



Project Title	“Promotion of Decent Work Opportunities for the Economic Empowerment of Vulnerable Segments of Society” in Pakistan	
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¹ <https://www.ilo.org/DevelopmentCooperationDashboard/#ag2yvhz>

This evaluation has been conducted according to ILO’s evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Office.

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Niaz Murtaza, Ph.D.- Evaluation Team Leader

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ACRONYMS

AICS	Italian Agency for Development Cooperation
BESSI	Balochistan Employees' Social Security Institutions
BISP	Benazir Income Support Program
BKOAP	Brick Kiln Owners' Association of Pakistan
BLCC	Bunad Literacy Community Council
CNIC	Computerized National Identity Card
DoL	Department of Labour
DVC	District Vigilance Committee
DWCP	Decent Work Country Program 2016-2022
DWT	Decent Work Technical Support Team for South Asia, New Delhi
EFP	Employers' Federation of Pakistan
EHSAAS	"Compassion" - Social Protection Program launched March 2019
EOBI	Employees Old Age Benefit Institute
EPD	Environment Protection Department, Government of Punjab
ESSIs	Employees' Social Security Institutions
FCDO	Foreign, Commonwealth and Development Office
FGD	Focused Group Discussion
FPRW	Fundamental Principles and Rights at Work
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
GOALS	Governance of Labour Migration in South and South-East Asia
HH	Households
IEC	Information, education and communication
ILO	International Labour Organization
IMAC	Independent Monitoring Association for Child Labour
ISCOS	Istituto Sindacale per la Cooperazione allo Sviluppo
KIIs	Key Informant Interviews
KP	Khyber Pakhtunkhwa
KPESSI	Khyber Pakhtunkhwa Employees' Social Security Institution
MIS	Monitoring and Information System
MOPHRD	Ministry of Overseas Pakistanis and Human Resource Development
NADRA	National Database Authority for Registration
NSER	National Socio-Economic Registry
OWO	One-Window-Operation
P&D	Planning and Development Department, KP
PAC	Project Advisory Committee
PAK	Pakistan Administered Kashmir
PP&SPRU	Public Policy and Social Protection Reform Unit
PWF	Pakistan Workers' Federation
SDG	Sustainable Development Goals
SDU	Sustainable Development Unit, P&D Department
SP	Social Protection
SWD	Social Welfare Department
TORs	Terms of References
UN	United Nations
WWB	Workers Welfare Board
WWF	Workers' Welfare Fund

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EXECUTIVE SUMMARY

Project Context

Pakistan's employed labour force size is 64 million. While young people between the ages of 20–24 comprise the greatest proportion of its workforce, they also have the highest unemployment rate (11.56 per cent). Women's participation in labour doubled from 13.3 per cent in 1992 to 21.5 per cent in 2019; yet it remains far below the rate for men (67.8 per cent) and among the lowest in South Asia and globally. The informal sector is around 36 per cent of the economy. In Pakistan, 72 per cent of the labour is employed in the informal sector¹, with poor job security, wages and working conditions. Brick kiln workers are one of the most vulnerable groups in Pakistan who work in dangerous conditions, and have limited access to healthcare, education, safety and sanitation. Pakistan's expenditure on public social protection is among the lowest rates in Asia². Its social protection system is composed of three categories, i.e., Social insurance, Social assistance and Labour market programs. However, social protection coverage remains limited due to limited funding, capacity, coordination and cooperation among social protection service-providers. According to the estimates of the Pakistani Government³, there are approximately 2.2 million Pakistanis in Europe. Due to their undocumented status and low literacy, they are often unaware of their legal and employment rights. Additionally, their economic interests in Pakistan are usually not properly channelized and protected.

Project Overview, scope and geographical coverage

The International Labour Organization (ILO) project "Promotion of Decent Work Opportunities for the Economic Empowerment of Vulnerable Segments of Society" in Pakistan aimed to address these three sets of issues. The Project included three main components covering all parts of Pakistan and Northern Italy:

- ❖ Strengthening national capacities to **effectively eliminate exploitative labour practices** (child and bonded labour) with a particular focus on Brick Kiln Sector and partially from a business development perspective.
- ❖ Promoting coordinated **social protection system based on social protection floors** concept; and
- ❖ Engaging **Pakistani diaspora in Italy for jobs creation and entrepreneurship promotion** in Pakistan fostering a business-to-business environment (skills/capacity transfer) and exploring the benefits of reverse migration.

The project scope and geographical coverage were as follows:

Component-1: Child and bonded Labour interventions will be implemented in Sialkot District of Punjab Province – primarily because the prevalence of an existing Italian-funded Project in this city. Good practices from this project was aimed to be replicated to other sectors (e.g., mining or construction) in other Provinces i.e., Khyber Pakhtunkhwa (KP) and/or Baluchistan.

Component-2: Social Protection; Output-2.1 will be implemented in Peshawar and Nowshera Districts of KP Province; Output-2.2 will be implemented in Punjab and Baluchistan Provinces (districts to be identified in consultation with Provincial Governments as well as keeping in view the availability

¹ Labour Survey of 2018-19

²Project Proposal

³ Ministry of Overseas Pakistanis, Government of Pakistan, Year Book 2013-2014.

of social protection schemes and security considerations); Output-3 will be implemented in Karachi and Islamabad.

- Component-3: Pakistani Diaspora in Italy, will focus on the areas of concentration of Pakistanis in Italy – including the Piedmont Region, Italy

Evaluation Overview

The interim evaluation's specific objectives were:

- To assess the extent to which this project has achieved its planned objectives till July 2023 , and whether any positive and negative factors have contributed to achieving (or not achieving) the project activities in three components.
- To assess whether the project components implemented by the ILO have contributed to the achievement of Decent Work Country Program⁴ (DWCP 2016-2022) extended to 2022; CPOs (126, 129 and 131), ILO P&B 2020-2021 (Outcomes 7 and 8) and the Sustainable Development Goals (SDGs).
- To assess whether social dialogue and tripartism has played a key role in the achievements of the ILO components.
- To assess whether and how the COVID19 pandemic has affected the planned objectives and whether the project was able to make adjustments to remain relevant.
- To document lessons learnt, impact with results and possible good practices.

The evaluation integrated the following cross-cutting issues: gender equality, disability inclusion, non-discrimination concerns, environmental issues, COVID-19, norms and social dialogue, and medium and long-term effects of capacity building initiatives. The time scope of the independent interim evaluation (IIE) is January 2019- July 2023. The users of this report include ILO constituents and key stakeholders, ILO Islamabad, funding partner ILO Decent Work Technical Support Team (DWT) New Delhi, ILO Evaluation Office. The evaluation started on August 1 and is scheduled to end on October 31, 2023.

The evaluation team held technical meetings (in-person and online) with the concerned ILO Program staff to develop/finalize review questions and reviewed project documents. The evaluation included semi-structured key informant interviews with the following: Project leads Implementing partners, Government officials and other stakeholders. Focus Group Discussions (FGD) were conducted in September 2023 with beneficiaries in selected field locations covering beneficiaries from different districts, villages, gender and other key dimensions. Focused Group Discussions (FGDs) included open ended questions related to the key evaluation criteria and questions mentioned above. Two surveys were undertaken-one with brick kiln workers in Sialkot and one with migrant workers remotely in Italy (in Zoom). A total of 167 persons completed the Sialkot survey (132 men and 35 women). A total of 27 persons completed the online survey in Italy (10 men and 17 women).

⁴ This DWCP has extended to 2022: https://www.ilo.org/global/about-the-ilo/how-the-ilo-works/departments-and-offices/program/dwcp/WCMS_562091/lang--en/index.htm



Learning Center of BUNYAD for the children of Brick Workers . Source: Authors, September 2023



Enumerator Interviewing Brick Kiln Worker in Sialkot

The evaluation methodology used mixed methods and a theory-based approach and relied on triangulation of sources and methods to ensure the validity, quality and reliability of results. Data quality was given particular attention through regular feedback from the Evaluation Manager and Regional Evaluation Officer on methodology, criteria of questionnaires and challenges (limitations). The evaluators also took steps to ensure that the research study respects and protects the rights and welfare of the beneficiaries communities involved. Aim was that study is technically accurate and reliable, is conducted in a transparent, confidential and impartial manner, and contributes to organizational learning and accountability. The key challenges faced by the evaluation team were the long time gap between the completion of some project activities and the evaluation, because of which many of the project beneficiaries had dispersed, and the difficulty faced in getting sufficient time for interviewing some stakeholders. Active coordination with project staff and follow-up with respondents was done to reduce the impact of these issue.

Findings

Project Design Validity: The project started in January 2019 with a two-year initial time frame. However, a three-year timeline from the start would have been more realistic given the complex nature of the outputs and activities of the project. The challenges of brick kiln sectors and social security policies vary from one province to another while component 3 activities were mainly based in Italy and involved developing linkages between Pakistani and Italian stakeholders. Social dialogue among different stakeholders was rightly a key attribute of this project as the project aimed to bring together stakeholders who are normally not connected to each other with the purpose of fostering a dialogue among them. However, there were some missed opportunities in initiating dialogue of migrant workers with national key stakeholders, e.g., employers and government departments in Italy for furthering social protection of workers, with government agencies and business groups dealing with small business opportunities.

Relevance To Stakeholder Needs And Priorities: Component 1 of the project was highly relevant in terms of focusing on brick kiln workers who face poverty, child labour, insecurity, social and economic discrimination, lack of education, health and social security, lack of decent work conditions etc. The outputs and activities under component 2 were also relevant aiming to improve access of beneficiaries in social security institutions in KP and Kashmir. Component 3 was highly

relevant too, focused on Pakistani migrant workers in Italy, the project activities were aimed at the needs of the tripartite constituents, beneficiaries and recipients. All three component' outputs also aimed to support the goals outlined in DWCP Pakistan 2016-2020 extended to 2022; ILO P&B 2020-2021 (Outcomes 3, 7 and 8) and the relevant SDGs targeted.

Coherence: Overall, the linkages of the first two components with Component 3 were weak due to its location in Italy. However, coherence existed between Components 1 and 2 and between interventions within the same component. Activities under component 3 are linked with the ILO Governance of Labour Migration in South and South-East Asia (GOALS) project. It also collaborated extensively with ILO Clear Cotton and Child Labour projects in helping them with technical assistance in undertaking training in areas in which this project had expertise. The project activities under component 3 focused on Pakistani migrants in Italy are also linked closely with IOM's overall goals of assisting migrating from and to Pakistan. However, no strong linkages could be developed with GOALS or IOM work for this component. All three components developed links and collaboration with a wide range of highly relevant national and international actors.

Effectiveness of Interventions: The key enabling factors were the extensive advocacy done by civil society and media on the rights of the brick kiln workers in recent years; the extensive level of provincial devolution of key government functions since 2008; and the highly facilitative roles of key stakeholders. The key hindering external and internal factors were Covid-19, massive floods in Pakistan in 2022; migration patterns of brick kiln workers and monsoon season; overall law and order and security situation in KP and Balochistan, insufficient budget, economic and political turmoil in Pakistan. Despite these obstacles, the project was effective in reaching out to the brick workers. The effective mobilization strategy of implementing partners i.e., Bunyad Literacy Community Council (BLCC) and Pakistan Workers' Federation (PWF), and continuous dialogue with owners helped the project achieve its targets of imparting functional literacy and rights education. However, the team found that the project focused insufficiently on changing the social behaviors of brick kiln workers to meet project objectives. A significant outcome of PWF engagement with brick kiln workers was the formation of workers union in 2021 and facilitating them in creating linkages with various departments exposing them to different forums and meetings organized by other stakeholders. The project has achieved significant progress in introducing "Zig-zag technology" to reduce and address environmental footprint with better practices and promote health and safety and labour standards in the kilns. One key aspects of the project was the strengthening of District Vigilance Committee (DVCs) to effectively monitor the performance of government.

Under Component 2, the main outcome was developing the provincial-level KP Social Protection Policy 2022, which was a big milestone according to the Public Policy and Social Protection Reform Unit (PP&SPR Unit). The policy has been approved by the provincial cabinet on 05-12-2022 and notified on 03-01-2023. The PP&SPR unit is now working on developing a strategy and road map with the assistance of Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ) and FCDO. ILO is also providing technical support to Azad Kashmir in preparing a road map for Social Protection Policy. PP&SPRU staff sees the availability of funds to implement the policy as a major concern and they suggested that international funding partners must play a part in this regard. Under component 3, the strategies related to using Pakistani associations in Northern Italy worked very well. Pakistani associations enthusiastically supported project activities and were instrumental in arranging outreach for the project partners to tens of thousands of Pakistani migrants and their families. The choice of the Pakistan government Board of Investment for the purpose of facilitating investment by Pakistani

migrants did not work well, as the Board deals with large industrial projects (above \$ 1 million) while most of the Pakistani migrants, being unskilled and less literate, did not have such large amounts to invest.

Management Effectiveness and Resource Efficiency: The project team strength and capacity was insufficient. In addition, there was no dedicated Finance and Administration position under the project. A dedicated staff for data management and analysis was also missing. The lines of authority for the project staff were also incoherent as both of them reported directly to the Country Director. This project also did not have a dedicated Technical Officer in the ILO regional offices (New Delhi and Bangkok) given the wide range of technical activities covered by the project. A Project Advisory Committee (PAC) consisting of officials from relevant government bodies, the Italian Cooperation, Istituto Sindacale per la Cooperazione allo Sviluppo (ISCOS), Employers and Workers Organizations, partners, and others as required was formed. The steering committee played a key role in helping the project.

Potential Impact and Likelihood of Sustainability: Considering the wide range of activities and components and the major external challenges (i.e., COVID-19, floods etc.), the project has performed well and created impact in several key areas, e.g., in creating space for brick kiln workers to improve their awareness level to better understand and exercise their rights under component 1. The project design and implementation strategies concentrated comparatively less on gender aspects except in literacy centers where women's participation was regular and topics of literacy component included gender equality. The project has significantly strengthened the platforms of workers to raise their voices. PVF being a representative body of workers was able to raise the voice of brick kiln workers in the tripartite committees and other government structures. The formation of workers' unions (i.e., "Balochistan Bhatta Khisht Union and Awami Labour Union KP) has created space for other formal and informal sectors to form their unions. The project has also increased the motivation and skills of brick kiln owners to adopt " Zig-zag" technology. However, more work is needed to sensitize kiln owners to participate in the welfare of workers and ensure the registration of workers. The development of KP and Kashmir Social Protection Policy has the potential to strengthen the social protection system depending upon resources and autonomous status of the concerned units. The project created visible impact in the lives of Pakistani migrant workers in Italy too under component 3. The best results were shown in terms of enhancement of literacy and numeracy skills.

The strengthening of DVCs, the development of Social Protection Policy 2022, the formation of labour unions and their registrations with Department of Labour (DOL) are some aspects which will sustain after the end of the project period. However, all these interventions require more investment in capacity building and a clear exit strategy, which is missing for some activities. Under component three, Pakistani migrant associations have incorporated the informational packages produced by the project on legal and social protection issues and will continue to share them with migrants in the future. Similarly, community volunteers plan to continue the language classes for women and children.

Gender Equality: Gender equality was properly mainstreamed in only some of the different project components and the project lacks formally defined gender equality objectives, targets and indicators. Only project interventions like functional literacy, training on rights and accessing social security institutions contributed significantly to gender equality and women in both component 1 and 3 surveys often reported greater impact than men. As with gender issues, disability issues were not explicitly included in project design or implementation.

Environmental Issues: The project introduction of Zigzag technology helped to reduce the environmental carbon footprint of brick kiln plants. The technology not only reduces cost which mainly benefits owners but reduces carbon emissions and also helps improve working conditions and health of the workers. The use of online training for some activities under components 1 and 3 also cut travel-related carbon emissions.

