and tools, like the global report on workplace violence and harassment, and supports policy discussions at international forums. The programme targets vulnerable groups in both formal and informal sectors, focusing on women and youth and to some extent on people with disabilities, with country-level evidence showing engagement of these groups in programme design and implementation. It aligns with the needs of tripartite constituents and national development plans, though engagement with Bureaus at the global level could be improved. There's no reported need for a significant programme redesign to address changing needs of target groups, as it already adapts to evolving contexts and priorities, with potential for expanding gender interventions and strengthening support for the care economy and market systems development in specific countries.

Coherence

100.   Programme interventions remain aligned with the ILO's strategic goals and SDGs, notably enhancing economic, social, environmental transitions, and gender equality. The programme fosters cross-cutting technical synergies and is responsive to strategic partners like Sida, enhancing its relevance and adaptability. The programme made a significant contribution to operationalising the priority action programmes recently established by the ILO on just transitions toward environmentally sustainable economies and societies (JTES); and decent work in crisis and post-crisis situations (HDPN). Furthermore, the programme was key in capacitating the Systems Change Initiative for productive employment and in enabling to scale the internal adoption and external reach of the MSD approach. While components maintain coherence with overarching objectives and norms, there is still room to strengthen inter-component collaboration and systemic coverage of activities. Interventions support international norms and standards, with some room to further connect explicitly to specific ILO conventions. The next phase may consider refining synergies and ensuring interventions are more systemic and consistently linked to international norms, promoting deeper and more sustainable impacts.

Efficiency

101.   Programme components are efficiently using resources by leveraging collaborations and applying cost-effective management strategies, achieving 95% delivery by early 2024. Synergies among components and with external partners, including Sida at national level, enhance cost-efficiency and alignment with strategic goals. However, implementation faced some challenges due to delayed start-ups and the need for more resources. Management and coordination mechanisms are innovatively structured but the lack of a global coordinator was sometimes found affecting overall coherence and the ability to promote synergies more effectively. Interventions in target countries have successfully catalysed additional resources and support, showcasing the programme's capacity to amplify ILO's influence and attract further investments, demonstrating a mixed picture of efficiency gains, coordination challenges, and successful resource leveraging.

Effectiveness

102. The evaluation indicates that despite some challenges with measurement and delays, interventions are generally on track to achieve their planned outputs and outcomes. The programme has made progress across various outcomes and outputs, with some activities delayed into 2024. The first phase has been extended to accommodate these delays. Activities that align with and support the operationalisation of national policies or legislative agendas, engage in social dialogue, and involve capacity building are among the most effective. Women and vulnerable groups are significant beneficiaries, although a lack of disaggregated data limits detailed monitoring of achievements. Less effective activities are those facing ambitious agendas with limited resources, and effectiveness varies with the national context's readiness and receptivity. To improve, suggestions include expanding communications, enhancing constituent engagement, ensuring interventions align with national priorities and legislative agendas, and enlarging partnerships. The programme's geographic and socio-demographic coverage seems appropriate, with no major changes recommended for the next phase, but with countries of joint interventions to be revisited if to end in Ghana and Moldova. The programme significantly contributes to promoting the ILO's international norms and standards, social dialogue, and cross-cutting issues, with various interventions highlighting the importance of social dialogue in achieving programme objectives.

Sustainability

103. The ILO programme coordinates effectively with tripartite constituents and beneficiaries, integrating efforts for sustainability in countries like Moldova and Colombia. It addresses long-term development challenges such as gender equality, decent work, and environmental sustainability, contributing significantly to several SDGs. To enhance alignment with longer-term needs, suggestions include focusing on a narrower portfolio of projects, enhancing data collection, and increasing synergies. Activities with potential for scaling include employer guides on violence and harassment and expanding care economy initiatives. The programme's environmental impact is predominantly positive, promoting sustainability. Its initiatives align well with broader development programmes within the UN system, emphasizing partnerships and contributions to SDGs 1, 5, 8, 13, and 16, and aligning with Sweden's global development cooperation strategy. Enhanced data collection on partnerships and further integration with UN initiatives could improve programme impact and alignment with broader development goals.

6 RECOMMENDATIONS

104. The following recommendations aim to inform the design and implementation of the second phase of the programme.

Recommendation 1: Programme components should strengthen the management of the programme and implement the approach formulated in the concept note. In absence of a programme coordinator, component leads should dedicate increased efforts to ensure adequate flat management of the programme. This includes meeting bi-monthly and forming and convening the Technical Advisory Group with participation of ACT/EMP and ACTRAV and other technical specialists and country representatives as relevant to improve overall programme coordination. Programme components should consider setting up mechanisms promoting periodically the achievements of the programme to Sida and the Swedish embassies in countries of programme interventions, and to other donors. Therefore the programme components could consider jointly allocating resources towards more robust advocacy and dissemination activities to raise awareness of the programme's contributions and engage a wider audience. Programme components should continue defining entry points for collaboration at global and national levels with a view to pursue joint work during the second phase of the programme and take over for the countries in which joint interventions may cease (Moldova and Ghana).

Responsible unit(s)	Priority	Time implication	Resource implication
GEDI, JTES, HDPN, MSD, PARDEV, EVAL, ACT/EMP, ACTRAV	High	Phase 3	High

Recommendation 2: Programme components should better leverage results-based management and monitoring and evaluation. Programme components should consider better enabling real-time monitoring, evaluation, and learning (MEL) to capture the outcomes of interventions so as to inform adaptive management and strategic decision-making. Programme components should also leverage achievements to promote the Programme. Global programme level monitoring (i.e. programme logframe) should be initiated. Forthcoming programme evaluations could consider a more thematic substantive focus by component, complemented by a synthesis review of the work at the global level to enhance learning.

Responsible unit(s)	Priority	Time implication	Resource implication
GEDI, JTES, HDPN, MSD, PARDEV, EVAL	High	Phase 3	High

Recommendation 3: GEDI should consider continuing to promote and disseminate the global reports and practical tools produced during the first phase of the programme. GEDI should consider increasing efforts to promote the ratification and implementation of relevant conventions, particularly the ILO Violence and Harassment Convention (No. 190) and Recommendation (No. 206) in more countries. Accordingly, GEDI should consider concentrating more programme resources on interventions aligned with this objective. This approach would allow for deeper engagement and potentially greater outcomes in targeted areas, rather than spreading resources too thinly across many initiatives. GEDI should consider to continue strengthening and disseminating the body of knowledge around the care economy and developing skills of constituents and increasing the number of countries supported by the ILO. Partnerships could be sought and resources mobilised to expand interventions, such as with the search for additional partners in Moldova. GEDI should consider continuing to work closely with JTES to design and implement joint activities that would pilot the adoption of the entry points and concrete measures identified in the practical guide for gender equality and inclusion for a just transition in climate action[29].

Responsible unit(s)	Priority	Time implication	Resource implication
GEDI, SKILLS	Medium	Phase 3	High

Recommendation 4: **JTES should accelerate the execution of the programme.** JTES should address the low delivery rate while continuing to execute its initial workplan, which intended to focus on the development of global policy and technical tools during the first phase of the programme and move to country implementations during the second phase. In Colombia, JTES should consider consolidating and broad banding the work done during the first phase. JTES could consider identifying additional countries for joint work with other components, such as on gender and just transition. Capacities committed to the JTES Action Programme should be explored beyond the support provided by Sida to ensure institutional sustainability.

Responsible unit(s)	Priority	Time implication	Resource implication
JTES	Medium	Phase 3	High

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[29] https://ilo.org/global/topics/equality-and-discrimination/gender-equality/WCMS_905739/lang--en/index.htm

Recommendation 5: **HDPN should continue promoting the nexus within the ILO and externally.** HDPN should allocate resources towards more robust advocacy and dissemination activities to raise awareness of the programme's contributions and engage a wider audience, and build constituents and ILO's capacities, particularly at country level, to work across the nexus. This includes leveraging partnerships with other UN agencies, development partners, and the private sector to amplify the programme's reach and impact. HDPN should continue supporting the development of a conceptual framework based on ILO principles to operationalise the HDPN as it relates to social protection systems interlinking with other related approaches (Social Protection). Capacities committed to the HDPN Action Programme should be explored beyond the support provided by Sida to ensure institutional sustainability.

Responsible unit(s)	Priority	Time implication	Resource implication
HDPN	Medium	Phase 3	High

Recommendation 6: **MSD should continue building internal capacities on market systems as well as strengthening the capacities of local actors in countries of intervention**. MSD should grow the MSD Network into a Community of Practice to foster mutual support and locally developed initiatives, and more timely communication from the field. SCI could also consider developing a guidance note to further mainstream and reinforce MSD visibility, outreach, networking and social media in PRODOCs. SCI should continue promoting to the DWT and Regional Offices a model whereby project opportunities identified in the field can be turned into proposals and PRODOCs by the SCI team. SCI should consider promoting MSD to donors with a view to mobilize resources to add junior MSD staffing capacity to selected regional DWT or Regional Offices. SCI could consider consolidating a roster of MSD consultants as identified by DWT and country offices with a view to systematize the exposure to ILO's MSD approach, guides and activities, and accelerate the identification of adequate expertise. SCI should also continue promoting the specificities and added value of the MSD approach to donors to facilitate flexibility at the project design phase. MSD should ensure that the exit strategy after MSAs or action research initiatives allows for sustainable outcomes. MSD should consider identifying countries for joint interventions with other components, drawing on the lessons from the first phase.

Responsible unit(s)	Priority	Time implication	Resource implication
MSD	Medium	Phase 3	High

ANNEXES

ANNEX 1: EVALUATION INTERVIEWS

Global

1. Aishwarya Pothula, Communications Consultant, Systems Change Initiative, ILO
2. Alessandra Scomazzon, Systems Change Initiative, ILO
3. Bolormaa Tumurchudur-Klok, Skills and Employability Branch, ILO
4. Camilla Roman, Policy Specialist, Global Green jobs Programme, ILO
5. Chris Donnges, Senior Economist, EMPINVEST, ILO
6. Christine Hofmann, Skills and Employability Specialist, Skills and Employability Branch, ILO
7. Dan Nippard, Senior MSD consultant, Systems Change Initiative, ILO
8. Early Dewi Nuriana, National Project Officer of HIV/AIDS and Care Economy, ILO Indonesia
9. Elma Meijboom, Development Partner Relations Officer, PARDEV, ILO
10. Emanuella Pozzan, Senior Gender Equality and Non-Discrimination Specialist, ILO
11. Grace Eid, Regional Labour Statistician for Arab States, ROAS, ILO
12. Isaac Cowan-Gore, Junior Technical Officer, Systems Change Initiative, ILO
13. Jae-Hee Chang, Senior Relations/Technical Specialist, ACT/EMP, ILO
14. Khairul Islam, Project Manager, Lao PDR Rural Employment Programme, ILO
15. Laura Addati, Policy Specialist, Gender Equality and Non-discrimination, ILO
16. Léa Richard, Systems Change Initiative, ILO
17. Martha Espano, Technical Officer, DIVINVEST, ILO
18. Naomy Lintini, Project Manager, Decent Work in Construction project, ILO
19. Nieves Thomet, Decent Work for Peace specialist, ILO
20. Rim Nour, Technical Expert on Social Transfers, SOCPRO, ILO
21. Roberto Pes, Enterprise Development and Job Creation Specialist, DWT for West Africa, ILO
22. Shane Niall O'higgins, EMPLAB, ILO
23. Steve Hartrich, Systems Change Initiative Project Coordinator, ILO
24. Therese Andersson, Programme Specialist, Sida
25. Valentina Beghini, Sr. Technical Officer, Gender Equality, ILO
26. Valeria Esquivel, Employment Policies and Gender Specialist, ILO
27. Vicor Hugo Ricco, Senior Specialist in Workers' Activities, ACTRAV, ILO

Moldova

28. Nelea Rusu, Project Coordinator , ILO staff
29. Ala Lipciu, National Country Coordinator, ILO
30. Mihaela Iurașcu, National manager, National Programme regarding childcare services
31. Olga Ojog, Principal Consultant, Social Protection, Health, and Family Commission, Parliament of Moldova
32. Thomas Alvateg, First Secretary, Deputy Head of Cooperation for Inclusive Economic Development, Embassy of Sweden
33. Vlad Caminschi, Executive Director, National Confederation of Employers from Moldova
34. Polina Fisticanu, Head of the Department of Social – Economic Protection, National Confederation of Trade Unions from Moldova
35. Alina Andronache, Policy advisor
36. Iuliana Dragalin, Project manager, Association of Women Entrepreneurs from Moldova, AFAM
37. Marcel Moraru, Legal expert