Covid-19: Activities under component three were the ones most severely affected by Covid-19. Many of the migrant workers lost jobs due to the Covid-19 related economic contraction and the project activities related to information provision and language classes were affected by Covid-19. The project dealt with the Covid-19 impact by switching to an online mode for the information provision and language classes and providing information about social protection and security services available to them in Italy during Covid-19.

Recommendations

Project Design Validity

- 1) Ensure that the project length allows sufficient time (at least three years) to adequately deal with the complexities involved in creating impact with marginalized groups like brick kiln and migrants workers, the need for substantial awareness-raising, capacity-building and linkage development.
- 2) Identify and pick stakeholders carefully in light of the goals, activities and desired impact to ensure that all external stakeholders that have a significant influence in different project components are included in the social dialogue process to develop consensus and support for project aims.

Coherence

- 3) In designing the programme, ensure that it covers closely related vulnerable groups and activities for all key areas of vulnerability for which linkages and synergies can be ensured (e.g., brick kiln workers and the poor needing social protection)while excluding vulnerable groups and activities that are not related and do not easily provide scope for linkages and synergies.
- 4) In designing the programme, ensure that the project aims, target groups and activities can be easily linked with other ILO and United Nations (UN) programs and ensure the involvement of and linkages with the work of other UN programs and their available expertise.

Effectiveness of Interventions

- 5) Ensure attention to changing social behaviours that are currently enhancing the vulnerability of marginalized groups, e.g., the views of men on gender equality. Information about laws on women and sexual harassment must be provided to the communities.
- 6) Considering the complexity of the sector and the needs of workers, undertake long-term investment in multiple sectors (i.e., education, health, socio-economic development, vocational training and gender-based violence) to eliminate child labour and ensure decent work while also engaging other UN agencies, funding partners and provincial governments to invest in this sector.
- 7) Ensure adequate capacity-building of provincial and district government institutions considering that KP and Balochistan are struggling to develop systems even after the 18th amendment, particularly in the context of child and bonded labour. More engagement and capacity-building

support should be provided to the Department of Labour (DOL) particularly in KP and Balochistan to improve their monitoring capacity of child labour.

- 8) Focus on improving the education of children in brick kiln sectors with the coordination of different national stakeholders, social partners, including Non-Formal Education Authorities, UN agencies and other funding partners and civil society organizations while considering the issues related to migration and monsoon seasons that affect regular schooling for children.
- 9) Assist in enhancing the role of the Social Security Coordination Forum should be strengthened on issues of brick kiln workers like registration of workers, access to social security benefits, minimum wages and policy advocacy for increasing funds for social protection.
- 10) Keeping in view the small savings base of low-income migrant workers, include entities that can facilitate small-scale investment by workers in Pakistan; Develop a strong platform for linking migrant workers with private and public institutions in Pakistan as well as a dedicated online complaint mechanism and banking and NADRA facilities in Italy.

Management Effectiveness and Resource Efficiency

- 11) Ensure adequate human resources for complex programs with multiple activities and components, both for program management and program support issues like finance, administration, monitoring and data management and provide clear management lines with a designated Program Lead and clear support from designated technical staff in each component.

Potential Impact and Likelihood of Sustainability

- 12) Include a clear sustainability strategy in program design which builds in clear sustainability mechanism during and after the project implementation, such as capacity building of counterparts, and a clear exit strategy towards the end of the project such as smooth and efficient hand-over of activities to tripartite constituents and local counterparts.

Gender and Disability Inclusion

- 13) Include gender equality and disability inclusion objectives, targets and indicators as an integral part of the project design and continuously monitor progress on these aims as well as devise corrective actions to overcome gaps.

CHAPTER I: CONTEXT AND PROJECT DESCRIPTION

This chapter provides the context in which the evaluated project was implemented, its different components and other details and an overview of the purpose and scope of this evaluation.

1.1 CONTEXT

Pakistan's employed labour force size is 64 million.⁵ While young people between the ages of 20–24 comprise the greatest proportion of its workforce, they also have the highest unemployment rate (11.56 per cent). Women's participation in labour doubled from 13.3 per cent in 1992 to 21.5 per cent in 2019; yet it remains far below the rate for men (67.8 per cent)⁶ and is among the lowest in South Asia and globally. The informal sector is around 36 per cent of the economy. However, 72 per cent of the labour is employed in the informal sector⁷. Working conditions in the informal sector are generally poor, with poor job security, wages and working conditions. Of the total population of 189 million as estimated under Labour Force Survey 2014-15, 13.11% are children aged between 10-14 years (24.8 million). Around 2.1 million children (aged 10-14 years) were employed in 2014-15, out of which 0.603 million were involved in hazardous work. Brick kiln workers are one of the most vulnerable and marginalized groups in Pakistan. Most of them are unskilled labourers who work in harsh and dangerous conditions, with little or no access to basic amenities like healthcare, education, and sanitation. Over the past few years, the Government – particularly the Government in Punjab Province - has shown keen interest in the elimination of Child Labour from the Brick Kiln sector. It claims that thousands of such child workers have been withdrawn from labour. However, there is little credible evidence of success in this regard. The core reason for this lack of evidence is the absence of a credible Monitoring & Inspection system acceptable to the Government, Brick Kiln Owners and Trade Unions.

Pakistan spends only 1.3 per cent of its GDP on public social protection expenditures which is one of the lowest rates in Asia and the Pacific⁸. The country's social protection system is composed of numerous programs and schemes that can be classified mainly in three categories including, i.e., Social insurance, Social assistance and Labour market programs. However, despite the many programs, social protection coverage remains limited. After the 18th amendment in the 1973 constitution, social protection programs are now delivered by various institutions at national and provincial level separately for different types of vulnerabilities. However, due to limited funding, capacity, coordination and cooperation among social protection service-providers, most poor and vulnerable segments of society are unable to access all social protection facilities in a comprehensive manner. Thus, the aim of 'graduating' out of poverty remains unaccomplished for the majority of the poor.

. Due to their undocumented status and low literacy, Pakistani migrant workers in Europe are often unaware of their legal and employment rights. Additionally, their interests in Pakistan are usually not properly channelized and protected, which exposes them to various risks. Due to a lack of government interest and effort on this dimension, the Pakistani diaspora in Europe is not fully engaged in activities

⁵ Labour Force Survey 2018-19. Ministry of Planning.

⁶ World Bank Group Pakistan@100 From Poverty to Equity Policy Note March 2019; <http://documents1.worldbank.org/curated/en/868741552632296526/pdf/135319-WP-PI63618-14-3-2019-20-44-35-PakPNFromPovertytoEquityFinal.pdf>

⁷ Labour Survey of 2018-19

⁸ Project proposal.

promoting youth employment, entrepreneurship (through business to business cooperation) and skills development of Pakistani youth in Pakistan.

I.2 PROJECT DESCRIPTION

The ILO project “Promotion of Decent Work Opportunities for the Economic Empowerment of Vulnerable Segments of Society” in Pakistan aimed to address these issues related to the poor working conditions in the brick kiln sector, strengthen social security programming in Pakistan and help further the rights and linkages of Pakistani migrant workers in Italy. It was designed in 2017, but only started in January 2019 due to various delays. Furthermore, the project was extended on no-cost extension basis in 2021 and then again in 2022 to December 2023. The project included three main components:

- ❖ Strengthening national capacities to effectively eliminate exploitative labour practices (child and bonded labour) with a particular focus on Brick Kiln Sector and partially from a business development perspective.
- ❖ Promoting coordinated social protection system based on social protection floors concept.
- ❖ engaging Pakistani diaspora in Italy for jobs creation and entrepreneurship promotion in Pakistan fostering a business-to-business environment (skills/capacity transfer) and exploring the benefits of reverse migration.

The project documents do not provide a Theory of Change. However, the evaluation team inferred one based on a review of the project documents. This project proposed three distinct sets of interventions to promote decent work opportunities in Pakistan for vulnerable groups including Child and Bonded Labourers in Brick Kiln Sector, Social Protection; and engaging Pakistani diaspora in Italy. The project aimed to build upon the previous work done by the ILO and the Italian funding partner to eliminate child and bonded labour in Pakistan and support ongoing work on promoting a coordinated social protection system in Khyber Pakhtunkhwa (KP) Province for replication in other provinces. Likewise, the project aimed to explore the potential of engaging Pakistani diaspora in Italy for their contribution towards youth employment, entrepreneurship, skills development and other areas of decent work.

For eliminating child and bonded labour, the project drew lessons and innovative practices from projects addressing similar issues in other sectors. The ILO is also implementing projects on eliminating child labour and forced labour in the cotton, textile and garment value chains and promoting Fundamental Principles and Rights at Work (FPRW) in the cotton supply chain funded by the European Union and Inditex, respectively. Similarly, the new UK funded Child Labour Project will also inform Component I and build complementarities with the activities in this project. Moreover, the data from the on-going national Child Labour Survey may support prioritizing and designing further interventions.

In order to address all major deficiencies in the Social Protection System in Pakistan, ILO aimed to develop a ‘coordinated model’ of social protection whereby the existing social protection agencies will provide their services to the most vulnerable households (identified in a scientific manner - based on poverty scorecard) and develop a comprehensive monitoring & evaluation to assess the real impact of such support on the lives of people. This process will be accomplished by establishing ‘One-Window-Operation’ in the selected Districts which will identify the required number of ‘most vulnerable households’ from the ‘National Socio-Economic Registry (NSER)’ of the Benazir Income Support Program (BISP).

In view of a large number of Decent Work deficits in Pakistan, it aimed to get connected with Pakistani Diaspora in Italy and engage with them to identify some useful programs to support Decent Work Opportunities in Pakistan. For this purpose, some activities were coordinated with ILO-ITC Turin to effectively engage Pakistani communities living in Italy. Decent Work is a measure to reduce poverty and inequalities in society--Work that is productive, delivers a fair income, provides secure workplaces, caters to social protection for workers and their families and allows people the freedom to express their concerns, organize and participate in decisions that affect their lives is the only way to achieve sustainable development. The project also aimed to improve the socio-economic situation of Italian workers through awareness-raising on their legal rights and language skills. The Project Outcomes and Activities were as follows:

Component I

I.1 Brick Kilns in a Pilot District supported for performance improvement and establishing monitoring mechanism through capacity building of District Vigilance Committee (DVC).⁹

- I.1.1 Study value chain process of Brick Kiln Sector to identify performance gaps and areas where child labour exists
- I.1.2 Developed & disseminated knowledgebase on modern brick making system with cost-effective, OSH compliant and better return on investments (using SCORE method)
- I.1.3 Pilot replication of IMAC (football sector) for brick kiln sector with active involvement of Department of Labour as well as Brick Kiln Owners' Association (BKOA)
- I.1.4 Evaluated pilot IMAC-BK and adjusted the model for scale-up and replication
- I.1.5 Documented the process and disseminate among key stakeholders to stimulate affirmative action

I.2 Brick Kiln Workers in Sialkot District provided 'functional literacy' and rights education to prevent against Bondage situation

- I.2.1 Enlisted all Brick Kiln workers with their socio-economic status
- I.2.2 Developed a module of 'functional literacy' and 'rights education' for Brick Kiln Workers – translated in local language
- I.2.3 Undertook a campaign to educate 100% Brick Kiln Workers in Sialkot District – in collaboration with Trade Unions, Department of Labour and other stakeholders (e.g., BLLF)- when?
- I.2.4 Good practices for elimination of Child Labour in Brick Kilns documented for replication in other sectors (e.g., mining or construction) in other provinces

I.3 Brick Kiln Workers in Sialkot District supported to access the existing Social Security services

- I.3.1 Facilitated BK workers in getting CNICs
- I.3.2 Educated BK workers about existing social security programs (PESSI, Employees Old Age Benefit Institute (EOBI), Workers' Welfare Fund (WWF), BISP)
- I.3.3 Organized seminars at workplaces to facilitate linkages of BK workers with social security programs
- I.3.4 Facilitated BK workers get registered with Social security institutions

Component 2

2.1 Access to social protection services for most poor and vulnerable families supported through One-Window-Operation

- 2.1.1 Supported ongoing work on establishing One-Window-Operation in two Districts of KP Province for 300 households;

⁹ The BKOAP expressed reluctance to the proposed IMAC model. Consultations in 2020 confirmed that reactivating and empowering the DVCs appear to be an alternative to the IMAC monitoring mechanism”

- 2.1.2 Supported Government of KP to replicate One-Window-Operation in other Districts;
 - 2.1.3 Developed a final knowledge product (one document along with one video documentary) highlighting the impact of coordinated social protection on the poor households;
- 2.2 Coordinated social protection system replicated in other provinces**
- 2.2.1 Organized a national conference to disseminate knowledge gained in KP Province;
 - 2.2.2 Replicated One-Window-Operations for Social Protection in Punjab and Baluchistan Provinces by providing technical assistance;
- 2.3 National social security institutions strengthened and platforms supported**
- 2.3.1 Provided technical support to national Social Security institution for strengthening governance;
 - 2.3.2 Supported Pakistan Business Network for Social Protection (PBN-SP) to roll out their initial work plan for promoting social protection floors in private sector;

Component 3

3.1 Knowledge products on Decent Work challenges in Pakistan developed

- 3.1.1 Supported Pakistani migrant workers in Italy to access Decent Work Undertake rapid assessment of available research and statistics regarding decent work situation in Pakistan
- 3.1.2 Produced information products (country briefs and videos) to highlight various dimensions of decent work challenges (focus on youth employment, skills, entrepreneurship, occupational safety & health etc)

3.2 Joint Action Plan and Coordination platform for Pakistani diaspora in Italy with Pakistani Government established

- 3.2.1 Engaged Pakistani diaspora in Italy (Businesspersons) to promote Decent Work in Pakistan Develop a strategy to reach out to the Pakistani diaspora in Italy
- 3.2.2 Engaged with representatives of Pakistani diaspora in Italy and present the information products to them with an aim to identify areas where they would like to contribute
- 3.2.3 Developed an Action Plan for Pakistani diaspora to support decent work initiatives
- 3.2.4 Established a permanent working group of Pakistani Diaspora in Italy with Government of Pakistan (thru Community Welfare Attaché) for promoting joint efforts for decent work in Pakistan
- 3.2.5 Documented entire process of engaging Pakistani diaspora in Italy for future replication in other countries



FGD in Balochistan (Quetta)
(Source: Authors, September 2023)

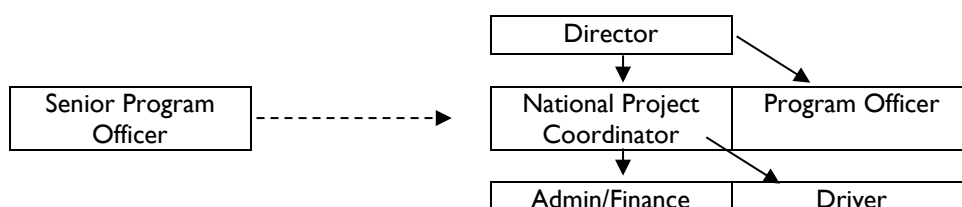


Team Interviewing Brick Kiln Worker Family in Quetta

Table I: Project Components and Target Groups

Component	Direct Target Groups	Key Stakeholders	Secondary Stakeholders
Component 1: strengthening national capacities to effectively eliminate exploitative labour practices (child and bonded labour) in Brick Kiln Sector Geographical focus: Sialkot district, Punjab province	<ul style="list-style-type: none"> - Brick kiln owners and workers - DVC members - Government officials 	<ul style="list-style-type: none"> - Department of Labour (DOL) - Pakistan Workers Federation (PWF) - Brick Kiln Owners' Association of Pakistan (BKOAP) - Employee Federation of Pakistan (EFP) - Bunyad Literacy & Community Council (BLCC)/ Implementing partner of functional literacy 	<ul style="list-style-type: none"> - Literacy and Non-Formal Basic Education Department, Punjab - Environment Protection Department (EPD), Punjab - National Database and Registration Authority (NADRA) - Punjab Employee Social Security Institution (PSSI) - JERS Engineering LTD (Implementing partner of District Vigilance Committee (DVC) training)
Component 2: promoting coordinated social protection system based on social protection floors concept Geographical focus: KP and Balochistan	<ul style="list-style-type: none"> - Unregistered Formal workers 	<ul style="list-style-type: none"> - Public Policy and Social Protection Reform Unit (PP&SPRU), KP - Department of Labour, Government of KP and Balochistan - PWF - EFP/GIZ - Provincial Employees' Social Security Institutions (ESSIs) - Society for Sustainable Development (NGO) 	<ul style="list-style-type: none"> - Employees Old Age Benefit Institute (EOBI) - Workers Welfare Board (WWB) - Social Welfare Department, Pakistan Administered Kashmir (PAK)
Component 3: engaging Pakistani diaspora in Italy for job creation and entrepreneurship promotion in Pakistan. Geographical focus: Italy	<ul style="list-style-type: none"> - Pakistani Diaspora in Italy 	<ul style="list-style-type: none"> - Ministry of Overseas Pakistanis and Human Resource Development (MOPHRD) - ISCOS (Trade Unions Institute for Development Co-operation), an Italian NGO / implementing partner - ILO-CO-Rome 	<ul style="list-style-type: none"> - Pakistan Embassy / Consulate in Italy - Associations of Pakistani Diaspora in Italy - Italian Agency for Development Cooperation (A.I.C.S) Office in Islamabad, Pakistan

Organizational chart for project



CHAPTER 2: EVALUATION PURPOSE AND METHODOLOGY

This chapter provides the detailed methodology of this evaluation, including its different stages, the data collection tools, key stakeholders, data analysis approach and the approach for ensuring quality and ethical considerations.

2.1: PURPOSE, SCOPE AND OBJECTIVES

In line with ILO policy guidelines for results-based evaluation¹⁰ (4th edition, 2020), ILO commissioned an independent evaluation to assess, evaluate, identify lessons learned & challenges; and collect data on impact, relevance, effectiveness, coherence and sustainability of this project. The aim was to provide an opportunity for an in-depth reflection and assessment about the extent to which project interventions and activities supported and achieved the project objectives. The evaluation was also expected to help document the key achievements, enabling factors and progress made during the project' implementation and review the lessons learned and key challenges faced to inform future project designs. Furthermore, this evaluation also aimed to assess how well and at what level the project has contributed to ILO Decent Work Country Program¹¹ (DWCP 2016-2022) goals, objectives and outputs, as well to outcomes of the ILO Program and Budget (P&B) for 2020-2021¹² in Pakistan. Finally, the evaluation will focus how this project contributed to 2030 Agenda of Sustainable Development Goals¹³ (SDGs). The purposes of the IIE are two folds:

- Firstly, **accountability** to the development partners, government, social partners, beneficiaries and other stakeholders.
- Secondly, the **evaluation findings** will contribute to internal learning, analyze the level of achievements, document the lessons learned, good practices and challenges using appropriate criteria such as: **relevance, coherence, effectiveness, efficiency, impact, and sustainability**.

The evaluation aimed to aid in future project design and the decision-making processes of organizations and stakeholders. The interim evaluation's specific objectives were:

- To assess the extent to which this project has achieved its planned objectives till July 2023 , and whether any positive and negative factors have contributed to achieving (or not achieving) the project activities in three components.
- To assess whether the project components implemented by the ILO have contributed to the achievement of DWCP 2016-2020 extended to 2022; CPOs (126, 129 and 131), ILO P&B 2020-2021 (Outcomes 7 and 8) and the SDGs.
- To assess whether social dialogue and tripartism has played a key role in the achievements of the ILO components.
- To assess whether and how the COVID19 pandemic has affected the planned objectives and whether the project was able to make adjustments to remain relevant.
- To document lessons learnt, impact with results and possible good practices.

¹⁰ Available at: http://www.ilo.ch/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_571339.pdf

¹¹ This DWCP has extended to 2022: https://www.ilo.org/global/about-the-ilo/how-the-ilo-works/departments-and-offices/program/dwcp/WCMS_562091/lang--en/index.htm

¹²P&B 2020-2021:https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---program/documents/genericdocument/wcms_736562.pdf

¹³ 2030 agenda and 17 SDGs at: <https://sdgs.un.org/goals>

The evaluation integrated the following cross-cutting issues:

- a) gender equality,
- b) disability inclusion,
- c) non-discrimination concerns,
- d) environmental issues,
- e) COVID-19
- f) norms and social dialogue, and medium and long-term effects of capacity building initiatives.

The thematic scope of the evaluation included the following three components:

- ❖ **Component-1:** Child and bonded Labour interventions were implemented in Sialkot District of Punjab Province – primarily because the prevalence of an existing Italian-funded Project in this city. Good practices from this project were aimed to be replicated to other sectors (e.g., mining or construction) in other Provinces i.e., Khyber Pakhtunkhwa (KP) and/or Balochistan.
- ❖ **Component-2:** Social Protection; Output-2.1 was implemented in Peshawar and Nowshera Districts of KP Province; Output-2.2 was implemented in Punjab and Balochistan Provinces (Output-3 was implemented in Karachi and Islamabad).
- ❖ **Component-3:** Pakistani Diaspora in Italy focused on the areas of concentration of Pakistanis in Italy – including the Piedmont Region, Italy

The time scope of the independent interim evaluation (IIE) is January 2019- July 2023. The users of this report include ILO constituents and key stakeholders, ILO Islamabad, funding partner, ILO DWT New Delhi, ILO Evaluation Office.

2.2: EVALUATION METHODOLOGY

The evaluation used mixed methodology and a theory-based, appreciative inquiry approach.

2.2.1 Evaluation Questions and Data Sources

Relevance

- The extent to which the intervention objectives, design and approach continue to respond to national development priorities, beneficiaries, country, and partners/institution/funding partner's needs, policies, and priorities, and is expected to continue to do so if circumstances change (or have changed).
- Assessment of the relevance and responsiveness of the project objectives and strategies with the needs of the tripartite constituents, beneficiaries (including women and other vulnerable groups) and recipients in Pakistan.
- Assessment of relevance and appropriateness of the project with the priorities identified in the Decent Work Country Program (DWCP)
- Assessment of the project adheres to decent work principles i.e., International Labour Standards, human rights- based approach and gender equality and non- discrimination.
- Assessment of the project relevance and responsiveness to the crisis of COVID 19.

Coherence

- The compatibility of the intervention with other interventions in a country, sector or institution.
- Assessment of compatibility and interlinkages between various components and interventions
- Assessment of compatibility of project interventions with other ILO, UN projects in Pakistan, initiatives by government and other international partners.

- Assessment of contribution of project in maximizing synergies and improved collaboration with new or existing national (sectoral) actors to avoid duplication of resources

Validity of design

- The extent to which the design is logical and coherent
- Assessment of project outputs, targets and performance indicators whether realistic and achievable in the given time and resources.
- Assessment of the role of social dialogue in the in the ToC and in activities, outputs and results.

Effectiveness

- The extent to which the interventions achieved, or are expected to achieve, its objectives and its results, including any differential results across groups.
- Assessment of the progress of the project against the projects results and objectives.
- Assessment of enabling factors and hindering factors contributed to achieve the results and objectives.
- Assessment of project strategies/ what worked well and not worked well.
- Assessment of effectiveness of project interventions in eliminating child labour in targeted area.
- Assessment of project contribution in enhancing the system on child labour, social protection and supporting the work of the diaspora?
- Assessment of identification of key factors and enablers based on project learnings to boost the national policies on eliminating child labour.
- Assessment of the appropriateness of project partners and key stakeholders and their role in implementation.

Efficiency

- Assessment of adequacy and capacity of human resources to manage, implement and monitor project efficiently.
- Assessment of the role and effectiveness of the country offices, regional offices, and HQs in providing technical support and monitoring of the project.
- Assessment of the role of the project steering committee and/or governance structure to oversee the project.
- Assessment of strategic allocation and use of project resources (funds, human resources, time, expertise, etc.) to achieve the project results.
- To what extent has the project leveraged resources with other ILO projects/programs, (and through partnerships with other organizations) to enhance the project impact and efficiency?

Impact

- What are the evidence of broader, mid-term and longer-term effect/s that the project has contributed effectively to the project components (bonded labour, social protection and engaging the diaspora)? And whether the COVID-19 pandemic has affected the possible impact of the project?
- Has the intervention made a difference to DWCP Pakistan, specific SDGs the project is linked to? If so, how has the intervention made a difference? (explicitly or implicitly)

Sustainability

- To what extent are project's results sustainable? To what extent the results of the intervention likely to have a mid and long term, sustainable positive contribution to DWCP Pakistan, 2030 Agenda, national policies and relevant targets? (Explicitly or implicitly).
- To what extent sustainability considerations were taken into account in the project interventions?
- Has the project developed and integrated an exit strategy in its work?

Cross Cutting Issues

- The degree to which intervention activities, outputs, and objectives are consistent with prescriptions in relevant normative instruments where they have been formally embraced through ratification or expressions of endorsement by stakeholders. What ILO normative framework (Conventions, Recommendations, operational guidelines, agreed policy instruments etc.) that forms the basis of this project?
- To what extent the project has further enhanced the social dialogue among the constituents and partners in Pakistan? And the extent that the social dialogue has contributed to achieving the project objectives?
- To what extent were the intervention results defined, monitored and achieved (or not), and what was their contribution (or not) towards: i) Gender equality and non- discrimination; and ii) Inclusion of people with disabilities?
- Environmental sustainability and issues.
- COVID-19 and crisis response.

The evaluation data collection matrix is included in Annex I.

2.2.2 Evaluation Schedule

The evaluation occurred between September 1 and October 31, 2023, as follows:

Table 2: Evaluation Schedule

Activities	Timeline
Inception meetings ILO staff	August 1-8
Literature Review, synthesis and preparation of inception report	August 9-16
Review of Inception report by Evaluation Manager and Revision by Consultant	August 17-31
Training of field research teams and preparation of field research	September 1-6
Data, Interviews and Field research (Online/field/ Islamabad)	September 7-October 7
Data analysis and first draft report writing	October 9-October 19
Submission of first draft IIE report	October 20
Stakeholder workshop (TBC with CO-Pakistan)	October 31
Feedback on the first draft report	October 31
Submission of final report	November 2
Approval of final report by the ILO/EVAL and publication online on ILO dashboard	

2.2.3 Data Collection Methods

The evaluation consisted of the following data collection methods in several stages:

Stage 1: Inception phase

The evaluation team held meetings with the concerned Program staff to develop/finalize review questions while making sure that these questions are operationally clear, and data is available to answer them. The evaluation team also discussed other key issues with the client during this phase and produced an inception report which was reviewed and approved by the client. The evaluation team also reviewed project documents, including: project proposal; revisions in the plans, results framework, etc., annual reports, including annexes; monitoring plan, methodologies and data, and conducted informative interviews with key program staff. The team prepared data collection instruments (i.e., key informant interview tools, focus group discussion guides and survey instruments) and obtained feedback from the client. Once the instruments were finalized, the team developed a detailed fieldwork plan and carried out orientation and training of enumerators.

Stage 2: Fieldwork and data collection

Following the team planning, the evaluation team will start collecting data through survey, focus group discussions with beneficiaries and key informant interviews with key stakeholders and project implementation partners. For **Component 1 & 2**, the evaluators conducted face to face meetings, FGDs and Key Informant Interviews (KIIs) in all three provinces i.e., Punjab, KP and Balochistan provinces and Islamabad. For components 3, interviews were mainly conducted online with Italy.

Key Informant Interviews

The assessment included semi-structured over 50 key informant interviews with the following:

- ILO Project leads, team members and management
- Implementing partners
- Government officials
- UN staff
- Project beneficiaries

The list of interviewees was generated based on purposive sampling based on the role of each stakeholder in the project. The detailed list of interviewees is provided in the annex.

Focus Group Discussions (FGD)

A total of 14 FGDs were held with beneficiaries in Punjab, KP, Balochistan and Italy during September and October 2023. Each FGD included 8-12 participants. FGDs were conducted with beneficiaries in selected field locations covering beneficiaries from different districts, villages, gender and other key dimensions. FGDs included open ended questions related to the key evaluation criteria and questions mentioned above. The sample for FGD was obtained based on purposive sampling given the absence of project beneficiary lists and dispersion of beneficiaries.

Individual Survey

The surveys used closed-ended questions focused on “**what, how and when.**” Two surveys were undertaken—one with brick kiln workers in Sialkot and one online one with migrant workers in Italy. Since the project activities had ended almost a year ago and many of the project beneficiaries had dispersed, it was decided in coordination with ILO and implementing partners that systematic sampling

methods could not be used. Thus, sampling was based on availability of beneficiaries. The targets for the two survey were **150 for the Sialkot one and 25 for the beneficiaries based in Italy**. Due to mobility of kiln workers from one place to another, it was difficult to reach them and conduct face to face interviews. The survey was mainly conducted online.

A total of 167 persons completed the Sialkot survey translated and simplified the text in Urdu. The demographic details of Sialkot survey respondents were as follows:

Table 3: Details of Sialkot Online Survey Participants, September 2023									
Gender		Religion			Age Group				
Male	Female	Muslim	Christians	Hindus	9 to 17	18 to 25	26 to 40	40 to 60	60 to 82
132	35	164	2	1	8	33	68	50	8

A total of 27 persons completed the Italy online survey. The demographic details of Italy survey respondents were as follows:

Table 4: Details of Online Survey Participants (Italy)										
Gender		Living in Italy Since (Years)			Type of Work					
Male	Female	0 to 3	4 to 10	10 to 23	Not Mentioned	House wife	Private Job	Business	Student	
10	17	9	11	7	6	7	10	3	1	

Marital Status		Age Group				
Married	Un-Married	9 to 17	18 to 25	26 to 40	40 to 60	60 to 82
26	1	0	2	16	9	0

2.2.4 Data analysis (Stage 3)

For the analysis of primary and secondary qualitative data, the evaluation team employed a structured approach to analyze and aimed to triangulate facts and findings systematically in order to assess the information provided by different groups of stakeholders and arrive at robust findings and defensible conclusions. The evaluation team:

- Analyzed the quantitative data by preparing crosstabs and frequency distributions from the household survey, which were processed and analyzed using Excel and/or SPSS.
- Summarized qualitative key informant interview and FGD notes and coded them according to themes relevant to the evaluation.
- Prepared tally sheets identifying the themes that emerge in the document review, FGDs and key informant interviews to facilitate systematic and rigorous data analysis aimed at identifying key evaluation findings.
- Compared the responses of different stakeholder groups with each other and information provided in project documents in order to triangulate as effectively as possible.
- Compared information provided by project staff with information provided by the respondents (beneficiaries) and addressed factual discrepancies as well as differences across stakeholder groups in consultation with the client.

- All quantitative and qualitative data collected through the evaluation was disaggregated by sex, age, location, groups, educational background, class, etc.
- Standard protocols were applied to ensure data quality, confidentiality, including adequate training of enumerators, cross-checking in data entry and rechecking by Team Leader.
- The evaluation team will incorporate comments received from the ILO EVAL and project team and key stakeholders and submit the final report (up to two rounds of review).



Countless Brick Kiln Captured in One Frame, Quetta – Balochistan (Source: Authors, September 2023)

2.3: Limitations and Mitigation Strategies

The evaluation methodology relied on triangulation of sources and methods to ensure the validity and reliability of results. The scope of this evaluation was limited to answering the evaluation questions to the extent that data are available. The methodology allows for:

- **Data Triangulation.** Primary data was drawn from across stakeholder categories included in the evaluation. Only information that was reported by multiple informants was included.
- **Methodological Triangulation.** Different data collection methods were used, including individual interviews and focus group discussions.