Colombia

38. Blanca Patiño, Technical Officer in Green Jobs, ILO
39. Oscar Riomaña, National Officer JT & GJ, ILO

40. Oscar Cardona, National Officer JT & GJ, ILO
41. Nicolás Gutierrez, Oficial nacional de Monitoreo y Programación, ILO
42. Diana Carolina Pava, National Project Coordinator, ILO
43. Elenia Barahona, Colaboradora externa OIT en la Jagua de Ibirico, enlace con actores del territorio
44. Luz Adriana Arboleda, Ministerio del Trabajo, Dirección de Generación y Protección del Empleo y Subsidio Familiar, Grupo de Gestión de Políticas Activas de Empleo
45. Carolina Mesa, Ministerio del Trabajo, Dirección de Generación y Protección del Empleo y Subsidio Familiar, Grupo de Gestión de Políticas Activas de Empleo
46. Julian Arturo Gómez, Ministerio del Trabajo, Dirección de Generación y Protección del Empleo y Subsidio Familiar, Grupo de Gestión de Políticas Activas de Empleo
47. Carlos David Granados, Ministerio del Trabajo, Dirección de Generación y Protección del Empleo y Subsidio Familiar, Grupo de Gestión de Políticas Activas de Empleo
48. Darío Mayorga, Consultor OIT -diseño Guía metodológica para un programa piloto de EV pedido por MinAmbiente
49. Gyselly Paez Bertiery, DNP Dirección de Ambiente y Desarrollo Sostenible , EV, punto focal
50. José Fernando Gómez , Fundación Creer. Análisis de conflictividades en transición justa para el corredor minero del Cesar
51. Diana Muñoz, Centro Regional de Empresas y Emprendimientos Responsables (CREER), Investigadoras, Análisis de conflictividades en transición justa para el corredor minero del Cesar
52. Juliana Morad, Centro Regional de Empresas y Emprendimientos Responsables (CREER), Investigadoras, Análisis de conflictividades en transición justa para el corredor minero del Cesar
53. William Meneses, Punto focal de MinAmbiente en Mintrabajo para el proceso de definición de la estrategia de transición justa de la fuerza laboral
54. Luisa Fernanda León, Asociación Colombiana del Petróleo y Gas (ACP), Coordinadora Gestión Social
55. Angelo Montilla, Asociación Colombiana del Petróleo y Gas (ACP), Coordinadora Gestión Social
56. Ana Catalina Herrera, Cooperación Holandesa, Programa CNV, colaboración con el colectivo de trabajadores en transición justa

Ghana

57. Alina Darku, Assistant Director - MOFA
58. David Marcos, Project Manager of #PE4DW, ILO (Ghana)
59. Eric Tuffour, Chairman of GNTTTA
60. Esther Agyekum, Agricultural & Rural Development Expert- MOFA
61. Gideon Makralo, ILO Project Coordinator (Ghana)
62. Kwabena Adu-Gyamfi, Managing Director of Ag. Commercial Service Ltd
63. Steve Hartrich, ILO Project Coordinator International

ANNEX 2: LIST OF RESOURCES CONSULTED

ILO Corporate, Management and Administrative Documents
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- ILO. 2022. Violence and harassment at work: a practical guide for employers. Geneva.
- ILO. 2022. Just Transition Finance Tool for banking and investing activities. Geneva.
- ILO. 2022. Cross-Border Value Chain Development: A Rough Guide to Market Systems Development for Decent Work. Geneva.
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- ILO. 2022. Experiences of violence and harassment at work: A global first survey. Geneva.
- ILO. 2023. How EIIP Approaches, Experiences and Lessons, contribute to the Humanitarian Development and Peace Nexus (HDPN) in Iraq. Geneva.
- ILO. 2023. Towards more and better jobs in Albania. Geneva.
- ILO. 2023. All analysis and no action? . Geneva.
- ILO. 2023. ILO Global Care Policy portal. Geneva.

- ILO. 2023. Portail mondial de l'OIT sur les politiques de soins. Geneva.
- ILO. 2023. Portal mundial de la OIT sobre las políticas de cuidados. Geneva.
- ILO. 2023. ILO Care Policy Investment Simulator . Geneva.
- ILO. 2023. Simulateur de l'OIT d'investissements dans les politiques de soins. Geneva.
- ILO. 2023. Simulador de la OIT de inversiones en políticas de cuidados. Geneva.
- ILO. 2023. Cooperative Care Provision as a Gender-Transformative Decent Work Solution. Geneva.
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- ILO. 2023. Impact of multiple crises on Sri Lanka's micro, small and medium-sized enterprises. Geneva.
- ILO. 2023. Care at work in Jordan: Investing in care leave and services for a more gender equal world of work. Geneva.
- ILO. 2023. A rough guide to measuring job quality in market systems development: Operational guidance. Geneva.
- ILO. 2023. Gender equality and inclusion for a just transition in climate action: A practical guide. Geneva.
- ILO. 2023. Just Transition Finance - Pathways for banking and insurance. Geneva.
- ILO. 2023. Los beneficios de invertir en paquetes de políticas transformadoras de cuidado infantil para avanzar hacia la igualdad de género y la justicia social. Geneva.
- ILO. 2023. Guía para el debate nacional sobre la incorporación o mejora de servicios de formación y certificación para los cuidados dirigidos a primera infancia, personas adultas mayores y personas con discapacidad. Geneva.
- ILO. 2023. El papel en auge de las instituciones de formación profesional en América Latina: Servicios de formación y certificación para el trabajo de cuidados. Geneva.

ANNEX 3: EVALUATION MATRIX

Relevance		
Key questions	**Suggested measures or evidence**	**Suggested sources and methods**
• Is the programme interventions feeding into global normative processes and development of global products?	• Evidence of global products delivered or in development. • Utilization of global products or other global level work by other resources into global normative processes. • References to global processes in global products. • Opinion of ILO staff (HQ and DWCT).	Desk review: Components reporting documents, Programme reporting documents, Global products, workshop reports, country and sectoral analysis, country evaluations. Interviews: ILO staff, tripartite constituents and partners.
• Is the programme addressing the specific needs of vulnerable men and women in both the formal and informal sectors; women, youth, migrant workers, refugees, IDPs (end-beneficiaries)? To what extent are these target groups consulted in design and implementation of programme initiatives?	• Evidence of needs assessments disaggregated per gender and population group (surveys, reports, minutes from consultations, workshop reports, etc.). • Evidence of gender and vulnerabilities in project design and monitoring reports. • Opinion of ILO staff (HQ and DWCT). • Opinion of external partners, including tripartite constituents, other stakeholders and beneficiaries, including women and vulnerable groups.	Desk review: Components reporting documents, Programme reporting documents, surveys, minutes from consultations, workshop reports, country and sectoral analysis, country evaluations. Interviews: ILO staff, tripartite constituents and partners.
• Is the programme meeting the needs of targeted tripartite constituents and national development plans in cases where the programme is conducting or piloting work at the country level? To what extent are constituents involved in the design and implementation of the programme initiatives?	• Evidence of needs assessments (surveys, reports, minutes from consultations, workshop reports, etc.). • Evidence of constituents engaged in governance structures involved in project design, implementation, and monitoring. • Reference to the project or its objectives in constituents' strategies, workplans, or reports. • Opinion of ILO staff (HQ and DWCT). • Opinion of external partners, including tripartite constituents, other partners and stakeholders.	Desk review: Components reporting documents, minutes from programme management meetings, workshop reports. Interviews: ILO staff, tripartite constituents and partners.

• How are the needs of targeted groups changing? What, if any, changes need to be made to the programme to make it more appropriate and relevant?	• Country contexts; evidence of evolving articulations between the project's outcomes and countries' priorities; reference of evolving country contexts in project management meetings. • Reported feedback from project beneficiaries (surveys, assessment reports, workshop reports). • Opinion of ILO staff (HQ and DWCT). • Opinion of external partners, including tripartite constituents, other stakeholders and beneficiaries.	Desk review: Minutes from programme management meetings, workshop reports, country assessments, country evaluations. Interviews: ILO staff, tripartite constituents and partners.

Coherence

Key questions	Suggested measures or evidence	Suggested sources and methods
• To what extent do interventions continue to be fit for purpose to meet the objectives of the global products and CPOs, and to contribute to the ILO's Programme and Budget for 2022 – 23? Is this reflected in the existing TOCs?	• Reference to the project or its objectives in ILO's workplans. • Evidence of programme/project outputs informing or being used in global products. • Level of alignment between programme interventions and the ILO's P&B 2022-23. • Level of alignment between the ILO's P&B 2022-23 and the TOCs. • Reference and opinion of ILO staff (HQ and DWCT).	Desk review: Components reporting documents, P&B, Country Programmes, workplans, global products. Interviews: ILO staff.
• To what extent are initiatives complementing and creating synergies to achieve the objectives of the P&B for Outcomes 3, 4, and 6?	• Evidence from strategic frameworks, annual workplans, and reports of the participating ILO departments/units of a contribution of the programme/projects to the P&B for Outcomes 3, 4, and 6. • Evidence of collaboration or joint outputs referred between project components that link to the P&B for Outcomes 3, 4, and 6; evidence of synergies within CPO/DWCT and overlaps avoided; evidence of joint activities at national level; evidence in workplans; evidence of joint meetings between staff from different project components. • Opinion of staff from the implementing ILO departments/units, CO management and DWCT staff. • Opinion of partners, including constituents, other partners and stakeholders.	Desk review: Strategic frameworks, workplans, reports of participating ILO departments/units, meeting minutes, workshop reports. Interviews: ILO staff, UNCTs, constituents, other partners and stakeholders.

Key questions	Suggested measures or evidence	Suggested sources and methods
	• Evidence of adaptive management and adjustments in the course of project implementation to reap synergies.	
• To what extent are interventions contributing to a coherent implementation to support the achievement of the programme overarching objectives?	• Evidence of joint activities, joint outputs, and overlap avoided. • Evidence of partners, networks, and beneficiaries of project components shared with/leveraged by other components; evidence of scaling across components; evidence of systemic approaches. • Collaboration or joint outputs referred between project components; evidence from strategic frameworks, annual workplans, and reports of the participating ILO departments/units. • Evidence of synergies within CPO/DWCT and overlaps avoided; evidence of joint activities at national level; evidence in workplans. • Evidence of joint meetings between staff from different projects components. • Opinion of staff from the implementing ILO departments/units, CO management and DWCT staff. • Opinion of external partners, including other UN organizations, Governments, constituents, other partners and stakeholders. • Evidence of adaptive management and adjustments in the course of project implementation.	Desk review: Components reporting documents, reports of participating ILO departments/units, meeting minutes, workshop reports. Interviews: ILO staff.
• To what extent are initiatives consistent with and do promote the relevant international norms and standards to which the ILO adheres, and ILO's cross-cutting issues?	• Evidence of references to international norms and standards in project interventions. • Global products making reference to the programme/projects. • Opinion of ILO staff (HQ and DWCT).	Desk review: Country Programmes, workplans, meeting minutes, workshop reports, project outputs, global products. Interviews: ILO staff.

Effectiveness

Key questions	Suggested measures or evidence	Suggested sources and methods
• Are interventions broadly on course to achieve their planned outputs and outcomes?	• Evidence of delivery of programme/project outputs. • Evidence of reported progress in project management and monitoring meetings. • Opinion of ILO staff.	Desk review: Components reporting documents, Programme reporting documents, minutes from project consultations, workshop reports, project outputs, updated logframe.

	• Opinion of external partners, including tripartite constituents, other partners and stakeholders.	Interviews: ILO staff, constituents, and other partners.
• Which activities are the most effective and why? Which intervention approaches are the most appropriate and why? Which groups are benefitting most from the programme, how and why?	• Evidence of delivery of programme/project outputs. • Comparison of achievement vs targets as reported in the project results framework (logframe). • References to achievements. • Opinion of ILO staff. • Opinion of external partners, including tripartite constituents, other partners and stakeholders.	Desk review: Components reporting documents, Programme reporting documents, minutes of project management and technical meetings, project outputs. Interviews: ILO staff, constituents, and other partners.
• Which activities are the least effective and why? Which are least appropriate and why? What are the biggest obstacles to the achievement of the purpose of the programme objectives? What, if any, changes could be made to the programme to make it more effective? How has the programme work been allocated geographically? What, if any, changes need to be made to the programme to improve its (geographic and socio-demographic) coverage?	• Evidence of delivery of programme/project outputs. • Attribution and delivery of financial resources to countries per component. • Comparison of achievement vs targets as reported in the project results framework (logframe). • References to shortcomings, delays, challenges in project management and monitoring meetings. • Opinion of ILO staff. • Opinion of external partners, including tripartite constituents, other partners and stakeholders.	Desk review: Components reporting documents, Programme reporting documents, minutes of project management and technical meetings. Interviews: ILO staff, constituents, and other partners.
• How well is the programme contributing to promote the ILO's international norms and standards, social dialogue, and key ILO cross-cutting issues?	• Evidence of references to international norms and standards in project interventions. • Evidence of global products making reference to the programme/projects. • Opinion of ILO staff. • Opinion of external partners, including tripartite constituents, other partners and stakeholders.	Desk review: Minutes of project management and technical meetings, workshop reports, project outputs. Interviews: ILO staff, constituents, and other partners.

Efficiency

Key questions	Suggested measures or evidence	Suggested sources and methods
• In what ways are components using resources efficiently (funds, human	• Evidence of delivery of programme/project outputs.	Desk review: Financial monitoring reports, minutes of project management and technical meetings.