Data quality was given particular attention through the following steps:

- Regular feedback was obtained from the Evaluation Manager and Regional Evaluation Advisor on methodology and challenges.
- Quality was ensured by selecting experienced enumerators who have at least 3 years of experience in similar data collection and are fluent in local languages and fully understand their culture and current context in Pakistan.
- Quality was also ensured by providing them with thorough training.
- Regular spot checks by the field supervisor at the end of the day and further back check were ensured. Consistency and redundancy checks will be built into the data entry system to minimize typing errors.

- The surveys were done electronically and the data was automatically uploaded to the evaluation team server, allowing the team to validate and clean data.

The evaluation consultants also took steps to ensure that the research study respects and protects the rights and welfare of the beneficiaries communities involved and to ensure that the study is technically accurate and reliable, is conducted in a transparent and impartial manner, and contributes to organizational learning and accountability. The team also adhered to the ILO Code of Conduct. The evaluators trained the enumerators on research ethical issues and took all necessary steps to protect the identity and privacy of respondents during data collection, which occurred in a safe and private place. Data was kept secure and only relevant staff had access to it. Photographs were taken with the permission of people. Only adults able to give informed consent were interviewed. The evaluation abided by the UN Ethical Guidelines for evaluation and the Code of Conduct for Evaluation in the UN system to ensure that the rights of individuals involved in an evaluation are respected. Evaluation was carried out with cultural sensitivity and paid particular attention to protocols, codes and recommendations that were relevant to their interactions particularly with children and women. Evaluators signed the ILO Code of Conduct and fully adhered to it. An ethical approach to the evaluation in accordance with WHO guidelines on research into violence against women has been observed and guaranteed on the protection of subjects and respect for confidentiality. The Safe consultations with survivors of violence against women and girls were used as a reference document. Arrangements were made to ensure effective referral of survivors of violence to relevant service providers, if required, during the field research, including training of the field team and how referrals will be managed to ensure focal points can provide assistance if required.

The key challenges faced by the evaluation team during the evaluation were as follows:

- There was a long time gap between the completion of some project activities such as those under component 1 and 3 and the evaluation because of which many of the project beneficiaries had dispersed and it proved challenging to track them. This has also implication on remembering exactly the project activities by beneficiaries. The evaluation team partially overcame this problem by active liaison with project partners and extensive outreach efforts.
- Assigning attribution between project activities and outcomes in practice was often hard due to the multiple external factors affecting project beneficiaries. The evaluation team overcame these problems partially through extensive and in-depth probing with project staff and beneficiaries and exercising caution in assigning causality only in those cases where data was available.
- The interaction of ILO with government stakeholders happens under different projects, and therefore, some stakeholders exactly did not remember ILO's efforts particularly under this project. It was, therefore, hard to get realistic feedback on the project. A detailed discussion and probing helped to solve this problem.
- It was difficult to get sufficient time for interviewing with some stakeholders. Active coordination with project staff and follow-up with respondents eliminated this issue.
- Overall coordination and interview time took longer than planned.

CHAPTER 3: EVALUATION FINDINGS

3.1 PROJECT DESIGN VALIDITY

- **Assessment of project outputs, targets and performance indicators whether realistic and achievable in the given time and resources.**

The project was supposed to start in 2017, but only started in January 2019 due to various reasons such as Covid-19 and Pakistan 2022 floods. Furthermore, the project was extended on no-cost extension basis in 2021 and then again in 2022 to December 2023, resulting in a five-year project timeline. However, the delays were only partially due to an unrealistic time frame as the project faced two major external challenges which affected its timeline. The first was the occurrence of Covid-19 in the first quarter of 2020 while the second was the biggest floods in Pakistan's history during August-October 2022. Both these factors forced extensions in the project timeline and the impact of Covid-19 was particularly severe on component 3 whose activities were largely based in Italy—one of the countries most badly and earliest affected by Covid-19. The activities of component 1, i.e., obtaining CNIC cards for workers and linking workers with Balochistan Employees' Social Security Institutions (BESSI), were affected by Covid-19 too.

However, even after taking into account the impact of these two factors, it is found by the evaluation team that a two-year initial time frame was unrealistic and insufficient and a three-year timeline from the start would have been more realistic given the complex nature of the outputs and activities of the project. The challenges of brick kiln sectors vary from one province to another in terms of the existing capacity of institutions and the law and order situation. The capacity of government institutions is relatively weak in KP and Balochistan provinces. The prevalent security situation combined with a tribal system in both provinces creates more challenges for key stakeholders to operate effectively. This required more time and effort than anticipated. Similarly, registration of workers with ESSIs required extensive policy advocacy based on research and prolonged dialogues with key stakeholders including government entities, BKOAP, contractors and workers. These interventions required more time, human resources and organized effort, which was unrealistic to achieve in the given timeframe of the project. Under Component 1. There was consensus among PWF members in all three provinces that 3 days of training trainers (ToT) and 2 hours of awareness sessions were not enough to deliver the required information to kiln workers. Similarly, planned and designed 7 months of intervention for establishing literacy centers and providing functional literacy was not enough. Social mobilizers, teachers and learners shared the same view during the interviews. This was also true for component 3 whose activities were based in Italy and involved developing linkages between Pakistani and Italian stakeholders. While the project faced delays and got extended to December 2023, not all project activities were delayed. Thus, much of the work under component 1 with brick kiln workers was completed by the middle of 2022 while other work under component 2 and 3 continued until 2023. Thus, besides the issue of realistic timeframe, another issue was related to the varying lengths of work across and within each sector.

- **Assessment of the role of social dialogue in the ToC and in activities, outputs and results.**

Social dialogue among different stakeholders was a key attribute of this project as the project aimed to bring together stakeholders who are normally not connected to each other with the purpose of resolving problems through dialogue among them. The importance of social dialogue was high in components 1 and 2. The project envisioned this from the beginning and tried to bring together different stakeholders having different vested interests i.e., owners of brick kilns, representative

bodies of employers, workers and government to understand the brick kiln sector and the role of different stakeholders. The discussions with the representatives highlighted the importance of such social dialogue. In particular, the Brick Kiln Association of Pakistan (BKOAP) found social dialogue beneficial for them to understand the point of views of workers and sometimes helped resolve the conflicting views in the meeting. BKOAP also got recognition from the Employers Federation of Pakistan. Another important outcome of social dialogue was creating linkages among government officials, particularly among Employee Social Security Institutes of Punjab, KP and Balochistan. There was higher interest in such dialogue in Balochistan and KP provinces for learning and advocating issues of workers through these platforms. However, such forums and dialogues require time and dedicated efforts to sustain which the project was unable to provide regularly due to time constraints and lack of human resources.

In component 3, social dialogue included bringing together migrant workers with the Pakistani consulate and initiating a dialogue with the aim of making consular services more responsive to the needs of migrants and their families. It also included the aim of bringing together migrant workers with trade unions, business groups and government entities and aiming to initiate social dialogue among them to encourage investment by migrants in Pakistan and resolving the problems that migrants face in getting services in Pakistan. However, there were some missed opportunities in component 3 in initiating dialogue of migrants with some key stakeholders, e.g., employers and government departments in Italy for furthering social protection of workers, and with government agencies and business groups dealing with small business opportunities which were more suited to the investment needs of migrant workers in Italy who lack the money to invest in the large projects sponsored by the Pakistani Board of Investment, which the project linked with migrant workers.



Team Interviewing Women Brick Kiln Worker, Sialkot



Children at Learning Center – Sialkot
(Source: Authors, September 2023)

3.2: RELEVANCE TO STAKEHOLDER NEEDS AND PRIORITIES

- **The extent to which the project has responded to the need of the tripartite constituents, beneficiaries and recipients in Pakistan.**

This section looks at the relevance of project work to the needs of various stakeholders. It does not discuss how effectively the aims of the project activities were achieved, which is discussed under subsequent sections.

The project was highly relevant in terms of focusing on one of the most vulnerable sectors of brick kilns. The brick kiln workers face multiple issues i.e., poverty, child labour, negligence, social and economic discrimination, lack of education, health and social security, lack of decent work conditions

etc. The sector is highlighted for the occurrence of child and bonded labour. In addition, the Brick-kiln sector is considered to be heavily damaging Pakistan's environment and the health of workers. The project organized a stakeholder workshop in the inception workshop to better understand the needs of beneficiaries and other key stakeholders which helped to define the role of various key stakeholders in the project as well.

Component I of the project aimed to address the needs of the brick kiln sector through various interventions and engagement of key stakeholders. Output I focused on the capacity building of District Vigilance Committees (DVCs) to improve performance and establish monitoring mechanisms. Considering the importance of this committee and sustainable mechanism operating within government system, the project provided orientation and training to better understand their roles and responsibilities as well understand international commitments made by Government of Pakistan for elimination of child and bonded labour.

In addition, the project also engaged with BKOAP to become an organized and structured association to take actions to protect workers' rights as well as participate in transforming the kiln sector from conventional to environmentally free technologies. The discussions with various stakeholders including workers, the Environment Protection Department (EPD) and PWF inform that "Zig-zag" technology not only reduces cost which mainly benefits owners but reduces carbon emissions and also helps improve working conditions and health of the workers.

Output I.2 focused on piloting of functional literacy program for brick kiln workers. The brick kiln workers were provided literacy and numeracy skills which were especially important for them in improving their work and personal lives. The baseline survey conducted by the BLCC before the implementation of the literacy component highlighted the high level of illiteracy in the brick kiln persisted, there were only 4% of workers who were literate in the targeted areas.

Output I.3 was an important feature of the project to link both beneficiaries of the project with the social security services. The project worked at both improving demand and supply side issues. On the one hand, the project addresses the issues of beneficiaries by providing them training on labour rights, obtaining CNICs and information about social security services. On the other hand, the project also engaged with service providers i.e., NADRA, ESSIs, EOBI and Workers' Welfare Fund (WWF) to mobilize them for enhancing their services to the brick kiln sector. The project created space for dialogue of different stakeholders in the process i.e., government institutions, PWF, DOL, ESSIs and workers.

The survey was conducted with kiln worker beneficiaries of the project in Sialkot. Overall, 76% to 97% of respondents found the project relevant a lot or little in different categories i.e., relevant to their needs as an individual, worker and their family. The survey results highlight that over 97% of respondents were positive that the project was relevant to their needs as an individual, followed by relevant to their needs as workers (87%) and relevant to their family needs (76%). However, there was little difference between men and women in terms of priorities. As compared to men, women prioritized that the project was more relevant to their needs as an individual than as a worker. This was perhaps because the information provided by BLCC regarding kitchen gardening, vaccination of children and health and hygiene practices were more relevant to the women population due to given gender roles in society. It was highlighted in FGDs that women like this information very appropriate.

How relevant was the project in the following regards?		Men	Women	Overall	Combined positive responses (%)
Relevance to your needs as an individual	A Lot	23%	31%	25%	97%
	A Little	62%	63%	62%	
	Not At All	11%	3%	9%	
	Don't Know	4%	3%	4%	
Relevance to your needs as a worker	A Lot	31%	46%	34%	87%
	A Little	55%	46%	53%	
	Not At All	11%	6%	10%	
	Don't Know	3%	3%	3%	
Relevance to your family	A Lot	14%	29%	17%	76%
	A Little	59%	60%	59%	
	Not At All	24%	9%	21%	
	Don't Know	3%	3%	3%	

The FGDs with workers and KII with key stakeholders also support that the need to work with brick kiln workers and associated institutions existed for a long time but few institutions dared to work due to its complexity. Component 2 of the project was aimed to strengthen ongoing work on social protection in Pakistan. The outputs and activities under component 2 were also relevant aiming to improve access of beneficiaries in social security institutions. The key stakeholders of this component were the PP&SPR Unit of the Planning and Development Department (P&D) of the KP Government and Employee Social Security Institutions in all three provinces i.e., Punjab, KP and Balochistan. Output 2.1 focused on working in KP province. It initially targeted the most vulnerable women beneficiaries of the Benazir Income Support Program (BISP) to get benefits from various social security institutions through coordinated efforts of One Window Operation (OWO). OWO was the initiative of the Government of Khyber Pakhtunkhwa (GoKP) and the main objective of OWO was to establish all the social protection services under one roof to increase easy access of beneficiaries and develop service directory Monitoring and Information System (MIS) to have the data of all beneficiaries and avoid duplication of services under Social Protection Services. It was a particularly good idea but its implementation didn't work due to a lack of financial resources diverted to the Ehsas program due to Covid and as well as other administrative issues. Later on, OWOs converted to facilitation centers to provide services to persons with disabilities (PWDs). The project after conducting socio-economic survey of 300 Households (HH) stopped the activities and diverted funding for developing a Social Protection Policy and strategy in KP. The project's decision to divert funds for policy development was relevant to achieving the objective of strengthening social protection work. The Social Protection Policy 2022 focuses on the needs of workers including formal, informal and domestic workers and emphasizes workers' registration and dialogue between tripartite constituents. It reflects ILO's standards C.102 (Social Security minimum standards) and R.202 (Social Protection Floor Standards) i.e., protecting vulnerable groups throughout the life cycle. It also advocates for the autonomous authority in line with the Punjab Social Protection Authority to better coordinate Social Protection (SP) activities in the province.

Output 2.2 related to replication of KP experience of coordinated social protection system in other provinces. The work of KP Social Protection Policy 2022 was further replicated in Azad Kashmir and

the project is developing technical assistance to develop a road map for a coordinated social protection system in Azad Kashmir.

Output 2.3 engaged with employers through KP ESSI in industrial zones (i.e., Haripur, Peshawar, Swat, Gadoon and Nowshera) about the social security services, improving working environment and workers registration. This was especially important and relevant in improving decent work practices and ensuring social protection. Similar activities were held in Balochistan where PWF engaged with BESSI, EOBI and WWF to provide orientation during the training sessions for workers.

Under Component 3 too, focused on Pakistani migrant workers in Italy, the project activities were aimed at the needs of the tripartite constituents, beneficiaries and recipients. The Italy-based partner undertook a thorough desk research (which was published internally) and extensive discussions with the representatives of the Pakistani community at the start of the project to ensure the relevance of project activities to their most pressing needs. Output 3.1 “Knowledge products on Decent Work challenges in Pakistan developed” aimed to meet the legal, economic and social needs of the migrant workers with activities such as producing information products (country briefs and videos) to highlight various dimensions of decent work challenges (focus on youth employment, skills, entrepreneurship, occupational safety & health etc.) in Italy, arranging language classes for women (Italian) and children (Urdu) and linking them with the Pakistani Consulate in Italy. FGDs with migrant workers and their families indicated that they found these activities were highly relevant to their needs, especially the information related to rights regarding immigration matters, at the workplace and to social protection and security services in Italy which they were usually not aware of given their low literacy levels. Similarly, language classes were seen as highly relevant for women as a lack of fluency in Italian hindered their mobility and functionality in Italy.

Similarly Output 3.2 “Joint Action Plan and Coordination platform for Pakistani diaspora in Italy with Pakistani Government established” included activities which aimed to serve the needs of each of the three tripartite constituents, e.g., by engaging Pakistani diaspora in Italy (Business persons) to promote Decent Work in Pakistan by investing in Pakistan, thus fulfilling their own needs and those of employers and workers in Pakistan and the need of the Pakistani government for greater investment in the country. A survey conducted by the project in 2021 among Pakistani migrant workers in June 2021 has revealed strong interest among them in investing in Pakistan and the desire for the organization of a training course to present all opportunities for investment in Pakistan and the incentives offered by the Government. The survey showed that Pakistani businesspersons in Italy were currently reliant on word-of-mouth sources, often resulting in the spread of false information, and needed reliable investment partners and a wider range of insurance products to protect their investments. The project aimed to fill this gap. The activity aiming to establish a permanent working group of Pakistani Diaspora in Italy with Government of Pakistan (through Community Welfare Attaché) for promoting joint efforts for decent work in Pakistan similarly involved all three constituents and aimed to fulfill their key requirements. Interviews with government officials, consulate and potential investors in Italy too revealed that these activities were highly relevant to their needs.

- **The relevance of the project in support of the goals outlined in DWCP Pakistan 2016-2020 extended to 2022; ILO P&B 2020-2021 (Outcomes 3, 7 and 8) and the SDGs.**

All three component outputs also aimed to support the goals outlined in DWCP Pakistan 2016-2020 extended to 2022; ILO P&B 2020-2021 (Outcomes 3, 7 and 8) and the relevant SDGs targeted by

this project. The following table identifies which DWCP, P&B and SDG aims each project output contributed to.

Table 6: Relevance of Project Outputs to DWCP Pakistan 2016-2022; ILO P&B 2020-2021 and the SDGs.

Project Outputs Relevance to:	DWCP Pakistan 2016-2022	ILO P&B 2020-2021	SDGs
Component 1			
1.1 Brick Kilns in a Pilot District supported for performance improvement and establishing monitoring mechanism through capacity building of DVC.	PAK 176: Enabling policy, legal and regulatory environment created for sustainable employment at federal and provincial levels PAK 204: Sustainable and responsible enterprises in Pakistan promoted	Outcome 8 “Protecting workers from unacceptable forms of work”	SDG 1 (Poverty Eradication, Social Protection) SDG 8 (Sustainable enterprises, Decent Work, Eradication of Child Labour and Bonded Labour) SDG 17 (Partnership)
1.2 Brick Kiln Workers in Sialkot District provided ‘functional literacy’ and rights education to prevent against Bondage situation		Outcome 8 “Protecting workers from unacceptable forms of work”	SDG 1 (Poverty Eradication, Social Protection) SDG 5 (Gender equality and non-discrimination)
1.3 Brick Kiln Workers in Sialkot District supported to access the existing Social Security services		Outcome 3 “Creating and extending social protection floors	SDG 1 (Poverty Eradication, Social Protection) SDG 8 (Sustainable enterprises, Decent Work, Eradication of Child Labour and Bonded Labour)
Component 2			
2.1 Access to social protection services for most poor and vulnerable families supported through One Window-Operation (OWO)	PAK 176: Enabling policy, legal and regulatory environment created for sustainable employment at federal and provincial levels	Outcome 3 “Creating and extending social protection floors Outcome 7 “promoting safe work and workplace compliance including global supply chains” Outcome 8 “Protecting workers from unacceptable forms of work”	SDG 1 (Poverty Eradication, Social Protection), SDG 5 (Gender equality and non-discrimination)
2.2 Coordinated social protection system replicated in other provinces		Outcome 3 “Creating and extending social protection floors Outcome 7 “promoting safe work and workplace compliance including global supply chains” Outcome 8 “Protecting workers from unacceptable forms of work”	SDG 1 (Poverty Eradication, Social Protection), SDG 5 (Gender equality and non-discrimination)

2.3 National social security institutions strengthened and platforms supported		<p>Outcome 3 “Creating and extending social protection floors</p> <p>Outcome 7 “promoting safe work and workplace compliance including global supply chains”</p> <p>Outcome 8 “Protecting workers from unacceptable forms of work”</p>	<p>SDG 1 (Poverty Eradication, Social Protection),</p> <p>SDG 5 (Gender equality and non-discrimination)</p> <p>SDG 8 (Sustainable enterprises, Decent Work, Eradication of Child Labour and Bonded Labour) and SDG 17 (Partnership).</p>
Component 3			
3.1 Knowledge products on Decent Work challenges in Pakistan developed	PAK 176: Enabling policy, legal and regulatory environment created for sustainable employment at federal and provincial levels	<p>Outcome 3 “Creating and extending social protection floors</p> <p>Outcome 8 “Protecting workers from unacceptable forms of work”</p>	<p>SDG 1 (Poverty Eradication, Social Protection),</p> <p>SDG 5 (Gender equality and non-discrimination)</p>
3.2 Joint Action Plan and Coordination platform for Pakistani diaspora in Italy with Pakistani Government established	PAK 204: Sustainable and responsible enterprises in Pakistan promoted	<p>Outcome 4: Sustainable enterprises as generators P & B 2020-21 employment and promoters of innovation and decent work</p> <p>Outcome 7 “promoting safe work and workplace compliance including global supply chains”</p>	<p>SDG 8 (Sustainable enterprises, Decent Work, Eradication of Child Labour and Bonded Labour) and SDG 17 (Partnership).</p>

Under components 1 and 2, the project contributed to PAK 176: Enabling policy, legal and regulatory environment created for sustainable employment at federal and provincial levels, particularly in the brick kiln sector, and outcomes 8 of B&B and SGSs 1, 8 and 17. Under Component 3, Output 3.1, the informational packages developed by the project aimed to contribute to DWCP 2016-22 by enhancing the knowledge of migrant workers about the legal and regulatory environment in Italy (Pak 176); to Outcome 3 of the P&B and SDG 1 and 4 while the language classes for women aimed to contribute to gender equality by increasing their mobility and functionality in society. Output 3.1 aimed to contribute to Pak 204 of the DWCP and outcome 4 of the P&B and SDG8 and 17 by facilitating investment and partnerships in Pakistan by migrant workers. The Project also contributes towards the achievement of Vision-2025 of the Government of Pakistan which recognizes respective needs of the workers and employers as well as the importance of inclusiveness and efficiency.

▪ **The extent to which the project adheres to decent work principles including International Labour Standards, human rights- based approach and gender equality and non- discrimination.**

The ILO Governing Body has identified eight “fundamental” Conventions, covering subjects that are considered to be fundamental principles and rights at work: freedom of association and the effective recognition of the right to collective bargaining; the elimination of all forms of forced or compulsory labour; the effective abolition of child labour; and the elimination of discrimination in respect of employment and occupation. Each of the project component and its outputs contributed to some extent of these eight conventions.

It predominantly adheres to the principles of decent work and integrates into project outputs and interventions. Components 1 and 2 focused on improving decent work principles by engaging with the relevant right holders and duty bearers. The project outputs like strengthening the monitoring system for child and forced labour through DVCs, increasing awareness about labour rights and occupational safety health (OSH) improving access of workers to social protection services and adaptation of environment-friendly technologies in the brick kiln sector are important aspects of the project about decent work principles, international labour standards and rights-based approach. The project lacks formally defined gender equality objectives, targets and indicators. However, some of the project interventions like functional literacy, training on rights and accessing social security institutions are envisioned to contribute to gender equality.

Output 3.1 of component 3 “Knowledge products on Decent Work challenges in Pakistan developed” aimed to contribute to the elimination of discrimination in respect of employment and occupation and a human rights- based approach by trying to increase the knowledge of migrant workers about their rights at work and their ability to access these rights through collective bargaining. Similarly, the language classes arranged for women by the project under this output aimed to contribute to gender equality and non-discrimination by increasing their mobility and functionality in society.

- **Assessment of how the project was impacted by the COVID-19 pandemic and to what extent was the project able to remain relevant and adapt in response to the COVID-19 crisis as well as the local context?**

Activities under component three were the ones most severely affected by Covid-19 as Italy was one of the earliest and most severely affected countries vis-à-vis Covid-19. Many of the migrant workers lost jobs due to the Covid-19 related economic contraction and the project activities related to information provision and language classes were affected by Covid-19. The project dealt with the Covid-19 impact by switching to an online mode both for the information provision and language classes and by providing information about social protection and security services available to them in Italy during Covid-19. Activities under component 1 were also affected when brick kilns were closed for sometimes and workers were unavailable. This had impact on meeting the targets of linking workers with ESSIs and obtaining CNICs. Under component 2, some of the training with key stakeholders were also conducted online. Travel of project staff was restricted due to COVID and they were unable to visit the targeted field areas.

3.2: COHERENCE

- **Assessment of compatibility and interlinkages between various components and interventions**

Overall, the linkages of the first two components with Component 3 was weak. Coherence between Components 1 and 2 existed and between interventions within the same component. The project design allowed for piloting certain interventions (i.e., functional literacy, rights education and development of Social Protection Strategy) and then scaling up in other provinces. Interlinkages were observed within Component 1, for example, functional literacy and training on rights complement each other. Similarly, interventions under Component 2 like creating linkages with KPESIs also contributed to increasing sensitization and awareness of ESSIs which is also relevant for the Component 1 interventions i.e., registration of brick kiln workers.

One of the planned activities under component-III was exchange of Pakistani-Italy brick kiln owners' delegation from component I to meet the objective of improving skills in the supply chain on product quality and market value, which was initially planned for 2022 but was postponed to 2023. Within component 3, all activities coherently aimed at addressing the most key needs of the migrant workers identified in coordination with them.

- **Assessment of compatibility of project interventions with other ILO, UN projects in Pakistan, initiatives by government and other international partners; To what extent has the project leveraged resources with other ILO projects/programs, (and through partnerships with other organizations) to enhance the project impact and efficiency?**

Activities under component 3 are linked with the ILO Governance of Labour Migration in South and South-East Asia (GOALS) project, whose overall project goal is to ensure that “Labour migration is safe, orderly and regular for all women and men from the Colombo Process Member States through strengthened collaboration and effective labour migration governance”. It also collaborated extensively with ILO Clear Cotton and Child Labour projects in helping them with technical assistance in undertaking training in areas in which this project had expertise. The project also built on and utilized a number of tools and techniques developed by ILO on skills development, entrepreneurship and enterprise development, e.g., SCORE, SIYB¹⁴, and KAB¹⁵. The project also linked with ILO's work in supporting the Government, Employers and Workers' organizations for more than two decades to effectively eliminate exploitative forms of employments including child and bonded labour, promulgation of various Laws prohibiting such exploitative practices and establishment of institutional mechanisms (e.g., District vigilance committees) to eliminate such practices. The project work on Social Protection also linked with ILO leading the UN Social Protection Team comprising more than 6 UN Agencies for jointly cooperating with the national institutions on improving quality and outreach of Social Protection activities in the country. The project activities under component 3 are also linked closely with IOM's overall goals of assisting migrating from and to Pakistan. However, interviews with ILO staff show that no strong linkages could be developed with GOALS or IOM work for this component.

- **Assessment of contribution of project in maximizing synergies and improved collaboration with new or existing national (sectoral) actors to avoid duplication of resources**

Component 3 activities developed links and collaboration with a wide range of highly relevant actors. In Italy, this included the Pakistani embassy, associations of Pakistani migrants and Italian trade unions which helped immensely in improving the effectiveness and efficiency of the project activities under Component 3.1. In Pakistan, it included the Overseas Pakistani Ministry, Board of Investment and trade unions. However, these links did not yield the same desired results under output 3.2, as we will explain in the next section. Some key links with other stakeholders, which could have enhanced the project effectiveness were missed, such as the International Organization of Migration on migration issues and with small businesses associations and government entities on channeling migrant investments into Pakistan in the small-scale activities that the migrant workers could afford.

¹⁴ Start & Improve Your Business (SIYB)

¹⁵ Know About Business (KAB)

3.3: EFFECTIVENESS OF INTERVENTIONS

▪ **Assessment of the progress and achievements of the project against the projects results and objectives.**

Under component 1, the project established 125 functional literacy in which 3145 brick kiln workers (1995 male and 1150 female) graduated the course. The final assessments were carried out. BLCC developed a curriculum for functional literacy covering literacy and numeracy skills and other information material on the principles of decent work and rights of workers. In addition, 650 (513 male and 137 female) workers and owners wrote letters of commitments to withdraw and prevent children from child labour. Over 1000 brick kiln workers obtained CNICs and 500 workers obtained social security workers. PWF organized 5 Training of Trainers (ToTs) in three provinces in which 100 workers participated and organized awareness raising sessions for kiln workers in which around 4000 workers participated. Training of DVCs imparted in 12 districts of Punjab province in which 370 representatives of government departments and civil society organizations participated. Orientation and training provided to brick kiln owners and workers on Zig Zag technology.

Under component 2, data of 1500 vulnerable families were collected and data base developed to link with One Window Operation (OWO) but this work was suspended due to the close down of OWOs in KP which were converted into disability facilitation centres. The project then facilitated PP&SPRU in development of KP Social Protection Policy. The project also worked with Azad Kashmir Social Welfare Department for developing a road map for social protection policy which is now under review by the regional cabinet. The project also conducted awareness sessions of employers in industrial zones of KP. The key stakeholders were engaged KPSSI, EBOI and WWF. The awareness raising sessions conducted in Balochistan as well.

Under component 3, the project mapped Pakistani Diaspora associations In Italy and what issues they deal with, produced informational material on immigration, legal, social security and job related issues; conducted 3 day training for association leaders on the material; developed material on language classes for printing and dissemination through the embassy and associations; identified priority issues for Pakistani community and gave training to people on them; facilitated efforts to enhance the potential for investment by migrants in Italy in Pakistan in collaboration with Overseas Ministry, BOI and Pakistan consulate and arranged trip by them to Italy to meet migrants; and arranged Help desk inside Pakistani consulate for 2-3 hours on consulate matters and other issues faced by migrants.

▪ **Assessment of enabling factors and hindering factors contributed to achieve the results and objectives.**

The key enabling factors for the project were as follows:

- The extensive advocacy and research work done by the Pakistani civil society and media on the rights of the brick kiln workers in recent years which helped the project in identifying the key issues and identifying suitable partners and stakeholders and relevant project strategies for component 1.
- The extensive level of provincial devolution of key government functions since 2008 has helped empower provincial governments in the areas of social protection. In addition, several provincial governments as well as the national government had launched social protection programs like the Benazir Income Support Program, Social Protection Program (EHSAAS) and provincial social protection legislation and policies. This work made it easier for ILO to find a receptive and engaged audience for its work under Component 2 on social protection policy development.

- Key stakeholders played highly facilitative roles for the project, including the Italian funding partner, the UN Resident Coordinator and the ILO Rome office.
- The strong support provided by key stakeholders such as Department of Labour and brick kiln owners in undertaking component activities related to brick kiln workers. ILO's long working relationship with the government also worked well in all provinces and led to close work with government institutions i.e., DOL, and KPSSI.
- The tripartite constituents, particularly PWF, have basic conceptual understanding of ILO work and principles of Decent work. PWF also has experienced and well-connected human resources who were able to work with diverse partners particularly within government sector and workers unions. Other implementing partner BLCC also had rich experience of working in education and marginalized segments of society. This enabled the project to achieve the progress in a shorter period. ILO's history of working with PWF, Bunyad and LOD contributed to effective partnerships.

The key hindering external and internal factors were as follows:

- Covid-19 pandemic severely affected project activities during the earlier phase of the project during 2020-21, especially in Italy which was one of the countries globally most severely affected by the pandemic.
 - The massive floods in Pakistan in August and September 2022 severely affected project activities during the last phases of the project and necessitated another no-cost extension. Federal and provincial governments shifted their financial and human resources to flood recovery intervention which resulted in slow progress on several project activities, e.g., the KP social protection policy development.
 - Migration patterns of brick kiln workers and monsoon season forced brick kilns to close down and affected project progress in component I interventions i.e., functional literacy and awareness-raising sessions with workers planned to be organized at kilns.
 - Overall law and order and security situation in KP and Balochistan constrained staff and organizations from closely monitoring the situation at brick kilns. Government institutions like the Department of Labour and representatives of ESSIs were reluctant to visit the brick kilns.
 - The budget for component 2 was insufficient to reach out to stakeholders during the overall project duration. Similarly, the financial constraints for social protection at the government level in KP delayed One Window Operations at the pilot stage while the lack of administrative autonomy of PP&SPRU constrained it from working effectively to implement social protection schemes coherently.
 - Internal economic and political national issues have also left their mark on the project, in the form of chronic instability and change of governments and key governmental officials working on positions relevant to this project.
 - ILO Pakistan remained without a regular Country Director during 2022 and several stopgap officials from the regional offices filled this position. This meant that strong and consistent leadership for the project was missing for several months.
 - ISCOS was initially planned to lead on component I. However, due to new government registration requirements, it could no longer operate in Pakistan. This set back the project by several months as the project had to identify new national partners such as Bunyad to implement this component.
- **Assessment of project strategies/ what worked well and not worked well; Assessment of effectiveness of the project interventions focused on eliminating child labour in**

targeted area; Assessment of project contribution in enhancing the system on child labour, social protection and supporting the work of the diaspora; Assessment of identification of key factors and enablers based on project learnings to boost the national policies on eliminating child labour.