	Suggested measures or evidence	Suggested sources and methods
resources, time, etc.)? Could implementation be done more efficiently? To what extent are synergies contributing to cost-efficiency?	• Evidence of joint activities, synergies between components, overlaps avoided. • Evidence from technical meetings and implementation reports and country evaluations. • Reference and opinion of ILO staff. • Opinion of external partners, including tripartite constituents, other partners and stakeholders.	Interviews: ILO staff, constituents, and other partners.
• To what extent are management capacities and arrangements and coordination supporting the achievements of results?	• Evidence of project management and monitoring meetings; joint technical meetings of staff from different project component; evidence from technical meetings and implementation reports and country evaluations. • Opinion of ILO staff (HQ and DWCT). • Evidence of adaptive management and adjustments in the course of programme/projects implementation.	Desk review: Components reporting documents, Programme reporting documents, minutes of project management and technical meetings, project outputs. Interviews: ILO staff.
• To what extent are interventions in the targeted countries acting as a catalyst and supporting ILO's influence in the country and/or leverage additional resources?	• Evidence of complementary resources mobilized by DWCT. • Opinion of ILO staff (HQ and DWCT). • Opinion of external partners, including tripartite constituents, other partners and stakeholders.	Desk review: Financial monitoring reports, minutes of project management and technical meetings. Interviews: ILO staff, constituents, and other partners.

Sustainability

Key questions	Suggested measures or evidence	Suggested sources and methods
• To what extent is the ILO programme coordinating with the efforts of the tripartite constituents and beneficiaries for enhanced sustainability of results?	• Evidence of coordinating meetings and planning workshops with constituents and beneficiaries; evidence of governance structures involving constituents and beneficiaries; evidence in workplans and monitoring reports. • Opinion of ILO staff (HQ and DWCT). • Opinion of external partners, including tripartite constituents, other partners and stakeholders, and beneficiaries.	Desk review: Components reporting documents, minutes of project management and technical meetings, workshop reports. Interviews: ILO staff, constituents, beneficiaries and partners.
• What types of longer-term development issues are likely to be most affected by the programme and how?	• Evidence of new approaches and policies adopted and capacity and resources to sustain these. • Reported country level uptake and institutionalisation of new approaches introduced as a result of the programme/projects.	Desk review: Programme reporting documents, minutes of project management and technical meetings, workshop reports, project outputs. Interviews: ILO staff, constituents, beneficiaries and partners.

	• Evidence of new arrangements, partnerships and funding being put in place to support scaling project interventions. • Evidence of new joint projects being designed to expand the geographic reach of projects or beneficiaries. • Opinion of ILO staff (HQ and DWCT). • Opinion of external partners, including tripartite constituents, other partners and stakeholders.	
• What, if any, changes could be made the programme of short-term assistance a better fit with longer-term needs? What project activities would have room for scaling, e.g. by transforming global products into interventions, or by replicating interventions to other regions or for other beneficiaries?	• Opinion of ILO staff (HQ and DWCT). • Opinion of external partners, including tripartite constituents, other partners and stakeholders.	Desk review: Minutes of project management and technical meetings, workshop reports. Interviews: ILO staff, constituents, beneficiaries and partners. Survey: Tripartite constituents, external partners and country stakeholders.
• Is the intervention having /likely to have any environmental impact (positive or negative)?	• Opinion of ILO staff (HQ and DWCT) and UNCTs. • Opinion of external partners, including tripartite constituents, other partners and stakeholders.	Desk review: Programme reporting documents, minutes of project management and technical meetings, workshop reports, project outputs. Interviews: ILO staff, constituents, beneficiaries and partners.
• To what extent is the ILO programme initiatives and activities aligned with broader development programmes, within the UN-system and beyond?	• References to UN or other broader development programmes in workplans and global products. • Opinion of ILO staff (HQ and DWCT) and UNCTs. • Opinion of external partners, including tripartite constituents, other partners and stakeholders.	

Good practices and lessons learned

Key questions	Suggested measures or evidence	Suggested sources and methods
• What examples of innovative good practice can be seen in the programme?	• Evidence of innovative good practices in progress reports; evidence of success stories. • Opinion of ILO staff. • Opinion of external partners, including tripartite constituents, other partners and stakeholders.	Desk review: Minutes of project management and technical meetings, workshop reports, project outputs, country evaluations. Interviews: ILO staff, constituents and partners.

		Survey: Tripartite constituents, external partners and country stakeholders.
• What general lessons can be drawn from the current phase in preparation for phase 2?	• Evidence of lessons learned in progress reports. • Opinion of ILO staff. • Opinion of external partners, including tripartite constituents, other partners and stakeholders.	Desk review: Minutes of project management and technical meetings, workshop reports, project outputs, country evaluations. Interviews: ILO staff, constituents and partners. Survey: Tripartite constituents, external partners and country stakeholders.

ANNEX 4: PROGRAMME COMPONENTS LOGFRAMES

Programme level

Results chain	Indicators	Achievements	Status
Development Objective (Impact) The social, economic, and natural environment for women and men at all ages to access decent work opportunities that are inclusive, sustainable, and resilient is strengthened as a route out of poverty promoting peace and social justice.	# target beneficiaries accessing services supported by programme components.		
Outcome 1 Programme knowledge products being applied to inform strategies and policies in target countries	# of products adopted up and applied by partners		
Outcome 2 National partners applying knowledge and skills independently to make evidence based decisions	% of direct partners and counterparts who report enhanced knowledge and confidence to apply skills		
Outcome 3 Target countries report greater integration and strengthening of tripartite arrangements	# enhancements made to governance and tripartite mechanisms # new opportunities for social dialogue and engagement		
Output 1 Manuals, guidelines and tools developed and adopted	# manual, tools and guidelines prepared		
Output 2 Training and capacity development initiatives implemented	# people trained		
Output 3 Partnership coordination (between components)	# partnership meetings and engagements		
Output 4 Evidence of national social partners exploring and developing new partnerships and linkages in component level areas of expertise.	# new partnership established by national and tripartite partners		

Gender Equality and Non-Discrimination

Results chain	Indicators	Achievements	Status
Development Objective (Impact) Women in most vulnerable, conflict prone and degraded environmental settings are empowered to enjoy their right to decent work	# of women having access to decent job opportunities as a result of the application of national/sectoral/local policy instruments supportive of a transformative agenda for gender equality at work		
Outcome 1 National Institutions have knowledge and tools to reduce and redistribute women's unpaid care work Contributing to GLO351	- Proportion of participants engaged in knowledge and capacity building activities that consider useful and that report them being used to inform policy development in the area of the care policies and services	-	In progress
Output 1.1: Research on care policies and services delivered and disseminated (contributing to 6.1)	- Published research with regional profiles	- In March 2022, GEDI launched and broadly disseminated the ILO major report "Care at Work: Investing in care leave and services for a more gender equal world of work" and the working paper "Costs and benefits of investing in transformative care policy packages: A macrosimulation study in 82 countries. - As of December 2023, the report website registered over 12,100 visits and 2,900 PDF downloads. In March 2023, GEDI also developed and disseminated the ILO Global Care Policy Portal and Investment Simulator in three languages. The tools were launched at a tripartite plus side-event at the Commission on the Status of Women (CSW) in New York. The portal includes the publication of a technical note and a tutorial video to guide ILO constituents in the use of the tools.[30]	Completed

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[30] The *ILO Global Care Policy portal* is a knowledge hub to disseminate resources and data on care leave policies and services from the *Care at work report* to advance the ILO transformative agenda for gender equality and non-discrimination. It presents over 60 legal and statistical indicators on maternity protection, paternity leave, parental leave and

		- As of December 2023, the Portal received over 6,960 visits and more than 640 users from 82 countries have registered to use the Simulator, for a total of 1,230 logins. The simulator brought interest specially from users in Brazil, Indonesia, Thailand, Ukraine, United Kingdom, and United States. - 3 regional briefs (EU-27, Middle East and North Africa (MENA), Asia and the Pacific), and 4 companions regional reports on care policies. All the briefs are available in a new E-Library tab of the ILO Global Care Policy Portal, which has been built in collaboration with INFOTEC. Additionally, the e-library was made available to the public on February 20, 2024.	
	- # policy national dialogues delivered	- The project is currently active in 11 countries where regular meetings, workshops, training and information exchanges take place with different government institutions, workers and employers and beyond. It is estimated that more than 100 officials have been influenced with knowledge on unpaid and paid care work and on ILO research, analysis and tools - The regional care report for Latin America and the Caribbean was launched at a tripartite plus side-event at the XV Regional Conference on Women (Buenos Aires, Argentina, November 2022) and further disseminated at the Cartagena Ibero-American Symposium. Making Care and Domestic Work a decent Work; the regional report "Investments in Childcare for Gender Equality in Asia and the Pacific" was prepared in partnership with ADB, UNDP and UNRISD, published in July 2023 and launched along with the above ILO regional brief on AP at a tripartite conference "*Investing in Childcare to Advance Gender Equality and Decent Work in AP*" (Manila, the Philippines, 29 September 2023). The MENA brief was launched at the regional conference "*Investing in Early Childhood Care and Education (ECCE)*	Completed

other care leave, childcare and long-term care services in more than 180 countries. It uses international labour standards as benchmarks and builds on ILO policy research since 1994. The portal also offers an ILO Care Policy Investment Simulator, the largest online care policy modelling tool developed for 118 countries (*new countries from the Balkan region, the Commonwealth of Independent States, the MENA region, and LAC are being added to the Investment Simulator*). The online tool simulates the investment requirements and benefits of filling national gaps in care services and childcare-related leave. It allows users to build tailor-made care policy investment packages for four care policies: 1) childcare-related paid leave; 2) breastfeeding breaks; 3) early childhood care and education services (ECCE) services; and 4) long-term care services. Results of the Simulation include: 1) the investment requirements of the simulated policy packages; 2) the job generation impact; 3) the reduction in gender employment gaps; 4) the reduction in gender wage gaps; and 5) the return on investment (ROI) of closing the childcare policy gap.

		in the Arab Region for a more gender-equal world of work" (15-17 May 2023, Amman, Jordan) and the regional companion report for MENA will be launched in March 2024 to mark IWD. The Moldova and Balkan countries regional report is under finalization to include the new macrosimulation results. <u>Strengthening childcare provision in Moldova through public and private efforts – opportunities and constraints (ilo.org)</u> was also published. - 1 National Workshop on the results of the study on maternity protection and workers with family responsibilities in the tourism sector was held in Cape Verde. - 1 National Dialogue on the ratification and implementation of C183 and C156 was delivered in Cape Verde.	
	- Costing simulation studies delivered	- In collaboration with ECLAC, macrosimulations for new 16 LAC countries as well as 8 MENA and 12 ECA countries were prepared. - 27 "Care at Work" country briefs including the costing microsimulation results from the ILO Simulator were delivered for the following countries: Argentina, Armenia, Azerbaijan, Bangladesh, Brazil, Colombia, Ethiopia, India, Indonesia, Ireland, Jordan, Kazakhstan, Kenya, Kyrgyzstan, Lao PDR, Mexico, Mongolia, Nepal, Panama, Peru, Philippines, Portugal, Rwanda, Sri Lanka, Thailand, Ukraine and Uzbekistan),	In progress
Output 1.2: Knowledge and capacity building for ILO constituents at national and/or sectoral level on advocating and delivering better care leave policies and services (contributing to 6.1)	- # action plans designed by constituents to prioritize the delivery of effective packages of care policies and services	- A regional framework, a guide and good practices for recognizing and professionalizing care workers skills in Latin America is delivered in collaboration with CINTERFOR. - A plan for a road map on work and family and life balance in the tourism sector launched in Cape Verde. - A plan to support the new paternity law in Colombia in the framework of the labour code reform. - Awareness-raising and information-communication campaigns on the importance of care services for children and young people with disabilities on the islands of Sal and Santiago, in conjunction with the Chamber of Tourism and ICIEG are delivered in Cape Verde. - The Road Map on the Care Economy adopted by the Ministry of Women Empowerment and Child Protection of Indonesia and will be launched to mark International Women's Day (March 2024).	In progress

- # care workers organized and involved in policy dialogue	- Two ILO training tools on cooperative development (Think.Coop and Start.Coop) are being adapted to the care sector, with Think.CareCoop being completed and Start.CareCoop under finalization. The new brief Cooperative Care Provision as a gender-transformative Decent Work Solution links the role of cooperatives in meeting care needs and promoting decent work for care workers, along with outlining a cross-regional and multi-national ILO intervention model. Roll out of the intervention model in four countries (Colombia, Lebanon, Occupied Palestinian Territory, and Zimbabwe). - The capacities of the care workers of the NGO CALMEIDA "*Associação de Pais e Amigos de Crianças e Jovens com Necessidades Especiais*" in Cape Verde are strengthened and the delivery of childcare services for children with disabilities is reinforced with equipment of childcare services and additional teaching materials. - Indigenous care workers in care cooperatives in Colombia are supported through capacity building using Think.CareCoop and Start.CareCoop tools and the development of care cooperatives pilots in Quibdó and Valledupar. - At least 150 participants from union members, CSO working on care issues, government representatives, and childcare workers association, and employers are sensitized on the issues related to decent care work and care policies in Indonesia, using the ILO Care Policy Portal and Simulator. - Consultative meetings on roadmap development were held 5 times to cover at least 360 representatives of tripartite institutions, government representatives, CSOs working on care issues including the field visit on 3 childcare services as benchmark in Indonesia (The Field Visit of Childcare Services and the 4th Consultative Meeting of Road Map and National Action Plan on Care Economy (ilo.org)) and Care economy: A company-based childcare service improves workers' loyalty and productivity (ilo.org). - Interventions in Indonesia supported Indonesia Domestic Workers Association (Jala PRT) regarding to the Draft bill of Domestic Workers through 3 advocacy meetings with the parliament member to acknowledge domestic worker as care worker and negotiate domestic workers' rights. - As results:	In progress In progress

| | | - In the previous draft of domestic workers bill, some crucial issues were not mentioned in the Draft of Domestic Workers law, such as: Minimum Wage, Normal Working Hour, Daily Rest, One Day Off per Week, Annual Leave, Freedom of Association, Minimum Age.
- After 3x time of intensive discussions since 9 June, 1 July and 5 August 2023 with the parliament members. It was agreed to add the clausula:
 o Daily Rest with minimum 8 hours/day
 o One day off per week with the day based on agreement between domestic worker and employer
 o Annual leave 12 working days per year
 o Freedom of Association
 o Minimum age of 18 years old
 o Contract Letter is still based on agreement to choose written or unwritten contract letter
- The integration of 5 R Framework in some clausula, i.e.:
 o Recognition Domestic Workers as Care Workers
 o Reduce and Redistribution that in contract letter will be written of the job description, there are limited description
 o Representation, the Freedom of Association for domestic workers to join domestic workers organization/union to represent domestic worker interest
 o Rewards, it is written the rights of domestic worker, such as wage protection, social security including health social security and employment social security
- The ongoing - challenging issues are still not resolved;
 1) the minimum wages. It is not mentioned with "minimum wages' as the huge discrepancies of economic capacity background of employers (low class with minimum wage income to upper class)
 2). Dispute Settlement Mechanism, it refers to the tripartite mediation mechanism,
 3) Training Centre, Training centre will be facilitated by government at origin area and working city
 4) Recruitment and Replacement) Mechanism. It will adopt the Migrant Labour Protection Law and One data base from origin until working place, with tight condition requirement on agency. Domestic Workers and Employer must register them-selves in origin and working place. | |

| | | 5) Inspection Mechanism. It is part of integrated inspection based on involvement of local apparatus and the sub village levels (RT, RW and neighbourhood). The domestic worker and employers must register at RT (sub village) levels.
- The capacity building was provided to 157 domestic workers to promote 5R and domestic workers as care workers. The social media campaign on draft bill on domestic workers and 5R were conducted by 30 domestic workers and reached-out 17.837 responds out of 5000 targets. A coalition of 6 union confederations in Indonesia produced a position paper to respond to the Draft Bill on Mother and Children's welfare and social dialogue was held among tripartite institutions. Advocacy meetings were conducted by union members with government representatives, national employment insurance body, and Ministry of Women Empowerment to ensure comprehensive coverage of maternity and paternity leaves for workers, including contract-based workers.
- In Moldova, 4 round tables were organised in 2023 in Balti, Chisinau, Ungheni and Cahul and were attended by local authorities, community organisations and other relevant stakeholders. The focus was on informing on the Law on alternative childcare services No 367/2022, understanding the needs of the community and ensuring that the crèche model is adapted to the requirements and needs of the community, taking into account local cultural aspects and gaining support in disseminating information and recruiting potential care worker beneficiaries.
- In collaboration with the Association of Women Entrepreneurs in Moldova (AFAM), 27 women received comprehensive care skill and management training, using ILO methodology, equipping them to establish and operate home-based nurseries in Moldova. 4 round tables were organised: Balti, Chisinau, Ungheni and Cahul, attended by local authorities, community organisations and other relevant stakeholders. Financial support in the form of grants and technical assistance to participants who have decided to open a home-based nursery is being awarded by the project. | |
| **Outcome 2**
ILO constituents have knowledge and tools to better negotiate for women's access to an | - Proportion of constituents engaged in knowledge and capacity building activities that consider useful and that report them being used to inform policy development in the | | No data |

	area of non-discrimination and violence and harassment at work		
equal, just and safe world of work Contributing to GLO352 and GLO353			
Output 2.1 Knowledge and capacity building for ILO constituents at national and/or sectoral level on increased awareness on ratification of C190 and implementation of C190 and R206 developed and carried out (contributing to 6.3 and 1.2)	- # knowledge sessions on C190 and R206 delivered to constituents	- 3 in Malawi, 1 in Nigeria, 3 in North Macedonia	Delivered
	- # consultations with social partners on C190 supported	- 1 in Malawi, 3 in Nigeria - Multiple consultations with the National Statistics Bureau in Jordan on the V&H methodology – methodology delivered. Survey questions were also tested by IPSOS and delivered, and an implementation agreement was negotiated.	Delivered
Output 2.2 Tools to increase capacities of constituents to preventing and addressing violence and harassment in the world of work developed (contributing to 6.3 and 1.1)	- Tool for MSMEs	- Guide on V&H for employers in multiple languages	Delivered
	- Tool for TVET providers	- TVET guide for the promotion or improvement of training and certification services	Under finalization
	- Costing tool	- Background paper to support the development of the methodology to measure V&H	Delivered
Output 2.3 Paper and policy guidance on addressing gender in the context of a just transition produced (in collaboration with Green Jobs - contributes to P&B outputs 3.3 and 6.2)	- Joint policy guide	- A first version has been disseminated during COP28. - Will be finalized in online platform mode	In progress to be finalized in March 2024 To be launched in March 2024
	- # constituents taking part in a tripartite workshop	-	Foreseen for 2024
Outcome 3 National institutions gain capacities to formulate and implement gender-responsive employment policies	- # countries which have made progress towards the adoption of employment policies, including macroeconomic, sectoral and active labour market policies (at national or subnational levels) and skill policies	-	No data

Contributing to GLO351 and GLO321	that are gender-responsive**, to ensure a job-rich recovery that creates decent jobs for women. - **Gender-responsive employment policies are those that explicitly pursue gender equality objectives, based on diagnoses of how policy options affect women and men differently*		
Output 3.1 Sectoral assessments, including through using I-O analysis and SAMs, indicating the potential to expand employment opportunities for women (in 3 countries)	- # sectoral studies produced	- Sectoral study produced in Viet Nam, Albania initial study produced (there is a second phase), Colombia study in progress	In progress
Output 3.2 Customized policy interventions according to national priorities, through analytical work, scenario building, the identification of best practices, etc. to promote gender-responsive employment policies (in 3 countries)	- # diagnostics produced	- Viet Nam produced an input for the National Employment Law. - In progress in Albania and Colombia Viet Nam	In progress
	- # specific employment policies evaluated and customized to address gender inequalities	- The Government of Viet Nam received a detailed proposal of how to make the coming National Employment Law (a national employment policy) gender-responsive in the different chapters and articles. Work will continue. - The Government of Colombia requested paying special attention to rural women, and that is imbedded within the work. - In Albania, the work we are doing will support the Global Accelerator roadmap and employment policy.	In progress
Output 3.3 Technical/analytical support to identify policy entry points for integrating gender equality concerns into macroeconomic policies, sectoral policies, active labour market and skills policies through social dialogue (in 3 countries)	- # countries which have made progress towards the adoption of gender-responsive employment policies	- In progress in 3 countries: Albania, Colombia, Viet Nam	In progress
	- # consultations with social partners	- In progress in 3 countries: Albania, Colombia, Viet Nam	In progress

Just Transition and Environmental Sustainability

Results chain	Indicators	Achievements	Status
Development Objective (Impact) Integrated policies, inclusive and innovative solutions and conducive financing frameworks contribute to women and men, including youth, having access to decent job opportunities and a healthier natural environment as routes out of poverty.	- # of women and men having access to decent job opportunities as a result of the application of national/sectoral/local policy instruments supportive of decent and green jobs or just transition	-	No data (Note: Is the indicator measurable?)
Outcome 1 (Global product 323) Constituents' have stronger knowledge and capacities to develop gender-responsive integrated policies and programmes that contribute to employment and promote environmental sustainability or resilience while supporting poverty reduction based on the ILO Just Transition Guidelines	- Proportion of validation/capacity building participants that regard the tools/materials as useful or report them being used to inform policy development	- Green employment diagnostics workshop 24 participants (Mozambique) - Trade unions' Regional Workshop – 20 participants (Kazakhstan) - COP28 dialogue and workshop Delivering a gender-responsive just transition for all. (more than 200 participants) (with GEDI)	No data (Note: Is the indicator measurable?)
Output 1.1 Practical guidance note/capacity building material for policy-makers on addressing environmental sustainability in employment policies produced (GJ-EMPLAB) (contributes to P&B Output 3.1 and 3.3)	- Validated guidance/material available	- Guidance on integrating environmental considerations in employment diagnostics tested and validated in Mozambique - Four events took place in Colombia in 2023	Completed https://www.ilo.org/global/topics/employment-promotion/epaf/diagnostics-toolbox/WCMS_907282/lang--en/index.htm

Output 1.2 Intervention model/Practical guidance note/capacity building material on addressing resilience through social protection in the context of climate disasters and adaptation produced (GJ, component 3 of the Sida partnership and SOCPRO) (contributes to P&B output 3.3, 3.4, 8.3)	- Validated intervention model/guidance/material available	- The scope of the guidance materials has been defined - The guide is currently being produced and expected to be completed at the end of March 2024. - In Colombia the document: Analysis of Social Protection for a Just Transition in Colombia in cooperation with GIZ. In progress <u>\<Link></u>	In progress
Output 1.3 Capacity building module on thematic aspect of promoting green jobs and just transition for employers' organisations developed (with ACTEMP) (contributes to P&B outputs 1.1 and 3.3)	- Capacity building module available	- To be reprogrammed due to change in needs - In Colombia organization of social dialogue spaces to define the just transition strategy for the workforce, with the participation of 34 employer representatives	Funds were reprogrammed towards just transition finance
Output 1.4 Capacity building module on thematic aspect of promoting green jobs and just transition for workers' organisations developed (with ACTRAV)(contributes to P&B outputs 1.2 and 3.3)	- Capacity building module available	- Scope and target defined - A training for trade union members in central Asian countries has been delivered in October. I had shared materials in the relevant folder	Completed
Output 1.5 Paper and policy guidance on addressing gender in the context of a just transition produced (with component 1 of the Sida partnership) (contributes to P&B outputs 3.3 and 6.2)	- Paper and policy guidance available	- A guide on gender and just transition has been developed in draft form and disseminated during COP28.	Completed and now inputs from the COP28 event are being incorporated
Output 1.6 Intervention model and brief on MSD and environmental sustainability produced (with component 4 of the Sida partnership) (contributes to P&B output 4.2)	- Intervention model available	- An intervention model/brief with entry points on MSD and just transition will be developed	In progress

Outcome 2 Constituents and financial sector actors' capacities and commitments on aligning financial flows to just transition objectives and policies enhanced (Global product 323)	- Percentage of participants in knowledge sharing events that indicate increased understanding of just transition and financing	- No data (Note: Is the indicator measurable?) - The Islamic Development Bank developed a conceptual framework and plan on just transition that refers to decent work and social dialogue. Inputs provided in the engagement with the ISDB in the process were based on the JT finance tool. <Link> - 3 working sessions held with representatives of private sector banks and insurance companies were held in the framework of development of the report, with the objectives of developing their capacities on the topic of a just transition and the approaches to embed just transition considerations (average of 30 participants each). - 1 working session held with a group of banks, insurance companies, and investors in GFANZ APAC network - 1 working session held with a group of Japanese Institutional Investors held (15 participants). - COP28 Session on the Evidence review on just transition in developing countries with the Green Climate Fund & GCF webinar	No data
Output 2.1 Recommendations and guidance on just transition finance (with a focus on banking and investment) developed (GJ and Social Finance) (contributes to P&B output 3.3	- Recommendations and intervention model available	- Just Transition Finance tool on banking and Investment published Intervention Model developed - Evidence review on just transition in developing countries produced in collaboration with the Green Climate Fund - (I believe I had shared the paper, but please confirm and I can share it again). - Just Transition Finance tool for banking and investing activities – published (4100 individual pageviews)	Completed

		- Just Transition Finance: Pathways for Banking and Insurance – published (2500 individual pageviews, - Concept note for intervention on technical assistance on just transition finance developed	
Output 2.2 Guidance and intervention model disseminated (GJ and Social finance) (contributes to P&B output 3.3)	- Roundtable held	- 3 working sessions held with representatives of private sector banks and insurance companies were held in the framework of development of the report, with the objectives of developing their capacities on the topic of a just transition and the approaches to embed just transition considerations (average of 30 participants each). - 1 working session held with a group of banks, insurance companies, and investors in GFANZ APAC network - 1 working session held with a group of Japanese Institutional Investors held (15 participants). - COP28 Session on the Evidence review on just transition in developing countries with the Green Climate Fund & GCF webinar	Completed
Outcome 3 Constituents and partners have access to high-potential innovative solutions and approaches that advance a just transition (contributes to P&B output 3.3) (Global product 323)	- # of innovative solutions that receive technical support and increased visibility	-	In progress (85% completed)
Output 3.1 Innovative solutions identified through just transition challenge (GJ and representatives Office wide GJ network) (contributes to P&B output 3.3)	- # of proposal selected for support	- 3 innovative solutions selected	Completed