The data collected from various sources shows that overall, the project was effective in reaching out to the brick workers despite the challenging due to their location, working hours and living under strict monitoring of owners. Initially both workers and owners were reluctant to participate in the project activities but due to effective mobilization strategy of implementing partners i.e., BLCC and PWF, and continuous dialogue with owners, the project achieved its targets of imparting functional literacy and rights education. Bunyad’s non-threatening curriculum which focuses on increasing awareness about rights as well as how to promote cooperation among workers and owners gave confidence to owners and opened a window for working together. It was encouraging that within a 9 months period, BLCC opened 125 centers in which 3145 persons (64% male and 37% female) participated in the functional literacy classes in Sialkot. The learners were given literacy and numeracy skills, education about rights and facilitation to obtain CNICs as BLCC organized mobile vans from NADRA at their locations. They also provided them information and additional training on kitchen gardening, emergency health services etc. The supplementary activities increased the interest of learners. All stakeholders including government, implementing partners, teachers and learners emphasized the need for working on children’s education in the project areas. There were often no schools for children nearby and even if available the children were unavailable in daytime due to work. Implementing partners were of the view that both children and adults literacy centers can be opened in the same premises with different timings.

The survey conducted with the brick kiln workers in Sialkot highlights that overall, 31% to 84% respondents said that the project was effective a lot or little in 10 different categories given in the table below. The top 5 categories in which beneficiaries observed the project was most effective included providing labour training on labour rights (84%), followed by reducing child labour (81%), functional literacy and registration as workers (78%), monitoring of labour rights (75%) and obtaining CNICs (72%). The data further indicate that within the top 5 effective categories, women found functional literacy and obtaining CNICs more effective as compared to men. The FGDs and discussions with women and the staff of implementing partners also highlight that women had less access to register their CNICs before the project interventions, and activities like mobile vans facilitated women to obtain CNICs in their villages. Similarly, women’s interest in functional literacy was high because they got this chance first time in their lives and the supplemental activities like kitchen gardening and information about health and hygiene and vaccination created interest among them. There was only one category of ‘PWF mobile app’ which was indicated as less effective and only 31% responded that it was effective. It was also observed in the FGDs and KIIs that workers had less information about App and it was not being used by the workers. This was an innovative idea to get workers registered through the App and obtain information about rights and complaint mechanisms. However, this strategy needs a proper communication effort before launching it.

How effective was the project in the following regards (%)?		Men	Women	Overall	% of Men Positive responses	% of Women Positive responses	Combined positive responses (%)
Providing functional literacy	A Lot	26%	40%	29%	75%	86%	78%
	A Little	49%	46%	49%			
	Not At All	17%	14%	16%			

	Don't Know	8%	0%	7%			
Providing training on labour rights	A Lot	40%	40%	40%	83%	89%	84%
	A Little	43%	49%	44%			
	Not At All	14%	11%	13%			
	Don't Know	3%	0%	2%			
Awareness raising about social security institutions and linking with them	A Lot	24%	29%	25%	70%	69%	70%
	A Little	46%	40%	45%			
	Not At All	23%	29%	25%			
	Don't Know	6%	3%	5%			
Obtaining CNICs	A Lot	48%	43%	47%	71%	77%	72%
	A Little	23%	34%	25%			
	Not At All	25%	23%	25%			
	Don't Know	4%	0%	3%			
Obtaining Social Security benefits	A Lot	19%	34%	22%	65%	65%	65%
	A Little	46%	31%	43%			
	Not At All	24%	31%	26%			
	Don't Know	11%	3%	9%			
Registering as workers	A Lot	37%	40%	38%	77%	80%	78%
	A Little	40%	40%	40%			
	Not At All	11%	20%	13%			
	Don't Know	12%	0%	10%			
Awareness raising about OSH	A Lot	24%	34%	26%	74%	74%	70%
	A Little	50%	40%	48%			
	Not At All	21%	26%	22%			
	Don't Know	5%	0%	4%			
Using PWF mobile app	A Lot	10%	34%	15%	40%	45%	31%
	A Little	30%	11%	26%			
	Not At All	27%	40%	29%			
	Don't Know	34%	14%	30%			
Monitoring of labour rights	A Lot	14%	29%	17%	56%	75%	75%
	A Little	42%	46%	43%			
	Not At All	35%	20%	32%			
	Don't Know	8%	6%	8%			
Reducing child labour	A Lot	39%	57%	43%	80%	83%	81%

Positive responses in the last three columns refer to the percentage of respondents who found activities to be effective a little or a lot. Green coding shows activities where positive responses were above 75%; yellow coding shows activities where positive responses were between 50-75%; Red coding shows activities where positive responses were below 50%;

We as teachers had the best of our experiences while teaching brick kiln workers at the Brick kilns. We felt that we were contributing to positive change in the lives of those individuals so that they could have at least the basic education including reading and writing their names, reading their CNIC, to calculate the bricks made by them and wages. All this can bring a visible change in their lives.

“Even after completion of the project, our literacy centers were functional for three months. We didn't get salaries for those three months but this was our passion to educate those children” said the teachers.

FGD with teachers of functional literacy in Sialkot

The project also successfully conducted training of trainers (ToT) of brick kiln workers who were supposed to conduct two hours of awareness sessions at brick kilns. In all three provinces (i.e., Punjab,

KP and Balochistan), five groups of 20 persons were given 3 day training on workers' rights, international conventions and child labour etc. by ILO and PWF staff. A total of 2,411 workers participated in all three provinces, out of which 17% were women. The majority of women attended the sessions in Sialkot. In Balochistan, only 11 women attended the sessions and in KP none. The representatives of PWF in all three provinces said that the duration of the ToT and awareness raising sessions was not sufficient. The environment for awareness raising sessions at the kilns was also less conducive for delivering the sessions. The training was mainly conducted by the local representatives of PWF and therefore lack of standardization was observed. OSH was missing from the training and practice of workers. A standardized module and expert facilitators could increase the quality of training. A study on child labour was conducted.

BLCC's curriculum provided information about various issues including health and hygiene, kitchen gardening, working environment, work-life balance and the importance of CNICs and birth registration effectively and trainees retained the information. Workers in all three provinces are now aware and asked for more interventions for safe drinking water, sanitation, vaccination, family planning and alternate skill development programs. However, the team found that the project focused insufficiently on changing the social behaviors of brick kiln workers. FGDs and KIIs with implementing partners and some government officials highlighted gender discrimination and sexual abuse as a major concern which is not being tackled by anyone. They suggested that more information about laws on gender-based violence and sexual harassment needs to be provided to workers, particularly women.

A significant outcome of PWF engagement with brick kiln workers was the formation of workers union named "Balochistan Bhatta Khisht Union" and its registration with the Department of Labour. FGDs with the representatives of the union highlight that they were interested in forming a union for long but the workers were reluctant to support them. The ToT and awareness raising contributed to motivating the workers to join the union. Currently, the membership of the union is limited. PWF is facilitating them in creating linkages with various departments exposing them to different forums and meetings organized by other stakeholders. Additional training of union members and mentoring will further contribute to the capacity building of union to mobilize workers and engage with other stakeholders.

The union also gave us workers courage to stand for ourselves and to not be dependent or rely on someone else to speak for our rights but to take matter into our own hands. Because of ILO, now we may still be illiterate but we are well aware of our rights and we can raise not only our voice but also more awareness for more of our brethren and pass this information ahead. **FGDs with representatives of brick kiln workers**

The project also helped BKOAP become an organized and structured association to protect workers' rights and help transition the kiln sector from conventional to environmentally friendly technologies. The project has achieved significant progress in introducing Zigzag technology to reduce harmful environmental practices for which purpose members of BKOAP attended a training from ICIMOD. The expansion of zigzag technology is appreciated at the government level too. Punjab is ahead of other provinces in adopting this technology because the government is also committed to energy-efficient technology. The project had engaged with the Environment Protection Department (EPD). The evaluation team visited zigzag technology in both Punjab and Balochistan provinces. Working with BKOAP contributed to the acceptance of zigzag technology. However, BKOAP needs more sensitization towards workers' rights to play their role in the registration and welfare of workers.

There are some challenges with the implementation of Zig zag technology i.e. lack of skilled workers, cost involved and non-availability of electricity to install zig zag technology in many areas. Some stakeholders suggested that the Government should provide soft loans and training of workers.

One key aspects of the project was the strengthening of DVCs to effectively monitor the performance of government at the district level regarding child and bonded labour. ILO engaged a highly qualified trainer to provide training to DVCs on clarifying their roles and responsibilities and international standards of decent work in 12 districts of Punjab. It was well received by the participants though they also said that it was less effective due to its short time duration and lack of follow-up actions to ensure the participation of all stakeholders along with the establishment of monitoring mechanisms. The DVC members also highlighted the following issues:

- Lack of interest of Chairperson who is Deputy Commissioner and chairs the meetings
- The membership of DVCs being based on designation is also a problem because new persons often attend the meeting who do not know about the purpose of DVCs
- Lack of representation of workers in DVCs
- Lack of focus on child and bonded labour or brick kiln workers
- Inactive Provincial Vigilance Committee (PVC) to support DVCs and review their performance.

The DVC training was followed up with preparing implementation plans. Punjab has progressed well in legislation development and developing implementation mechanisms. However, the DVCs still require more capacity building and action plans, particularly in the context of brick kiln workers. Under the project, three month action plans were prepared but most of the representatives did not know about the progress. The DOL in KP and Balochistan were also interested in strengthening the monitoring and inspection system for child and bonded labour, learning from the experiences of Punjab, increasing the capacity of inspection officers and improving their own data monitoring and management systems to help improve performance.

Another major achievement under component 1 is the formation of a union named Awami Labour Union, Mohmand Dam with G2G Chinese Company. Despite the security challenges, PWF worked for one and a half years to mobilize the workers for the formation of a union. Workers were also linked with KP Employee Security Institutions. There are 1,500 registered members at the moment. Labourers are now entitled to gratuity, medical facility and leave under Labour Laws. Union members hold meetings on bi-weekly basis to discuss issues, raise awareness and conduct site visits. Earlier, workers were threatened with termination without any reason but they now feel secure.

Under Component 2, the main outcome was developing the KP Social Protection Policy 2022. ILO, UK government and GIZ supported the process and provided technical support. The Social Protection Policy was a big milestone. The PP&SPR unit is now working on developing a strategy and road map with the assistance of GIZ and FCDO. ILO is also providing technical support to Azad Kashmir in preparing a road map for Social Protection Policy and relevant staff there too highly appreciated ILO support. The initial plan of piloting the social protection system through One Window Operation (OWO) was also compromised due to a lack of funds. The evaluation team feels that such issues must be brought into the agenda of social protection forums to advocate the issues within government structures. Government should also introduce payments to workers through bank transactions to increase transparency

The project also developed good linkages with KPESSEI and mobilized them to work effectively with the industries. With the coordination of ILO, KPESSEI successfully organized awareness raising sessions with employers in different districts of KP and monitored the existing conditions of workers. KPESSEI staff highlighted that these meetings contributed to awareness raising among workers about social security benefits and registering complaints about their non-availability. As a result, employers ensured improvement in health safety and improvement in the working environment by fixing exit door facilities. Meetings with the employers of Frontier Fort Tiles and ZRK Industries contributed to preventing downsizing and provision of basic facilities to the employees in their respective industries. However, KPESSEI was concerned that employers in the informal sector are unwilling to pay 6% of the monthly share for social security, EOBI and WWF benefits. The issue of registration of brick kilns in particular was a major concern in all three provinces. Despite project efforts to provide awareness to brick kilns owners and workers, the willingness of owners to contribute is low because of the frequent migration of brick kiln workers and since they are hired by the contractors instead of owners directly. The issue requires advocacy at a higher level. ESSIs, EOBI and WWF representatives were of the view that ILO may advise the government to force employers or suggest alternate mechanisms.

Under component 3, the strategies related to using Pakistani associations in Northern Italy, where two to three hundred thousand Pakistanis are living according to the estimates of Pakistani community leaders, worked very well. Pakistani associations enthusiastically supported project activities and were instrumental in arranging outreach for the project partners to tens of thousands of Pakistani migrants and their families. The associations also provided volunteers for the dissemination of information and the language classes. The website set up in Italian and Urdu to disseminate information material (25 info sheets) on Migrant Workers' rights as per Italian labour legislation and the online campaign "Same job, same rights" through social media (Facebook and Instagram) proved particularly effective. The project strategy of working online during Covid-19 peak duration also worked very well. The strategy of working with the Pakistani Consulate also worked reasonably well although the effectiveness varied over time depending on the cooperation of newly appointed consular staff. However, the project succeeded in maintaining a helpdesk at the consulate for migrants for a long period. FGDs with Pakistani migrants showed that while the project activities helped improve the links between migrants and consulate and the latter's receptivity and promptness in dealing with migrant issues, more work is needed to boost the consulate assistance to workers, particularly in terms of channeling migrant concerns back to government agencies in Pakistan. Migrants also expressed the need for stronger linkages with Pakistani government departments such as Federal Ombudsman Office and chambers of Commerce. It was also suggested by the consulate that the Overseas Ministry should establish an online complaints redressal website for migrants.

To establish networking between the credible institutions in Pakistan and Pakistani diaspora in Italy to invest and support Decent Work Opportunities in Pakistan, a high-level tripartite Pakistani delegation visited various cities in Italy to meet migrant communities through workshops. A set of information material (booklet and video clips) on initiatives taken by the Government of Pakistan to facilitate foreign investments was developed and disseminated. However, the project strategies for linking migrant workers with investment opportunities and other services was less successful. On the investment side, the choice of the Pakistan government Board of Investment for the purpose of facilitating investment by Pakistani migrants did not work well, as mentioned by the Board official interviewed himself. The Board deals with large industrial projects (above \$ 1 million) while most of the Pakistani migrants, being unskilled and less literate, did not have such large amounts to invest. Thus, the official said that involving the government agency for small businesses and the different

regional chambers of commerce would have been better for the needs of migrant workers to make smaller investments. FGDs with communities also revealed that the visiting departments and officials did not undertake any follow-up and no strong links could be developed with them.

- **Assessment of the appropriateness of project partners and key stakeholders and their role in implementation.**

ILO partners for component 1, i.e., PWF, BLCC and JERS, were capable of delivering their tasks and flexible to adjust to external and internal challenges like COVID, floods etc. PWF as a tripartite constituent had good knowledge of ILO and understood the working culture. The focal persons in all three provinces were well oriented and well connected with workers and government stakeholders. However, their capacity to deliver training and awareness raising needs to be supported with external assistance. Data management is another area which must be further strengthened. BLCC has a long history of working in the education sector including service delivery and curriculum design. BLCC has also worked with UNICEF and ILO and implemented the IMC project in Sialkot. JERS is a well-established group in the fields of Engineering, Planning, Architecture, Environment and Social Sectors. DOL is a main stakeholder of the project but seems less engaged in the project, particularly in KP and Balochistan, where they require more information about the project and support in capacity building and developing systems. The Employers Federation of Pakistan was included as one of the stakeholders for component 1 and 2. However, officials there indicated that beyond receiving a few letters and emails, there was no effort by the project to include them actively in the project activities.