Output 3.2 Innovative solutions are strengthened through technical support (GJ and representatives Office wide GJ network) (contributes to P&B output 3.3)	- Technical support provided to at least 3 innovative solutions	- Support being provided to 3 solutions - Support has been provided on skill development for energy efficiency and renewables in buildings and AI application in Jordan (95% completed, 1 activity pending and to be carried out in February); employment and social impacts of renewable energy access in indigenous communities in Panama – on going, to be completed in March.	In progress (75% completed)
Output 3.3 Innovative solutions and methods contributing to just transition disseminated among constituents and partners (GJ and representatives Office wide GJ network) (contributes to P&B output 3.3)	- # of events and platforms used to disseminate learnings and innovation	- Knowledge sharing event to disseminate results and learnings will be organised and other platforms will be leveraged (e.g. COP28) - COP28 Event on Just Energy Transition in cooperation with IKI project	Completed
Outcome 4 Constituents in two countries have stronger capacities to develop and implement just transition policies or programmed thanks to Clustered country level support (CPO COL 131)	- Policies/strategies relevant to just transition informed by technical support	- Just transition and green jobs virtual training (185 participants) (Colombia) - Greening enterprises presentation event: 110 people invited (Colombia) - Event with presentation on Analysis of Social Protection for a Just Transition in Colombia (in cooperation with GIZ) (45 participants) (Colombia - Session on Study of the potential of green jobs for indigenous youth presentation event (60 participants) Colombia	In progress
Output 4.1 National level assessment and diagnostics on just transition carried out GJ, CO Lima and Bogota' office, regional specialists) (contributes to P&B output 3.3, COL 131)	- Study available	- 1 Just Transition Rapid Situational Analysis Completed - Conflict and gender sensitive analysis in mining region in progress	Completed

Output 4.2 Thematic/sectoral level supported through technical assistance (GJ, CO Lima and Bogota' office, regional specialists) ((contributes to P&B output 3.3, COL 131)	- Recommendations on thematic policy for a just transition available	- Policy recommendations to support just transition strategy are being developed - In Colombia strategy for influencing local government to promote a just transition in development plan. In progress - In Colombia study PEACE AND CONFLICT ANALYSIS: THE INTERCONNECTIONS BETWEEN CONFLICT, JUST TRANSITION AND DECENT WORK IN THE CESAR MINING CORRIDOR IN COLOMBIA. - In Colombia 1 green jobs pilot. In progress. - In Colombia organization of 8 social dialogue spaces in different regions to define the just transition strategy for the workforce.	Completed, dissemination and application support to be continued
Output 4.3 Social partners' capacity building on just transition provided (GJ, CO Lima and Bogota' office, ACTRAV and ACTEMP specialists) (contributes to P&B output 3.3, COL 131)	- # of participants in capacity building activities	- 1 capacity building course launched with 69 participants, of which 34 women and 35 men. In total the course had 185 participants. - In Colombia transfer of the virtual training course to the Ministry of Labour in progress.	Completed
Output 4.4 Start up support on just transition to second country provided (contributes to P&B output 3.3, COL 131, CPO tbd)	- Intervention model developed for country 2 (see just transition plan in Botswana informed by gender and JT draft guide)	- Support on just transition plans provided to Botswana	In progress (it will be continued to a more in dept application of gender dimensions)

Conflict Perspective and Humanitarian, Peace and Development Nexus

Results Chain Level	Indicators	Achievements	Status
Development Objective (Impact) Decent work opportunities are provided for youth, women, refugees, IDPs (including hosting communities), enterprises and operators in the informal economy in fragile contexts, as a contribution to stabilization, peace and resilience.	-	-	
Outcome 1 ILO Constituents are equipped with capacities to support employers and workers involvement in the HDPN and take actions to harness stability and build peace and resilience through decent work. (the outcome directly contributes to GLO324 and all CPOs linked to outputs 3.4.)	- # technical guidance and policy developed supporting constituents to promote peace and resilience through decent work	- Six policy level technical guidance under development - One overall checklist/guidance being developed - Training under development	Phase 1 Completed – New series of guidance and trainings in progress
Output 1.1 Development of innovative guidance for promoting peace and resilience through Decent Work across the HDPN through specific technical areas is coordinated. Knowledge is disseminated though events including ILO constituents and partners. (the output contributes to GLO324 and all CPOs linked to outputs 3.4)	- Availability of improved guidance for DW across the HDPN in at least four policy areas	- Development of a training package on "How to design decent work programmes across the Nexus" with ITC Turin. Piloted in July 2023 in Addis – Series planned in partnership with the Nexus Academy in 2024 (Amman) and 2025 - Checklists and guidance on how to ensure ILO's programmes and policies in fragile contexts take into consideration the HDPN (Completed – to be disseminated)	Completed (phase 1) – New phase on other policy areas in progress (phase 2)
	- awareness raining events/meetings	- Training package on "How to design decent work programmes across the Nexus" piloted with ITC Turin In Addis (same as above)	Completed

	- webpages	- Knowledge hub to be developed under phase 2 (waiting for new ILO portal web in April 2024 to design it)	In progress
	- # of attendees to meetings/events	- Support 4 ILO's staff from the region (Iraq, Lebanon and Cameroun) participation to the UN HDPN Academy in 2022. - Stockholm Forum (SPDF) – 60 Attendees in 2023 - Geneva Peace Week – 2 panels organised on the HDPN and just transitionin 2023 – 60 attendees - New events planned in 2024 and 2025 (including SPDF and GPW) - HDPN Talks planned in 2024 – 2025 to raise interbal awareness	Completed And new events planned under phase 2
Output 1.2 Enhanced conflict-sensitive sectoral and community-based skills needs assessment tools, tailored to fragile contexts, are developed (SKILLS)	- Availability of sectoral/community skills-based assessment tools tailored to fragile contexts	- Skills for Trade and Economic Diversification (STED) tool adapted to work across the HDPN. - TREEwikepida adapted - Guidance on skills for peace under development	Completed
	- # of validation webinars/workshops	- STED piloted in BARMM region (Philippines) and Cox Bazar (Bangladesh)	FINALISED
Output 1.3. A conceptual framework is developed based on ILO principles, and practical guidance based on good practices for governments, social partners and implementing partners (e.g. for humanitarian cash transfers) to operationalize the HDPN as it relates to	- Formal validation by the SOCPRO department	- Work on a social protection HDPN guidance validated by SOCPRO	In progress
	- Available guidance handbook with relevant local experiences	- Guidance handbook drafted	In progress – will be merged with Good practices from Arab States

social protection systems interlinking with other related approaches (Social Protection)	- Dissemination event	- in Phase 2 – will be embedded into training (eg: Amman)	In progress
Output 1.4 New guidance on conflict sensitive employment diagnostics in fragile and conflict settings, including methodologies, case studies and evidence on what works is developed and disseminated (EMPLAB)	- Available guidance handbook/tool	- NEP in the HDPN guidance developed - Publication and dissemination (in progress)	Finalised
	- # of global expert meetings	- Validation workshop organised in Kenya (December 2023)	Completed
Output 1.5 Development of a handbook for local economic recovery, for local planning in fragile and conflict settings, focusing on informal workers and units on their way towards transition to formalization (T2F)	- Available guidance handbook with relevant local experiences	- T2F in the HDPN guidance finalised and to be edited and shared through technical seminars	Finalised – to be published
	- # of global technical seminars with experts	- To be reviewed	In progress
Output 1.6. Technical guidelines to promote and implement Employment Intensive Investment Programmes in fragile and conflict settings are developed and distributed (EIIP)	- One set of Guidelines have been produced and discussed.	- One policy guidance on EIIP across the HDPN finalised - Policy guidance on EIIP in the Nexus in Iraq finalised and disseminated - Good practice on EIPP in the Nexus in Afghanistan (in progress)	Finalised
Output 1.7 **In collaboration with the component on M&E of the Partnership** Social cohesion/peace/disaster resilience indicators, monitoring and innovative evaluation for programming DW initiatives across the HDPN are developed **(EVAL/CSPR)**	- Innovative guidance on M&E developed	- Checklist for project design (including a social cohesion indicators index) developed - Guidance will be embedded into training and knowledge platform	Finalised
Outcome 2. DW is mainstreamed across the HDPN into selected demand-driven conflict-sensitive, peace-	- National/local policy and programmes developed by ILO with constituents to	- DWCP in Cameroun include HDPN	In progress

responsive, and disaster resilient programs at country level in collaboration with the social partners	promote peace and resilience through decent work		
Output 2.1 Enhanced programmatic capacity of ILO staff, constituents and partners to mainstream, through social dialogue, DW for peace and resilience across the HDPN through nationally owned and demand-driven conflict-sensitive, peace-responsive and disaster resilient approaches in selected countries (the output contributes to GLO324 and all CPOs linked to outputs 3.4)	- # Conflict-sensitive, peace-responsive and disaster resilient analyses conducted	- Peace and Conflict Analysis in Yemen and Colombia finalised - Peace and conflict analysis in Lebanon, Mali and Haiti in progress. - Support PCA in Sri Lanka, Tunisia, Cameroun, Mauritania, Honduras, DRC and Haiti developed (PBF)	In progress
	- # of programmes developed implementing the guidance developed	- Programmes designed and implemented using HDPN approach such as all the PBFs (Sri Lanka, Tunisia, Haiti, Honduras, El Salvador, Colombia, Cameroun, DRC and Mauritania) and Lebanon (SIDA and EU funded), Jordan (KfW), Mali (SIDA), Somalia (KfW)	In progress
	- # of programmes implemented by constituents includes the HDPN approaches developed	- HDPN mainstreamed in DWCP in Cameroun (finalised) - HDPN mainstreamed in Yemen ILO's country strategy (finalised)	Completed and new countries under selectin for phase 2
	- # of joint initiatives across the HDPN with social partners at global and national level	- Awareness raising event organised with social partners in Cameroun (finalised)	Completed and new countries under selectin for phase 2
	- # Awareness raising event for ILO social partners organised	- Awareness videos on ILO in the HDPN developed in 4 languages (finalised) - Organisation of high level meeting at the Stockholm Forum and Geneva Peace Week with IOE and ITUC on labour right, social dialogue and peace (finalised in 2022 and	Completed – new events planned in 2024-25

		2023) Other events to be organised – Decent work Nexus Academy targeting social partners to be organised in Amman in April 24 - Training for social partners to be developed - Participation and endorsement of the HDPN Pledge (Japan and UNDP leadership) presented et the Global Refugee Forum 23	
Output 2.2 Increased capacity of ILO constituents and other local stakeholders to identify, including through enhanced social dialogue, and anticipate skills needs in fragile contexts, taking into account locally available opportunities, and to address those skills needs (SKILLS)	- No indicator	- Support for piloting of the sectoral skills anticipation assessment using the guidances started in Bangladesh and the Philippines (finalosed)	Finalised
Output 2.3 Conflict-sensitive employment policy support linked to employment diagnostics implemented in selected conflict or disaster-affected countries (EMPLAB)	- # of diagnostics	- Diagnostic conducted, published and disseminated in Sri Lanka	Finalised
	- # of employment policies developed or processes launched in fragile settings	- Guidance developed	Finalised
Output 2.4.1 *In collaboration with the component 4 of the Partnership* Conflict sensitive participatory assessment and dialogue forum with local government, ILO social partners, informal sector workers/unit and relevant service providers about key challenges and suitable solutions for actors in the informal sector are conducted in fragile settings. (T2F; SME)	- # of projects in the HDPN benefiting from increased T2F knowledge and capacity and backstopping	-	Starting up
	- # concept notes for project proposal	- a project to pilot the guidance developed is under discussion a specific focus in post conflict Northern Ethiopia.	Cancelled due to political situation
	- # project documents, drafted, approved	-	Starting up

Output 2.4.2 *In collaboration with the component 4 of the Partnership:* In the framework of a conflict-sensitive, participatory and demand-driven planning process develop an intervention model from the humanitarian phasis (ST) embedded into longer term strategy/processes (development) while considering their contribution to social cohesion new social contract, resilience and peace, to overcome identified barriers and support informal enterprises (including the self-employed) and the workers they employ to make their businesses more resilient and create decent jobs (T2F, SME)	- # of projects in the HDPN benefiting from increased T2F knowledge and capacity and backstopping	- Discussion has just started	Starting up
Output 2.5 In selected countries, national and local capacity to assess the potential and apply Employment Intensive Investment approaches to create more and better jobs in conflict and disaster/climate change-affected areas has increased (EIIP)	- Employment intensive approaches are integrated in # national (recovery) plans and programmes across the HDPN	- Iraq: Documentation study of EIIP contributions to HDPN finalised - Cameroun: Finalisation of joint EIIP and ILO proposal to support reconstruction priorities in the Northwest and Southwest regions. - Afghanistan: Documentation study of EIIP contributions to HDPN finalised	FInalised
Output 2.6 *In collaboration with the component 2 of the Partnership* Just Transition and Environmental Sustainability in fragile situations promoted, especially in disaster risk reduction and disaster response (General output/concept note, in collaboration with GREEN JOBS)	- # of projects and initiatives (including with ILO tripartite constituents) across the HDPN promoting just transition and environmental sustainability and DRR	- Joint initiative in Colombia was developed with Component 2 and 1 of the partnership: *Conflict-sensitive and peace-responsive analysis for a just transition in the mining sector in Colombia (finalised)* - *Dissemination and inclusion of recommendation in public policies and UN programmes (in progress)*	In progress
Output 2.7 *In collaboration with the component 1 of the Partnership*	- Self-learning on line training on application of gender guide in fragile situations for	- Self-learning finalised and launched early 2023	Finalised

Gender equality and non-discrimination are mainstreamed in global guidance and selected country level initiatives across the HDPN (CSPR and GEDI)	staff, constituents and partners available		
	- # of projects and initiatives (including with ILO tripartite constituents) across the HDPN benefiting mainstreaming gender equality and non-discrimination	- See joint project above (2.6)	In progress
	- # of joint initiatives aiming to implement the ILO guide on gender in fragile situations	-	

Systems Change Initiative for productive employment

Results Chain Level	Indicators	Achievements	Status
Development Objective (Impact) Sustainable, more productive and decent employment, better working conditions and improved skills for informal workers and the working poor at scale	- # end-beneficiaries reached directly (through pilot interventions) and indirectly (through participating and partner projects) by the Systemic Change Initiative (SCI)	- 2000 estimated (Ghana)	In progress
Outcome 1: The ILO and the broader development community demand to use and actively apply systems approach as a means of creating productive decent work	- # projects influenced by SCI applying elements of a systems approach to address DW.	- 12 projects influenced by SCI – (Sida-Southern Africa, Sida-Ukraine, EU-Sierra Leone, USDOS-Afghanistan, Sida-Mali, BMZ-Senegal, Sida-Moztrhabala, ProAgro-Ethiopia, Laos, AICS-Mali; + in country intervention in Ghana and Lebanon)	In progress
	- Volume of funding catalysed (e.g. via support to project design) that uses an MSD approach for decent and productive employment	- USD 24,365,664 of MSD projects / components designed and funded with SCI support	In progress
Output 1.1: ILO, constituents and partner organisations have capacity in a systems approach	- # people reached through MSD clinics or trainings, broken down by ILO's technical teams, field projects, the other cross cutting themes of the Sida-ILO partnership and ILO constituents as well as with the broader development community	- 1021 total trained (15 broader development community, 10 ILO technical teams, 8 ILO field projects, 4 ILO constituents)	In progress
Output 1.2: ILO and development community aware and see value of application of a systems approach to decent work.	- # studies completed, disaggregated by cross-cutting nature	- 14 (4 Sector selection, 7 MSA, 3 RMA.)	In progress
	- # market systems analysis (full and/or summary versions) published	- 1 MSA published (Ukraine)	In progress
	- # studies that were used as the basis for intervention design and implementation	- 7 study used for intervention design (3 Southern Africa MSAs, 2 Moztrahabla MSAs, 1 Mali Sida RMA, 1 Opportunity Salone SL MSA)	In progress

Output 1.3: Lessons synthesised, shared and focused on topics with existing knowledge gaps	- # knowledge products, guidance or briefs produced	- 9 knowledge products developed (2 Guidance, 2 Knowledge products , 1 Blog, 2 Briefs)	In progress
	- # events/trainings/seminars where project materials are cited and used	- 6 event where product mentioned	In progress
	- # downloads of key knowledge products on the ILO website	- 3706 SCI publication views	In progress
Outcome 2 Local actors, including enterprises, adopt pilot intervention models to sustainably address decent work outcomes in specific sectors and value chains	- # decent work challenges (constraints) targeted by local actors, based on continued adoption of pilot interventions	- 3 decent work challenges targeted	In progress
	- Volume of funding mobilised towards addressing systemic constraints to decent work by local actors.	- $44,000 mobilised by local actors	In progress
Output 2.1: Pilot initiatives in MSD and productive employment designed	- # intervention designs shaped by project	- 26 intervention designs shaped	In progress
	- # different types of 'decent work deficits' being targeted by interventions	- 3 different DW deficits being targets	In progress
	- Percent of partner projects that are external to the ILO	- 56% of partner projects external	In progress
Output 2.2: Innovative pilot interventions are jointly implemented, measured and documented	- # pilot interventions being implemented	- 5 pilot interventions	In progress

ANNEX 5: GOOD PRACTICES

<table>
<tr>
<td colspan="2">
<p align="center">ILO Emerging Good Practice</p>

PROJECT TITLE: Sida-ILO Partnership Programme 2022-2025
PROJECT TC/SYMBOL: GLO/21/25/SWE

NAME OF EVALUATOR: PATRICK BREARD   **DATE: 12 FEBRUARY 2024**
THE FOLLOWING EMERGING GOOD PRACTICE HAS BEEN IDENTIFIED DURING THE COURSE OF THE EVALUATION. FURTHER TEXT CAN BE FOUND IN THE FULL EVALUATION REPORT.
</td>
</tr>
<tr>
<th>GP Element</th>
<th>Text</th>
</tr>
<tr>
<td>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</td>
<td>Rapid project initiation: Market Systems Assessments conducted by SCI staff at the start of new projects have contributed to mobilize constituents and stakeholders, specify the scope of the projects, and kick-off project implementation while the project manager and team were still being identified and recruited. This has accelerated the project cycle and provided the project staff once on board with substantive and practical information on the project and its stakeholders.</td>
</tr>
<tr>
<td>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</td>
<td>This good practice relies on staffing capacities at HQ or at regional level available to conduct a market assessment or similar research.</td>
</tr>
<tr>
<td>Establish a clear cause-effect relationship</td>
<td>The presence of staff to kick-off the project enables rapid project initiation.</td>
</tr>
<tr>
<td>Indicate measurable impact and targeted beneficiaries</td>
<td>The approach lowers the risk of facing insufficient time to complete the project. Time required to recruit project teams can go up to 6 months.
Beneficiaries are the ILO project team, and project beneficiaries (constituents, vulnerable groups).</td>
</tr>
<tr>
<td>Potential for replication and by whom</td>
<td>High. The approach can be replicated in future projects as long as staffing capacities are available.</td>
</tr>
<tr>
<td>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)</td>
<td>NA</td>
</tr>
<tr>
<td>Other documents or relevant comments</td>
<td>NA</td>
</tr>
</table>

ILO Emerging Good Practice

PROJECT TITLE: Sida-ILO Partnership Programme 2022-2025
PROJECT TC/SYMBOL: GLO/21/25/SWE

NAME OF EVALUATOR: PATRICK BREARD   **DATE:** 12 FEBRUARY 2024

THE FOLLOWING EMERGING GOOD PRACTICE HAS BEEN IDENTIFIED DURING THE COURSE OF THE EVALUATION. FURTHER TEXT CAN BE FOUND IN THE FULL EVALUATION REPORT.

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	**Looking forward to support conflict resolution**: STED (Skills for Trade and Economic Diversification) is a sector-based approach to identifying and anticipating the strategic skills needs of internationally tradable sectors. The methodology is a foresight type of exercise that helps participants to think about the future, not today's challenges, and then about how everything works together. It helps find skills for the community and other vulnerable groups. For example, it can bind local populations and refugees into a joint visioning and solution design workshop that can contribute to mitigate the risks of tensions.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability.	Knowledge about implementing STED.
Establish a clear cause-effect relationship	The methodology implies a forward looking and solution driven approach.
Indicate measurable impact and targeted beneficiaries	Level of satisfaction of STED participants.
Potential for replication and by whom	High. STED is a methodology owned by the ILO with
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	NA
Other documents or relevant comments	

ANNEX 6: LESSONS LEARNED

PROJECT DC/SYMBOL: GLO/21/25/SWE

Name of Evaluator: Patrick Breard

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

LESSON LEARNED ELEMENT	Refining project scope during execution or pivoting interventions
Brief description of lessons learned (link to specific action or task)	Market Systems Development (MSD) projects require flexibility in their design phase, facing challenges with donors who demand rigid logframes and specific indicators for activities, making it difficult to predict interventions at the outset. Some donors, like Sida and the Norwegians, show flexibility towards MSD's dynamic needs, highlighting the importance of broadening donor understanding across all countries to accommodate the inherent variability and need for adaptability in MSD project. The next phase of these programmes should emphasize educating donors at both the headquarters and field levels about the MSD approach, which focuses on creating private sector jobs and value chains through adaptive management, despite the complexities of meeting donor demands for fixed beneficiaries, activities, and indicators. The ILO could also consider exploring the procedural implications of designing programmes/projects without targets in case their formation results from a MSA or equivalent assessment at inception stage (e.g. conditions to establish and promote a phased approach or to pivot interventions).
Context and any related preconditions	Project design phase.
Targeted users / Beneficiaries	ILO Staff (technical teams, Bureaus, PARDEV), Donors.
Challenges /negative lessons - Causal factors	On the one side, the need for anticipation and results-based management requires from the outset solid logframes with clear indicators, targets, and expected outcomes. On the other side, the approach implemented by MSD and broader trend towards innovation in the UN calls for long project inception and scoping phases, pivoting interventions, and adaptive management.
Success / Positive Issues - Causal factors	Willingness of donors to accommodate objectives with unclear targets.
ILO Administrative Issues (staff, resources, design, implementation)	Project design and implementation.

PROJECT DC/SYMBOL: GLO/21/25/SWE

Name of Evaluator: Patrick Breard

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

LESSON LEARNED ELEMENT	Real-time evaluation
Brief description of lessons learned (link to specific action or task)	The programme implemented a series of real-time evaluations which intended to assess specific operational choices aimed at supporting cohesive efforts across technical intervention areas during phase 1 and that could be scaled-up in phase 2; to identify critical problems and provide solutions to make key changes at an intermediate point in programming; to identify emerging lessons learned and good practices as the programme is being implemented; to facilitate improved communication and understanding between HQ and the field; to review financial delivery versus spending targets. In practice, fewer real-time evaluation rounds were conducted due to a reported slow progress of the programme and to an evaluation fatigue of informants. Real-time evaluation recommendations had also limited effects as not being prescriptive. Furthermore, programme staff had a need for (committing) additional monitoring capacity to the programme rather than evaluative capacity. Altogether, this indicates that a range of conditions need to be present for real-time evaluations to be enabled and serve as intended.
Context and any related preconditions	Project design phase.
Targeted users / Beneficiaries	ILO Staff (technical teams, EVAL).
Challenges /negative lessons - Causal factors	The formulation of logframes without targets and lack of monitoring capacity challenges a real-time evaluation process.
Success / Positive Issues - Causal factors	Solid and effective on-going implementation of a Comprehensive Monitoring and Evaluation System. Robust project logframe.
ILO Administrative Issues (staff, resources, design, implementation)	Project design and implementation.

ILO EVALUATION OFFICE

Midterm independent evaluation of the Sida-ILO Partnership Programme, 2022 – 23

(Stage 2)

Terms of Reference

October 2023

1. KEY FACTS

Title of project being evaluated	Sida-ILO Partnership Programme, 2022 – 23 (Phase 1)
Project DC Code	GLO/21/25/SWE
Type of evaluation (e.g., independent, internal)	Independent
Timing of evaluation (e.g., midterm, final)	Mid-term
Donor	Sweden/Sida
Administrative Unit in the ILO responsible for administrating the project	GEDI, GREEN JOBS, SME, DEVINVEST
P&B outcome (s) under evaluation	Outcome 3; Outcome 4; Outcome 6
SDG(s) under evaluation	SDG 1, SDG 5, SDG 8, SDG 13, and SDG 16
Start and end date of phase 1	1 February 2022- 31 March 2024
Timeframe of the real-time Evaluation Phase 1	May – July 2023
Timeframe of the mid-term evaluation	November 2023 – January 2023
Budget of the intervention	USD 6,681,056

2. Background information of the Sida-ILO Partnership Programme, 2022-23

The Sida-ILO Partnership programme contributes to ILO's 2019 Centenary Declaration for the Future of Work and the 2021 Global Call to Action for a human-centred recovery from the COVID- 19 crisis that is *inclusive, sustainable, and resilient*. The programme also contributes to its related ILO Programme and Budget (P&B) priorities, and to the Sustainable Development Goals (SDGs), notably SDG 1, SDG 5, SDG 8, SDG 13, and SDG 16.

The programme has been developed with the aim of contributing both to Sweden's global development cooperation in sustainable economic development, under its overarching objective *"to create preconditions for better living conditions for people living in poverty and under oppression"* and the specific strategy goal to contribute to *"improved conditions for productive employment and decent work"*.

The Partnership programme is composed of two phases: phase 1 (February 2022 – March 2024) and Phase 2 (April 2024 – December 2025). The **programme's approach for phase 1** presents four key strategic cross-cutting areas of ILO's work, as summarized below, and depicted in diagram 1.