Under component 3, the choice of ISCOS was particularly appropriate as it has worked in Pakistan earlier and has a strong commitment to the welfare of Pakistani vulnerable population and has a strong presence in Italy and strong linkages with trade unions in Italy and relevant government entities there. However, one missed opportunity in the work related to migrant workplace rights was in terms of not doing outreach to employer associations in Italy to enhance their support to migrant rights. The Pakistani consulate was an appropriate choice as was the Ministry of Overseas Pakistanis. However, the choice of the Board of Investment and the absence of small businesses entity and chambers of commerce in Pakistan was less appropriate. Also, the project could have developed greater linkages with the UN International Organization of Migration for component 3 as it has strong technical expertise in the issues of migrants.

3.4: MANAGEMENT EFFECTIVENESS AND RESOURCE EFFICIENCY

- **Assessment of adequacy and capacity of human resources to manage, implement and monitor project efficiently; Assessment of strategic allocation and use of project resources (funds, human resources, time, expertise, etc.) to achieve the project results.**

The project team consisted of two project staff only-one based in Lahore focused primarily on component 1 and one based in Peshawar focused on component 2. In addition, an Islamabad-based ILO staff provided support to component 3 on a part-time basis. Several key external and internal stakeholders pointed out that given the wide scope of the project covering three very disparate components with a wide range of activities under them, the project team strength and capacity was insufficient. In addition, there was no dedicated Finance and Administration position under the project. A dedicated staff for data management and analysis was also missing. As some of the project interventions were implemented as pilot, there was a need to document the processes and keep the quantitative records intact. The lines of authority for the project staff were also incoherent as both of

them and there was no clear position of a single Project Manager with responsibility for the whole project and its budget. This led to serious inefficiencies and caused delays and also affected the effectiveness and coherence of project activities. While the project had to apply for two no-cost extensions, it managed to ensure that the additional administrative costs entailed by the extensions did not eat into project activities by getting additional funds to cover the administrative costs from the ILO regional office.

▪ **Assessment of the role and effectiveness of the country offices, regional offices, and HQs in providing technical support and monitoring of the project.**

The Country Director, a senior Program Officer and the support units supported the project from the country office. This support was deemed to be adequate and effective. Unlike most ILO projects, this project also did not have a dedicated Technical Officer in the ILO regional offices given the wide range of technical activities covered by the project which fell under the domain of several regional staff. This too affected project effectiveness. The project received primary backstopping support from ILO Decent Work Teams in Delhi and Bangkok. Component-1 (Brick Kiln) was supported by 'Child Labour Specialist'. The Brick Kiln component received further support from 'Enterprise Specialist and Social Protection Specialist in DWT Delhi.' Component-2 (Social Protection): was supported by Social Protection Specialists in DWT-Delhi as well as in Geneva. The Social Protection component received additional support from 'Employers and Workers Specialists' in DWT-Delhi. Component-3 (Pakistani Diaspora in Italy) was supported by Migration Specialist as well as Youth Employment Specialist in DWT-Bangkok.

Regional staff supported project activities regularly. ILO specialists from Decent Work Technical Support Team in New Delhi, ILO-Geneva along with International Trade Union Confederation joined virtually and shared their valuable insights to regional and global advancements during a 2-Day Experience Sharing Workshop for Strengthening Trade Union Strategy and Identifying New Priorities for Trade Unions' Cooperation held on 15-16 June 2022 at ILO Office for Pakistan, Islamabad.

▪ **Assessment of the role of the project steering committee and/or governance structure to oversee the project.**

A Project Advisory Committee (PAC) consisting of officials from relevant government bodies, the Italian Cooperation, ISCOS, Employers and Workers Organizations, partners, and others as required was formed. The Project Advisory Committee (PAC) chaired by the Federal Secretary OP&HRD aimed to meet every six months to monitor and oversee program implementation. The Steering Committee served the following purposes:

- Provide strategic direction and guidance over program implementation.
- Ensure national ownership and alignment with Pakistan's development priorities.
- Lobby and advocate for enabling policy, legal and regulatory framework
- Approve possible changes to Program document,
- Approve implementation plans, annual work plans and budgets.
- Review Annual Reports and other key reports indicating progress of the Project

All key stakeholders expressed satisfaction with the working of the committee and appreciated the strong support that it provided for project activities. The steering committee played a key role in helping the project to adjust to the fact that ISCOS was unable to implement component I due to

lack of government registration and find new suitable partners. It also helped the project a lot in developing a monitoring system working through the District Vigilance Committees.

3.5: POTENTIAL IMPACT AND LIKELIHOOD OF SUSTAINABILITY

Potential Impact

- **What are the evidence of broader, mid-term and longer-term effect/s that the project has contributed effectively to the project components (bonded labour, social protection and engaging the diaspora)? And whether the COVID-19 pandemic has affected the possible impact of the project?**

Considering the wide range of activities and components and the major external challenges (i.e., COVID-19, floods etc.), the project has performed well and created impact in several key areas, e.g., In creating space for brick kiln workers to improve their awareness level to better understand and exercise their rights under component I. The following table on the Sialkot survey results indicates that overall, 44-73% of the respondents said that the project has created an impact (either a lot or little) on the 12 different categories given in the table. Out of 12 categories covered in the survey, the five top impact categories included enhanced knowledge about labour rights (73%), the importance of workers registration (70%), harmful impact of child labour (69%), access to social security institutions including NADRA, EOBI, Social Welfare Department (SWD) etc. (63%) and literacy and numeracy skills (62%). Women identified the impact on functional literacy at the top (72%) whereas, for men, the impact of functional literacy was at the 10th number. As mentioned in the effectiveness section, women found functional literacy helpful to improve not only their literacy and numeracy skills but also their information and knowledge on health, hygiene, kitchen gardening etc.

The least Impact categories on which less than 50% of the respondents indicated impact included enhancing understanding of gender equality (47%) and positive attitude towards the future (44%). The results of the survey reflect the project interventions. The project design and implementation strategies concentrated comparatively less on gender aspects except in literacy centers where women's participation was regular and topics of literacy component included gender equality.

D. Impact: To what extent has this project contributed in you in the following regards?		Men	Women	Overall	Combined positive responses (%)
Enhanced your literacy and numeracy skills	Increased A Lot	7%	26%	17%	62%
	Increased A Little	45%	46%	45%	
	No Impact	45%	29%	41%	
	Reduced	0%	0%	0%	
	Don't Know	4%	0%	3%	
Enhanced your knowledge about labour rights	Increased A Lot	11%	17%	13%	73%
	Increased A Little	63%	51%	60%	
	No Impact	23%	31%	25%	
	Reduced	1%	0%	1%	
	Don't Know	2%	0%	1%	
	Increased A Lot	18%	23%	19%	47%

Enhanced your knowledge about importance of gender equity	Increased A Little	28%	26%	28%	
	No Impact	41%	43%	41%	
	Reduced	2%	6%	2%	
	Don't Know	11%	3%	10%	
Enhanced Your knowledge about the importance of registering as workers	Increased A Lot	20%	17%	19%	70%
	Increased A Little	52%	46%	51%	
	No Impact	21%	37%	25%	
	Reduced	0%	0%	0%	
	Don't Know	7%	0%	5%	
Enhanced your knowledge about the social security benefits and institutions	Increased A Lot	9%	17%	11%	55%
	Increased A Little	46%	34%	44%	
	No Impact	36%	49%	39%	
	Reduced	0%	0%	0%	
	Don't Know	8%	0%	7%	
Enhanced your knowledge about complaint mechanisms for violation of labour laws	Increased A Lot	3%	20%	7%	60%
	Increased A Little	53%	51%	53%	
	No Impact	30%	29%	30%	
	Reduced	0%	0%	0%	
	Don't Know	14%	0%	11%	
Enhanced your knowledge about harmful practices related OSH	Increased A Lot	10%	14%	11%	61%
	Increased A Little	48%	54%	50%	
	No Impact	34%	31%	34%	
	Reduced	0%	0%	0%	
	Don't Know	8%	0%	6%	
Enhanced your knowledge about harms of child labour	Increased A Lot	36%	46%	38%	69%
	Increased A Little	33%	26%	31%	
	No Impact	23%	29%	24%	
	Reduced	0%	0%	0%	
	Don't Know	8%	0%	7%	
Enhanced your access to social security institutions (i.e., NADRA, EOBI, SWD etc.)	Increased A Lot	18%	23%	19%	63%
	Increased A Little	45%	43%	44%	
	No Impact	20%	34%	23%	
	Reduced	0%	0%	0%	
	Don't Know	17%	0%	13%	
Enhanced your capacity to exercise your labour rights at workplace	Increased A Lot	3%	17%	6%	56%
	Increased A Little	50%	51%	50%	
	No Impact	37%	31%	36%	
	Reduced	1%	0%	1%	
	Don't Know	9%	0%	7%	
Enhanced your confidence to communicate with employers and government stakeholders	Increased A Lot	6%	14%	8%	54%
	Increased A Little	46%	46%	46%	
	No Impact	39%	40%	39%	
	Reduced	0%	0%	0%	
	Don't Know	9%	0%	7%	
Enhanced positive attitude towards your future	Increased A Lot	6%	20%	9%	44%
	Increased A Little	35%	37%	35%	

	No Impact	52%	43%	50%	
	Reduced	2%	0%	1%	
	Don't Know	6%	0%	5%	

Positive responses in the last column above refer to the percentage of respondents who found project activities to be effective a little or a lot. Green coding shows positive responses were above 75%; yellow coding shows positive responses were between 50-75%; Red coding shows positive responses were below 50%;

The FGDs and KIs also indicated the following impact under component 1 and 2:

- The project has positively increased awareness of labour rights and facilitated workers (both men and women) to obtain CNICs which is an important document to claim citizen and workers' rights. The project has significantly strengthened the platforms of workers to raise their voices. PWF being a representative body of workers was able to raise the voice of brick kiln workers in the tripartite committees and other government structures. The formation of worker unions (i.e., Balochistan Bhatta Khisht Union and Awami Labour Union KP) has created space for other formal and informal sectors to form their unions. "Balochistan Bhatta Khisht Union as the first union of the brick kiln sector in Balochistan has recognition from the government and is participating in different meetings to raise the issues of workers. The evaluation team observed during the field visit that the union representatives were invited to the labour department to discuss the issues of implementation of minimum wages in Baluchistan.
- Though the project did not exclusively focus on the issues of women in the brick kiln sector, the implementing strategies of the partners (i.e., Bunyad and PWF) reached out to women mainly in Punjab and increased their interest in education for themselves and their children. However, clearer and exclusive strategies are required for women in all provinces.
- The project has also increased the motivation and skills of brick kiln owners to adopt zigzag technology. However, more work is needed to sensitize kiln owners to participate in the welfare of workers and ensure the registration of workers. Owners should be motivated to share direct economic benefits with workers as well or contribute to improving social and working conditions i.e., pay for social security, provision of safe drinking water, access to health and education facilities etc.
- The project has increased interest and motivation in KPESIs to create awareness among employers and monitor the working environment in industries.

The project created visible impact in the lives of Pakistani migrant workers in Italy too under component 3, as shown by the online survey results in the table below. This table shows that the majority of respondents reported that the project improved their socio-economic status by a lot or a little on each of the five attributes probed in the survey. Within the overall survey, the best results were shown in terms of enhancement of literacy and numeracy skills where a majority (52%) reported that it increased a lot. Among men, the best results were shown in terms of enhancement of capacity to exercise their labour right in the workplace where a large majority (70%) reported that it increased a lot. Among women, the best results were shown in terms of literacy and numeracy skills where a majority (52%) reported that it increased a lot. Men generally reported slightly higher impact than women in the survey.

Impact: To what extent has this project contributed in you in the following regards?	Men	Women	Total (Overall)	
Enhanced your literacy and numeracy skills	Increased A Lot	50%	53%	52%
	Increased A Little	50%	35%	41%
	No Impact	0%	0%	0%
	Reduced	0%	6%	4%
	Don't Know	0%	6%	4%
Enhanced your knowledge about the social security benefits and institutions	Increased A Lot	50%	41%	44%
	Increased A Little	40%	41%	41%
	No Impact	0%	6%	4%
	Reduced	10%	0%	4%
	Don't Know	0%	12%	7%
Enhanced your capacity to exercise your labour rights at workplace	Increased A Lot	70%	20%	40%
	Increased A Little	30%	53%	44%
	No Impact	0%	7%	4%
	Reduced	0%	0%	0%
	Don't Know	0%	20%	12%
Enhanced your confidence to communicate with employers and government stakeholders	Increased A Lot	50%	40%	44%
	Increased A Little	50%	60%	56%
	No Impact	0%	0%	0%
	Reduced	0%	0%	0%
	Don't Know	0%	0%	0%
Enhanced positive attitude towards your future	Increased A Lot	40%	50%	46%
	Increased A Little	60%	44%	50%
	No Impact	0%	6%	4%
	Reduced	0%	0%	0%
	Don't Know	0%	0%	0%

FGDs with men showed that they found the informational services about worker rights, legal issue and social protection services as the most useful aspects of the project, especially since they were provided on the doorsteps and social events held at different locations. This was followed by language classes for women and children and informational desks at the consulate. People mentioned that since illiteracy among migrant workers was high and many were also undocumented, informational services helped them gain legal status, bring their families over and access greater rights at work. However, people also mentioned that the impact was low in the areas of linking them with investment opportunities and other government services in Pakistan as the delegation of relevant officials that came did not do active follow-up. People said that they needed more sustained linkages, dialogues and follow-up in this areas as they faced huge problems in taking care of their real, estate and other issues in Pakistan. People also said the need for improving the Pakistani consulate role in linking them with services back in Pakistan. People also said that government departments also have to do a better job of utilizing the major opportunities available in Italy to send skilled labour from Pakistan to Italy and

to arrange visits by Italian business groups to go to Pakistan and recruit workers directly so that the exploitative role of immigration agents could be eliminated.

FGDs with migrant women show that they face many socio-economic issues in Italy and needed a platform to tackle them. The activities women found most useful included language classes as it enhanced their mobility and the information on rules and regulations about women and workers' rights, education and legal documentation. However, they also felt that they need much more social awareness for the Pakistani community on integration, awareness-raising among men on women's rights and education; language courses at different levels; and social opportunities for engagement. Vocational training should be provided to the females to support them in becoming financially independent.

▪ **Has the intervention made a difference to DWCP Pakistan, specific SDGs the project is linked to? If so, how has the intervention made a difference? (explicitly or implicitly)**

The project made a significant difference to DWCP Pakistan, country outcomes and SDGs. The BLCC-led campaign to collect letters of commitment from the workers, brick kiln owners and family members for the prevention of child and bonded labour made a difference to SDGs 1 and 8. The functional literacy and Information, education and communication (IEC) material produced by the project highlighted principles of decent work and the harm from child and bonded labour. The functional literacy centers and rights education contributed towards achieving SDG 1 and 5. Awareness raising of employers and registration of workers promoted social protection (SDG 1, SDG 8, Outcome 7 and 8). Promoting zigzag technology contributed to SDG 13. The development of the Social Protection Policy aims to promote social protection and contribute to PAK 226 to enable a regulatory environment for the extension of social protection at the provincial level.

Component 3 outputs have made a clear difference through particular activities to DWCP and SDGs. For, output 3.1 "Knowledge products on Decent Work challenges in Pakistan developed" made a difference in the areas of PAK 176: Enabling policy, legal and regulatory environment created for sustainable employment through its informational services that increased migrant knowledge on migrant workers' rights at their workplace as well as SDG 1 on poverty eradication and social protection, as shown by beneficiary perceptions in both the online survey and FGDs. Similarly, this output addressed **SDG 5** (Gender equality and non-discrimination) through the language classes for women which helped them become more functional. However, the impact on DWCP PAK 204: Sustainable and responsible enterprises in Pakistan promoted was limited due to lack of follow-up by government officials in Pakistan.