1. Gender Equality and non-Discrimination (GEnD)
2. Just Transition and Environmental Sustainability (JTES)
3. Conflict Perspective and Humanitarian, Peace, and Development Nexus (HPDN)
4. Market Systems Development (MSD)

Work in all **four programme components** aims at producing pertinent global normative policy developments and global products serving many of the ILO's policy outcomes and country priorities. They are tailor-made to specifically cater to countries characterised by poverty, the informal economy in these countries (ILO Recommendation No. 204) crisis (man-made and

natural) as well as conflict-affected states (ILO Recommendation No. 205). Each of them applies integrated policy responses, including referencing one another, and building on lessons learned from evaluations, while being concrete in terms of anticipated changes at country-level and at global policy-level. Importantly, they are designed to fully integrate technical priorities such as:

i.   Creation of productive and decent employment
ii.   Decent working conditions and rights at work
iii. Social dialogue, including sound industrial relations in line with the objectives of the global deal
iv.   Social protection
v.   Skills and life-long learning to account for an integrated approach to decent work

Diagram 1. An overview of the Sida-ILO Partnership Programme

Sida-ILO partnership 2022–25

The social, economic and natural environment for women and men at all ages to access decent work opportunities that are inclusive, sustainable and resilient is strengthened as a route out of poverty promoting peace and social justice.

1. Gender equality and non-discrimination
i.) Global component
ii.) Operational component

2. Just Transition and Environmental Sustainability
i.) Global component
ii.) Operational component

3. Conflict Perspective and HDP Nexus
i.) Global component
ii.) Operational component

4. Market Systems Development
i.) Coordination of support facility
ii.) Operational component (jointly with others)

Innovative monitoring and evaluation for adaptive management and learning

Common for all four components of work is that they consider the realities of workers both from the formal and informal sectors and tailor approaches as required; women, youth, migrant workers, refugees, and internally displaced people through country-level applications in Official Development Assistance (ODA) eligible countries, where either poverty, conflict and/or crisis and disasters are part of the daily realities.

The planned interventions for the period 2022 – 23 are connected to the ILO's Country Programme Outcomes (CPOs) and Global Products to track and measure the contribution of Swedish supported action under the Global Programme to ILO's Programme and Budget 2022 – 23, notably outcomes 3, 4 and 6. **Results are expected to be captured in these technical areas and at more strategic policy levels.**

2.1 MANAGEMENT ARRANGEMENTS

The four components covered by the Global Programme are set-up as four sub-programmes at the global level under the umbrella of the Partnership Global Programme. The sub-programmes are led by assigned Programme Leads of dedicated anchor units, as follows:

Programme component	Anchor branch / unit
Gender Equality and non-Discrimination (GEnD)	Gender, Equality, Diversity, and Inclusion Branch (GEDI)

Just Transition and Environmental Sustainability (JTES)	Green Jobs Programme
Conflict Perspective and Humanitarian, Peace, and Development Nexus (HPDN)	AP/CRISIS
Market Systems Development (MSD)	SME Branch

A flat structure has been put in place to manage the Global Programme composed of ILO staff from the anchor units aforementioned. This structure aims at safeguarding the technical coherence and integration of the programme activities, and adaptive management based on progress monitoring. To secure the coherence of the overall Global Programme, the group of "Programme Leads" is expected to meet on a regular basis to take stock of delivery and performance.

The "Programme Leads" for each of the components under the Global Programme are responsible also for field-level integration of technical priorities as per Sida's Guiding Principles, and for the consultations with constituents.

2.2 MONITORING AND EVALUATION

The programme has been designed with innovative evaluation methods cutting across the four intervention areas to support adaptive management and the generation and sharing of real-time knowledge for enhanced organisational learning on potentially innovative approaches.

A robust monitoring framework was required to underpin the adaptive management practice and course corrections as required. The innovation in evaluation to be applied in support of adaptive management was designed to take the form of multiple cycles of evaluative activities:

- Real-time evaluation missions throughout programme implementation which in turn will feed into a mid-term evaluation report and end of programme evaluation (6 RTE missions in total were planned[1]).
- The mid-term evaluation report will provide timely and comprehensive feedback at the end of programme phase 1 for management decisions and strategic planning of phase 2.
- The end of programme evaluation will look at preliminary results at programme and strategic levels, at the end of phase 2.
- An impact / ex-post evaluation, taking place after the programme activities are ended. Other non- Sida-funded interventions supporting ILO results and relevant interventions funded from past Sida partnerships – could be associated with this assessment too[2].

2.3 CONCLUSIONS AND RECOMMENDATIONS FROM STAGE 1 OF THE REAL-TIME EVALUATION

Stage 1 of the real-time evaluation found that the implementation of the Sida-ILO Partnership Programme was progressing slowly but adequately. A few areas may deserve some attention to facilitate interventions in the short term or to prepare the second phase. The midterm evaluation will review the results from the real-time evaluation (including its findings, conclusions and

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[1] The original concept note expected phase 1 of the programme to include 1 RTE inception mission and 2 real- time evaluations with 3 country-level data collection campaigns each. Delays in programme implementation have led to organise 1 inception mission and 1 RTE mission with 1 country-level data collection campaign. See also section 3.1.

[2] A precondition for this to happen will be the establishment of a multi-donor evaluation trust fund account in which evaluation budget resources can be stored to finance ex-post evaluations covering activities of projects that

have been completed.

recommendations) and will determine the extent to which they remain relevant to the current exercise (for instance, if progress has been made in addressing the recommendations, etc.).

1. Programme coordination was adequately ensured by a "horizontal structure". However, **the lack of a senior management staff or CTA to lead the programme may reduce the ability to consolidate and promote achievements as well as the willingness to apply common processes or seek synergies between components**.

2. **Programme level monitoring and reporting confronts the risk of being left to the annual narrative and financial reports to Sida, reducing opportunities for an early identification of successes that could be leveraged to promote the programme** (e.g. "results stories") **or for adaptive management**. The monitoring tools designed by the CMES are not applied. The use of the CMES tools is challenged by the lack of monitoring capacities in the components and/or reliance on other tools. The RTE continues to be seen as a substitute of the management responsibility of conducting regular monitoring.

3. Furthermore, components are collaborating both at HQ and in countries but **the extent to which successes and lessons learned are analysed to reflect more broadly on patterns across these complementarities, with a view to systematize, strategize and scale joint interventions, is unclear.** The RTE also noted a call from several staff engaged either on HQ or in-country interventions to indicate as soon as possible the level of resources that will be available for activities under the second phase of the programme. There might be room also to leverage the global partnership programme to explore more systematically synergies with nationally funded Sida's projects in cooperation countries.

4. The RTE found the centralized administrative and financial management of the programme being most often smoothly and efficiently implemented. However, on rare occasions, a call for decentralisation of the country envelop was placed. **In countries also where this is a high demand for programme interventions, the workplan might be too heavy for a national officer to handle without some local administrative support. In addition, the extent to which there is awareness of and support to the programme by the ILO's country office directors is not always well known at HQ**.

5. To mainstream their modalities or approaches, some **components have allocated most programme resources to other technical departments or countries**, leveraging expertise where it stands, strengthening shared ownership, and gaining access to enlarged networks. However, **the extent to which this model is helping to strengthen the core capacities of these components and will yield sustainable outcomes is unclear.** Furthermore, the ILO's restructuring may have created the need for some components of an adjustment of the programme.

The RTE – stage 1 pointed at the following recommendations:

Recommendation 1
Programme leads should consider consolidating and discussing progress and next steps at mid-year (e.g. October) or at the latest after the next RTE report (i.e. November). This exercise should be informed by the programme's regular monitoring (as per the CMES), so as to be based on

facts and data. The meeting could take the form of a brief after-action review workshop. It should serve to convey "results stories" compiled by the components and to be used to promote the programme. This review should also be an opportunity to test the robustness of the components' logframe and indicators and devise eventually some adjustments. Furthermore, it should bring participants to start reflecting on the second phase of the programme and on the interventions that will be scaled or for which an exit plan may have to be prepared, and the criteria or procedure for taking these decisions.

Responsible entity(ies): Programme leads of the four components Timeframe: Immediate

Priority: High

Resource implication: Medium

Recommendation 2

Programme leads should assess if the conditions of implementation of the programme in countries are aligned with the objectives and level of effort required for their achievement or if some adjustments would facilitate execution. In particular, MSD and GEDI should consider inviting in a meeting key staff involved in the implementation of the joint intervention in Moldova to discuss achievements, opportunities and possible next steps. Furthermore, MSD and JTES could share and present their joint workplan in Ghana with the management of the country office.

Responsible entity(ies): Programme leads of the four components Timeframe: Immediate

Priority: High

Resource implication: Low

Recommendation 3

Programme leads, and more particularly HDPN and GEDI, should consider for the next phase of the programme to leverage Sida's support for mobilising additional resources and strengthening internal staffing capacities.

Responsible entity(ies): Programme leads of the four components

Timeframe: Medium

Priority: High

Resource implication: High

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3. Purpose, scope, and clients of the independent mid-term evaluation

3.1 PURPOSE OF THE EVALUATION

As part of the Programme rationale, evaluations that can feed into adaptive management are being carried out. This approach includes real-time participatory evaluation (RTE) missions. The RTEs aim at bringing in a real-time external and independent perspective, analytical capacity and knowledge at key points of the programme implementation. While to a degree these tasks can also be performed as part of monitoring for course correction by personnel at headquarters or in the field they may be too burdened by the day-to-day management of the response to have time for reflection. Risk bias in any self-assessment led by the programme can also be mitigated by the independent nature of this experimental

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RTE.

The RTE process of phase 1 of the Programme (2022 – 2023) was structured around 4 steps, namely:

- Step 1: A scoping phase with preliminary data collection, presented in the form of an inception report (satisfied).
- Step 2: One real-time evaluation mission undertaken in May – July 2023 (satisfied). This stage of the RTE envisioned conducting national-level data collection campaigns in 3 countries. This was reduced to 1 country considering the pace of progress in programme implementation.
- Step 3: One real-time evaluation mission to take place in October – November 2023 (cancelled). To reduce pressure and fatigue, the second RTE was cancelled. Instead, EVAL will conduct a separate evaluation exercise as one that will, over the course from October 2023-January 2024, unfold in a slow and steady way to collect real-time data that will culminate in the mid-term independent evaluation report. Therefore, the mid-term independent evaluation report that was originally due March 2024 will be produced by January 2024.
- Step 4: A mid-term evaluation to be undertaken in October 2023 – January 2024.

A final independent evaluation report will be produced by the end of the programme's second phase (December 2025). An ex-post evaluation is envisaged as well, the timing of which still has to be agreed upon with the donor.

This document constitutes the TOR for step 4 of the real-time evaluation process. Overall, the main purposes of the mid-term evaluation are:

a. **REAL-TIME LEARNING**:

- To continue assessing specific operational choices aimed at supporting cohesive efforts across technical intervention areas during phase 1 and that could be scaled- up in phase 2.

- To identify critical problems and provide solutions to make key changes at an intermediate point in programming.

- To identify emerging lessons learned and good practices as the programme is being implemented.

- To facilitate improved communication and understanding between HQ and the field.

- To review financial delivery versus spending targets.

b. **ACCOUNTABILITY AND CONTRIBUTION TOWARDS RESULTS**:

- To provide an account of early results related to programme design and implementation in relation to the programme's and component's results framework and theory of change to different stakeholders, including the constituents, donors, implementing partners and beneficiaries.

c. **ENHANCED EVALUABILITY:**

- To identify key evaluation questions and related data collection needs that will need to be implemented by the Programme during phase 2 to enhance the evaluability of higher-order of effectiveness. This will allow for enough time and resource

investment to ensure the fruitful undertaking of the end of programme evaluation and further down the line the ex-post evaluation.

The mid-term evaluation will rely on monitoring and reporting information and direct observations to validate the state of affairs.

3.2 EVALUATION SCOPE OF THE MID-TERM EVALUATION

The mid-term evaluation will cover all interventions of Phase 1 of the Sida-ILO Partnership Programme from the onset of the intervention to date (2022 – 2023), with particular attention to the countries where joint work from various components was planned, as summarized below:

Table 1. In-country synergies of the SIPP components, 2022 – 23

Programme Components 2022-23	Countries		
	Colombia	Ghana	Moldova
Gender Equality and non-Discrimination (GEnD)	✓		✓
Just Transition and Environmental Sustainability (JTES)	✓	✓	
Conflict Perspective & Humanitarian, Peace, and Development Nexus (HPDN)	✓		
Market Systems Development (MSD)		✓	✓

3.3 CLIENTS OF THE MID-TERM EVALUATION

The audience of the mid-term evaluation are the ILO Staff, the donor, targeted constituents (including direct beneficiaries), implementing partners and the ILO Constituents in general. The primary intended users of the mid-term evaluation are programme management, related technical and resource mobilization units and decentralized offices. The mid-term evaluation report will be a public document.

4. EVALUATION CRITERIA AND QUESTIONS

The following highly focused areas of inquiry will be part of the mid-term evaluation:

- Programme action: relevance, coherence, inclusiveness, and timeliness of interventions[3]
- Programme results: Contributions to expected result, as per the TOCs and focussed by technical intervention areas.

The evaluation will follow the OECD/DAC evaluation criteria of relevance, coherence, effectiveness, efficiency, and sustainability.

4.1 KEY EVALUATION QUESTIONS

The key evaluation questions are included below. These questions were discussed with the "Programme Leads" and refined during the RTE inception phase. The inception report (Annex 3) unpacked these questions into an evaluation framework with suggested measures and evaluation methods. The

evaluation matrix also proposed to address the evaluation questions

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[3] Using the revised results frameworks produced by EVAL. Such frameworks will also serve as basis for monitoring of country-level implementation and reporting on results.

according to their appropriateness to the above objectives, i.e. either systematically applied throughout the RTE or at specific assessment points. For the mid-term evaluation, all questions will be addressed.

CRITERIA	KEY QUESTIONS
RELEVANCE	1. Is the programme interventions feeding into global normative processes and development of global products? 2. Is the programme addressing the specific needs of vulnerable men and women in both the formal and informal sectors; women, youth, migrant workers, refugees, IDPs (end- beneficiaries)? To what extent are these target groups consulted in design and implementation of programme initiatives? 3. Is the programme meeting the needs of targeted tripartite constituents and national development plans in cases where the programme is conducting or piloting work at the country level? To what extent are constituents involved in the design and implementation of the programme initiatives? 4. How are the needs of targeted groups (constituents and end-beneficiaries) changing? What, if any, changes need to be made to the programme to make it more appropriate and relevant?
COHERENCE	5. To what extent do interventions continue to be fit for purpose to meet the objectives of the global normative change and products and CPOs, and to contribute to the ILO's Programme and Budget for 2022 – 23? Is this reflected in the existing TOCs? 6. To what extent are initiatives complementing and creating synergies to achieve the objectives of the P&B for Outcomes 3, 4, and 6? 7. To what extent are interventions contributing to a coherent implementation to support the achievement of the programme overarching objectives? 8. To what extent are initiatives consistent with and do promote the relevant international norms and standards to which the ILO adheres, and ILO's cross-cutting issues?
EFFICIENCY	9. In what ways are components using resources efficiently (funds, human resources, time, etc.)? Could implementation be done more efficiently? To what extent are synergies contributing to cost-efficiency? 10. To what extent are management capacities and arrangements and coordination supporting the achievements of results? 11. To what extent are interventions in the targeted countries acting as a catalyst and supporting ILO's influence in the country and/or leverage additional resources?

EFFECTIVENESS	12. Are interventions broadly on course to achieve their planned outputs and outcomes?
	13. Which activities are the most effective and why? Which intervention approaches are the most appropriate and why? Which groups are benefitting most from the programme, how and why?
	14. Which activities are the least effective and why? Which are least appropriate and why? What are the biggest obstacles to the achievement of the purpose of the programme objectives? What, if any, changes could be made to the programme to make it more effective? How has the programme work been allocated geographically? What, if any, changes need to be made to the programme to improve its (geographic and socio- demographic) coverage?
	15. How well is the programme contributing to promote the ILO's international norms and standards, social dialogue, and key ILO cross-cutting issues?

SUSTAINABILITY	16. To what extent is the ILO programme coordinating with the efforts of the tripartite constituents and beneficiaries for enhanced sustainability of results?
	17. What types of longer-term development issues are likely to be most affected by the programme and how?
	18. What, if any, changes could be made the programme of short-term assistance a better fit with longer-term needs? What project activities would have room for scaling, e.g. by transforming global products into interventions, or by replicating interventions to other regions or for other beneficiaries?
	19. Is the intervention having /likely to have any environmental impact (positive or negative)?
	20. To what extent is the ILO programme initiatives and activities aligned with broader development programmes, within the UN-system and beyond?
LESSONS LEARNED AND GOOD PRACTICES	21. What examples of innovative good practice can be seen in the programme?
	22. What general lessons can be drawn from the current phase in preparation for phase 2?

5. METHODOLOGY

The methodology will be based upon the ILO's evaluation policy and procedures, which adhere to international standards and best practices, articulated in the OECD/DAC Principles and the United Nations Evaluation Group (UNEG) Norms and Standards[4] and ethical guidelines. [5]

The evaluation will collect and analyse data from a range of sources to deepen understanding and triangulate the assessment. EVAL proposes an **objectives-oriented evaluation, through the Theory of Change evaluation approach**, which determines whether an initiative has achieved the intended outcomes based on a relevant and coherent approach and using effective and efficient ways to achieve or contribute to changes that can be sustained.

The evaluation will also apply a transformative approach too. The mid-term evaluation will be guided by **utilization-focused evaluation principles** to ensure that the necessary information is available to primary intended users to inform their decision-making in a timely manner.

Contribution analysis will be applied to unpack the contribution the interventions are making (or trying to make) to observed results. In addition, a non-experimental design will be followed by the evaluation with pre-post data measurement and causality analysis to yield evidence on improvements of the programme participants over time. **This will imply for the mid-term evaluation to ensure that all logframe indicators have a proper baseline (which is not yet the case).**

A mixed-method approach will be used to collect data to allow for triangulation and validation of data collected from various sources using different methods, and enhance the credibility of findings, conclusions, and recommendations. Both qualitative and quantitative data will be gathered from primary and secondary sources which can include, but not be limited[6] to:

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[4] United Nations Evaluation Group (UNEG), 2016.

[5] UNEG, 2020.

[6] Surveys: The evaluation will carry out periodic surveys based on the evaluation framework to be completed by programme stakeholders, whenever feasible. Surveys will target (i) users of global products for the MTE and

(ii) national partners and constituents contributing to or supported by the project (and who can be reached by email, i.e. this might exclude Ghana) for the RTE2 and MTE. Contact names and email addresses of target

- **Desk review**: Study of secondary resources as per the programme management process and components' logframe in order to validate achievements, including documents/data related to planning, implementation and results achievement, progress reports, meeting minutes (including minutes from the bi-monthly meetings), financial data, constituents/beneficiaries/users feedback (e.g. workshop survey results, users' feedback on knowledge products), programme strategic documents (e.g. ILO Conventions, norms and standards, P&B, Global Call to Action), global products, and organizational administrative data sets.

- **Interviews and focus groups**: Interviews will be conducted with ILO staff, partners, and constituents. The canvas for semi-structured interviews will be tailored to ensure specific relevancy to the selected stakeholders. Focus groups will be used to conduct after action reviews. Consultations will be conducted by the international consultant (HQ level and contribution to data collection in project countries) and national consultants (country level). Interviews might be recorded (after permission from informants), and transcribed into written notes with an AI application (Otter). Consultations will remain confidential. The notes produced by the evaluation will only be shared with EVAL.

- **Oral stories and direct observation:** The evaluation will compile oral histories (targeting trend change analysis), and carry out direct observations (targeting achievements).

6.1.1 THE MID-TERM EVALUATION WILL APPLY THE VARIOUS SET OF APPROACHES AND METHODS DESCRIBED ABOVE GRADUALLY AND SEQUENTIALLY, AS THE PROGRAMME OUTPUTS AND RESULTS ACHIEVE THE REQUIRED MATURITY TO ENSURE THE EVALUABILITY OF SPECIFIC AREAS OF INQUIRY INCLUDED IN THE LIST OF EVALUATION QUESTIONS.

Onsite data collection is foreseen in the countries where joint work by components is carried out as part of the Sida-ILO Partnership programme (Ghana, Moldova and Colombia) if health regulations permit at the time, and evaluability is ensured based on the progress made by the programme in implementing activities. Involving constituents and beneficiaries is expected as part of the data collection process.

At the RTE inception stage, the evaluation identified the following potential risks, constraints or limitations and possible mitigation steps:

- **Delays in programme implementation**: Depending on the speed of implementation of the programme, some of the evaluation questions may confront a lack of evaluative evidence and data gaps at any given assessment point.
  Mitigation: Report evaluation shortcomings or constraints to programme management as one of the RTE findings.

- **LIMITED AVAILABILITY OF INFORMANTS.**
  Interviews (individual and focus groups) are a key instrument for this evaluation. Some country staff may not be readily available.
  Mitigation: Support will be requested to the "Programme Leads" for securing interviews.

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recipients will be provided by the projects teams. The survey questionnaire will be in English, Spanish, and Russian. Questionnaires will allow for cross-tabulations per country, cross-cutting area, type of constituent, gender, and vulnerable group.

6. Work plan and key deliverables of the mid-term evaluation

6.1 WORK PLAN OF THE EVALUATION

The total duration of mid-term evaluation will be from October 2023 to January 2024. The total expected level of effort is 25 working days for the team lead. Specific requirements for national consultants are specific in separate TORs. Data recording and analyses will be conducted simultaneously to ensure key evaluation findings and recommendations are provided to the programme in a timely manner.

Overall, missions will take place over a brief period of time. The ILO programme component leads will meet with the evaluator to discuss emerging findings to ensure their credibility (after-action reviews) and allow real-time feedback that can be actioned immediately. Key findings and recommendations briefs will be prepared at the end of each mission, as detailed below.

6.2 KEY DELIVERABLES

The mid-term evaluation is expected to yield the following verbal and written outputs:

a. Oral briefings and briefing presentation (also referred to as after-action reviews).
b. Key findings brief, including action-oriented recommendations.
c. Brief with lessons learned across many interventions.
d. Participation in follow-up seminars and workshops.

7. MANAGEMENT ARRANGEMENTS AND WORK PLAN (INCLUDING TIMEFRAME)

The ILO Evaluation Office will be responsible for the overall oversight of the evaluation. EVAL will recruit the evaluation expert(s) ensuring no prior links to the initiatives under review.

ILO staff working on initiatives within the Sida-ILO Partnership Programme at headquarters and decentralized offices will be consulted throughout the process and will be expected to provide the evaluator(s) with key documentation. They will be also expected to participate and contribute to the deliverables listed in section 6 of the TORs. Decentralized offices will also provide administrative and logistical support in undertaking evaluation field work as needed.

The evaluation expert (lead evaluator) will be responsible for conducting the mid-term evaluation and shall:

- review project background materials (desk-review);
- review/refine the evaluation questions and identify sub-questions. Refine the methodology accordingly;
- design semi-structured interview guides and the reporting template of the national consultant;
- manage the consultation process (for HQ, Moldova and Ghana), conducting online interviews, FGD, and administering surveys, as needed;
- coordinate the field consultation process in Colombia, as needed;
- prepare and lead the presentation of the key deliverables identified in section 6.2 of the TORs.

Given the nature of the intervention, the lead evaluator is expected to gather onsite data in the selected countries where joint work from various components will be carried out. A national consultant will be hired to support the data collection process in Colombia, Ghana and Moldova.

The **evaluation schedule** follows:

- EVAL to request progress monitoring and reporting data to programme (by mid-October 2023)
- Preparation of data collection process, and conduct of interviews (Nov - Dec. 2023)
- Analysis and finding briefs and recommendations (January 2024)
- Submission of final report (end of January 2024)

8. PROFILE OF THE EVALUATION EXPERT(S)

Lead evaluator:
- Adequate contextual knowledge of the UN.
- At least 8 years of experience in conducting evaluations of policies, programmes and projects and proven experience in conducting real-time evaluations of complex interventions, notably in development cooperation settings.
- Adequate Technical Specialization: prior knowledge of the ILO's roles and activities, and prior experience, solid expertise and demonstrated knowledge of gender equality, support the socio-economic integration of vulnerable groups in conflict and fragile situations, market systems development, and environmentally sustainable economies.
- Expertise in qualitative and quantitative evaluation methods and an understanding of issues related to validity and reliability.
- Highly skilled to deliver within short timeframes.
- Demonstrated written and oral communication skills in English, French and Spanish. Knowledge of Romanian is an asset.

National consultants:

- Adequate contextual knowledge of the UN.
- Proven experience in conducting data collection, including interviews and focus group discussions. Experience in evaluation data collection in Colombia, Ghana and Moldova is an asset.
- Prior knowledge of the ILO's roles and activities. Demonstrated knowledge of SME promotion and related work, peace and development, gender equality, and environmentally sustainable economies would be an advantage.
- Expertise in qualitative and quantitative evaluation methods and an understanding of issues related to validity and reliability.
- Highly skilled to deliver within short timeframes.
- Demonstrated written and oral communication skills in English, Russian and Spanish.

9. LEGAL AND ETHICAL MATTERS

The evaluation will comply with UN Norms and Standards. The evaluator will abide by the EVAL's Code of Conduct for carrying out the evaluations [7.] The consultant should not have any links to

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[7] ILO Code of Conduct: Agreement for Evaluators [Microsoft Word - Evaluators_code%20of%20conduct_Final_EVAL_7.11.18.doc (ilo.org)](#)

project management, or any other conflict of interest that would interfere with the independence of the evaluation. All intellectual property rights arising from the execution of this mandate are attributed to the ILO. The contents of the written documents obtained and used in connection with this assignment may not be disclosed to third parties without the prior written consent of the ILO or the relevant stakeholders.