Sustainability

▪ **To what extent sustainability considerations were taken into account in the project interventions? Has the project developed and integrated an exit strategy in its work?**

The main project strategy to ensure sustainability of project outputs was to contribute towards the capacity development and modernization of existing institutions by adding value to their existing programs. This strategy for sustaining the project outcomes through external partners and stakeholders was focused along three parameters, namely (1) institutional (the endurance of institutional networks and implementation arrangements facilitated by the project), (2) financial (the capacity of stakeholders to generate returns on their investment in the project (either in material or non-material benefits) that at least equal the costs incurred) and (3) technical sustainability (maintenance of the level of capacity of local stakeholders with minimum process standards). In

summary, it was envisaged that the approaches and tools promoted by the project are more likely to endure over time if the institutional arrangements to apply them meet the minimum quality expectation of stakeholders and beneficiaries alike. Using this framework, the project pursued sustainability through the following means in the three components.

The project worked with tripartite constituents at national and sub-national levels which are permanent structures to carry out the project outcomes. The strengthening of DVCs, the development of Social Protection Policy 2022, the formation of labour unions and their registrations with DOL are some aspects which will sustain after the end of the project period. However, all these interventions require more investment in capacity building and a clear exit strategy, which is missing for some activities. Under component three, the focus was on building the capacity of the consulate and Pakistani associations. FGDs showed that the Pakistani migrant associations had incorporated the informational packages produced by the project on legal and social protection issues and will continue to share them with migrant workers in the future. Similarly, community volunteers in some cases plan to continue the language classes for women and children. Similarly, the consulate plans to continue with the informational desk service for migrants in the future. However, the sustainability of benefits under the sub-component to enhance linkages with service providers was perceived as being low as strong linkages among the consulate, migrants and Pakistani institutions did not emerge.

▪ **To which extent the results of the intervention likely to have a long term, sustainable positive contribution to DWCP Pakistan and relevant targets? (explicitly or implicitly)**

The project has achieved some outcomes at the level of beneficiaries which have the potential to sustain beyond the project period. Under component 1, there is a buy-in for alternate technologies like Zigzag. The main benefit of this technology according to EPD and owners is less investment cost and higher economic and environmental returns. All the main stakeholders including the government, owners and workers have a consensus on continuing with this or similar technologies, though further investment in training and exposure is needed. Under component 2, Policy development and advocacy work will likely have a long-lasting impact on organizational capacities and motivation. The KP Social Protection Policy, 2022 will contribute to strengthening ongoing work on social protection.

The quantitative survey highlights the perspectives of brick kiln beneficiaries on the sustainability of impact. The majority of the respondents said that the sustainability of impact will be low in most dimensions. The only dimension on which a majority of both men and women said that the impact will sustain is on knowledge about the harmful impact of child labour. In addition, a majority of women also said that their knowledge about OSH harmful practices and confidence to interact with external stakeholders will sustain. This reflects the fact that these complex outcomes require further follow-up to become sustainable.

What are the chances that the impact of the project will continue in future in the following areas?		Men	Women	Overall
Your literacy and numeracy skills	Very High	2%	9%	4%
	High	22%	23%	22%
	Low	38%	37%	38%
	Very Low	33%	31%	32%

	Don't Know	5%	0%	4%
Your knowledge about labour rights	Very High	2%	3%	2%
	High	27%	20%	25%
	Low	51%	51%	51%
	Very Low	16%	20%	17%
	Don't Know	5%	6%	5%
Your knowledge about importance of gender equity	Very High	2%	6%	3%
	High	20%	14%	19%
	Low	38%	43%	39%
	Very Low	22%	29%	23%
	Don't Know	17%	9%	16%
Your knowledge about the importance of registering as workers	Very High	3%	3%	3%
	High	35%	29%	34%
	Low	39%	43%	40%
	Very Low	15%	17%	16%
	Don't Know	8%	9%	8%
Your knowledge about the social security benefits and institutions	Very High	2%	6%	3%
	High	23%	29%	25%
	Low	40%	29%	38%
	Very Low	19%	26%	20%
	Don't Know	15%	11%	14%
Your knowledge about complaint mechanisms for violation of labour laws	Very High	0%	9%	2%
	High	23%	20%	22%
	Low	43%	54%	46%
	Very Low	17%	6%	14%
	Don't Know	17%	11%	16%
Your knowledge about harmful practices related OSH	Very High	1%	3%	1%
	High	7%	17%	9%
	Low	33%	49%	37%
	Very Low	20%	17%	19%
	Don't Know	39%	14%	34%
Your knowledge about harms of child labour	Very High	5%	6%	5%
	High	45%	44%	42%
	Low	36%	40%	37%
	Very Low	11%	5%	12%
	Don't Know	4%	6%	4%
Your access to social security institutions (i.e., NADRA, EOBI, SWD etc.)	Very High	0%	3%	1%
	High	22%	26%	23%
	Low	40%	54%	43%
	Very Low	11%	6%	10%
	Don't Know	27%	11%	23%
Your capacity to exercise your labour rights at workplace	Very High	1%	3%	1%
	High	20%	23%	21%
	Low	48%	57%	50%
	Very Low	18%	11%	17%
	Don't Know	12%	6%	11%

Enhanced your confidence to communicate with employers and government stakeholders	Very High	1%	9%	2%
	High	30%	54%	35%
	Low	44%	29%	41%
	Very Low	14%	3%	11%
	Don't Know	11%	6%	10%
Enhanced positive attitude towards your future	Very High	2%	3%	2%
	High	23%	20%	23%
	Low	33%	43%	35%
	Very Low	35%	31%	34%
	Don't Know	7%	3%	6%

Under component 3, the online survey results show that between 60-70% of both men and women said that the impact on their lives will sustain in the long run. The biggest sustaining factor were capacity to exercise labour rights at workplace and knowledge about the social security benefits and institutions among men; and Enhanced positive attitude towards future and enhanced confidence to communicate with employers and government stakeholders among women.

Sustainability: What are the chances that the impact of the project will continue in the future in the following areas?		Men	Women	Total
Your literacy and numeracy skills	Very High	10%	12%	11%
	High	70%	76%	74%
	Low	10%	6%	7%
	Very Low	10%	0%	4%
	Don't Know	0%	6%	4%
Your knowledge about the social security benefits and institutions	Very High	13%	7%	9%
	High	75%	60%	65%
	Low	0%	20%	13%
	Very Low	13%	0%	4%
	Don't Know	0%	13%	9%
Your capacity to exercise your labour rights at workplace	Very High	25%	0%	9%
	High	63%	60%	61%
	Low	0%	20%	13%
	Very Low	13%	0%	4%
	Don't Know	0%	20%	13%
Enhanced your confidence to communicate with employers and government stakeholders	Very High	25%	7%	13%
	High	38%	87%	70%
	Low	25%	0%	9%
	Very Low	13%	7%	9%
	Don't Know	0%	0%	0%
Enhanced positive attitude towards your future	Very High	0%	19%	12%
	High	70%	75%	73%
	Low	30%	6%	15%
	Very Low	0%	0%	0%
	Don't Know	0%	0%	0%

CHAPTER 4: LESSONS LEARNED AND EMERGING GOOD PRACTICES

This chapter provides a brief summary of the main lessons learned and emerging good practices derived from the project progress under the different components based on the information gathered from the documents and interviews with all project stakeholders.

4.1: LESSONS LEARNED

Component 1 and 2

- 1) Coherence among various interventions gives better results. This was evident particularly in component 1 where BLCC and PWF focused holistically on working with kiln workers in providing awareness about labour rights, obtaining CNICs and linking with government services. Education and registration of CNICs are key entry points to motivate vulnerable segments of society to participate in the process of social and economic development. These interventions were highly admired by women in particular. Thus, the key lesson for the future is to effectively develop related activities that address the priority needs of beneficiaries.
- 2) Working with vulnerable segments of society required more time for social mobilization and capacity-building and continuous efforts to engage with key stakeholders and influencers (i.e., brick owners, community elders etc.). Training is only one aspect of capacity building, the other aspects being the development of systems, mentoring and determination of follow-up actions to get desired results, e.g., providing a short duration of training for DVCs was not sufficient and required more engagement with the government in this regard. Similarly, the expansion and effective implementation of social protection systems require finances, infrastructure, political will and law enforcement. Continuous policy advocacy with federal and provincial governments is important to take the agenda forward. Thus, the key lesson for the future is to build in sufficient time for social mobilization and capacity-building a key mass of related activities to ensure sustainable impact.
- 3) Initiatives or reforms initiated by one government official may not be taken forward by their successors, which impacts the progress of the project, e.g., in component 3 when embassy staff changed or under component 2 when social policy staff were transferred. Thus, the key lesson for future is aiming to get the change institutionalized through changes in policies is key.
- 4) Gender mainstreaming/ equality adds to the effectiveness of the projects and requires dedicated resources to achieve, including human resources, targets and appropriate strategies when working with the vulnerable segments of society. Thus, the key lesson for future is to have a clear roadmap on gender equity included in the design phase.

Component 3

- 1) The tripartite approach used in carrying out the aforementioned activities has allowed for a broader debate with all the players involved on complex issues that require a multi-stakeholder approach. However, progress on output 3.2 was limited by the inappropriate choice of external stakeholders such as Board of Investment, which deals with large investment opportunities which were beyond the reach of migrant workers most of whom had limited income and savings. Selecting more suitable partners dealing with small-scale investment opportunities would have enhanced the effectiveness of this output. Thus, the key lesson for future is to identify the correct stakeholders for the project based on a fine-grained understanding of beneficiary needs.

- 2) The participation of representatives of the diaspora communities in the preparation and implementation of the territorial meetings and the final conference is key for strengthening the dialogue between representatives of the institutions and governments with the beneficiaries, bringing concreteness to the programming of upgraded policies. Thus, the key lesson for future is to mobilize the community to identify community resources that may supplement project resources.

4.2: EMERGING GOOD PRACTICES

Component 1 and 2

Using advocacy and campaign work to bring about change

The campaigns organized by BLCC to get commitment letters from parents, owners and other influencers for eliminating child labour was a good approach to make key stakeholders sensitized and accountable. Conducting awareness sessions at brick kilns increased the participation of workers without any discrimination based on race, caste and religion. Thus, the key good practice for future is developing an advocacy and campaign strategy that involves project beneficiaries and other key stakeholders to build voice and momentum for the advocacy work.

Establishing functional literacy centers

Opening school/ functional literacy opened the space for community dialogue and engagement. Bunyad's non-threatening curriculum on rights and cooperation among workers and owners gave confidence to owners. The learners were given literacy and numeracy skills, education about rights and information and additional training on kitchen gardening, emergency health services etc. The supplementary activities increased the interest of learners. Thus, the key good practice for future in working with illiterate beneficiaries is to use the provision of functional literacy to empower and connect them with needed information and services.

Introduction of Zigzag technology

The project introduction of Zigzag technology helped to reduce the environmental carbon footprint of brick kiln plants. The Zigzag technology— stacking the bricks in a zigzag pattern instead of straight line— converts the brick kilns by better insulating the walls and the floors. This method changes the way coal is loaded to redirect the air flow, which leads to better, more efficient fuel combustion and increases energy efficiency. The expansion of zigzag technology is appreciated by workers, owners and government alike. Thus, the key good practice for future is to expand the use of this technology in all parts of Pakistan and to identify other similar technologies with the help of research institutes.

Component 3

Leveraging additional links and activities to enhance the effectiveness of the component 3 activities

A key good practice under component 3 was the ability to leverage additional links and activities to enhance the effectiveness of the component 3 activities. For example, the training activities aimed at Pakistani trade unions, initially envisaged in Italy, was carried out in Pakistan. This has allowed for a reduction in costs and wider participation by local unions. The workshop was attended by representatives of the Pakistani business community. This broadened the topics covered and prepared the ground for the delegation's visit made in the following months. Similarly, the implementation of the tripartite mission in Italy brought together activities initially foreseen separately— training of trade unionists and visits of representatives of the Pakistani government for the promotion of investments in the country of origin –leading to synergies among them. The realization of the final conference in Rome, initially not foreseen, represented the opportunity to capitalize on the presence of senior representatives of the institutions of both countries to outline future cooperation. Thus, the key good

practice for future is to leverage links between different stakeholders to allow the fermentation of additional ideas and intended outcomes.

Using community social channels for social mobilization and effectiveness

The use of **community social channels** represented an important dissemination tool not initially envisaged in this project. Initially conceived only as a tool for disseminating the campaign on rights, it was also used to experiment with online training with the assistance of expert Italian trainers and the help of Pakistani interpreters. This methodology has been a major success in terms of audience and has highlighted a potential issue with respect to the communication of content also in the country of origin. The project also made use of young volunteers from the Pakistani migrant communities for various project activities, such as language classes, outreach to the community and dissemination of information to migrants about their rights. This helped in reducing costs and using human resources which were embedded within the community and knew their context well, leading to effective and efficient project work and ensuring greater linkages and participation from the communities. Thus, the key good practice for future is to use community resources to supplement scarce project resources.

Engaging women through online outreach

The involvement of women in online training activities has been a successful tool for reaching a hard to reach group. Cultural limits are still present in the community regarding the autonomy of Pakistani women in the Italian context which poses serious obstacles to their social integration and entry into the labour market. The online courses helped in breaking down resistance to participation and helped in bringing women together and increasing their awareness and functionality in society. Thus, the key good practice for future is to reach out to women in conservative groups through online platforms.



Zig-zag technology

CHAPTER 5: CONCLUSIONS

This chapter provides the key conclusions about the project performance along all the main performance criteria based on the OECD-DAC criteria as well as key crosscutting based on the data collected from different documents and stakeholders.

5.1 OECD-DAC Criteria

Project Design Validity

The project started in January 2019 with a two-year initial time frame and was extended till December 2023. However, a three-year timeline from the start would have been more realistic given the complex nature of the outputs and activities of the project. The challenges of brick kiln sectors and social security policies vary from one province to another in terms of the existing capacity of institutions and the law and order situation. This was also true for component 3 whose activities were based in Italy and involved developing linkages between Pakistani and Italian stakeholders.

Social dialogue among different stakeholders was rightly a key attribute of this project as the project aimed to bring together stakeholders who are normally not connected to each other with the purpose of resolving problems through dialogue among them. i.e., owners of brick kilns, representative bodies of employers, workers and government in component 1; government officials, particularly among Employee Social Security Institutes of Punjab, KP and Balochistan under component 2; and migrant workers, Pakistani consulate, trade unions, business groups and government entities in component 3. However, there were some missed opportunities in component 3 in initiating dialogue of migrants with some key stakeholders, e.g., employers and government departments in Italy for furthering social protection of workers, and with government agencies and business groups dealing with small business opportunities. Thus, using social dialogue represented a valid project design.

Relevance To Stakeholder Needs And Priorities

Component 1 of the project was highly relevant in terms of focusing on brick kiln workers who face poverty, child labour, negligence, social and economic discrimination, lack of education, health and social security, lack of decent work conditions etc. Output 1.1 focused on the capacity building of District Vigilance Committees (DVCs) to improve performance and establish monitoring mechanisms. Output 1.2 focused on piloting of functional literacy program for brick kiln workers which were very important for them in improving their work and personal lives. Output 1.3 was an important feature of the project to link both beneficiaries of the project with the social security services.

The outputs and activities under component 2 were also relevant aiming to improve access of beneficiaries in social security institutions. Output 2.1 focused on working in KP province initially targeted the most vulnerable women beneficiaries of the Benazir Income Support Program (BISP) to get benefits from various social security institutions through coordinated efforts of One Window Operation (OWO). Under Output 2.2, the work of KP Social Protection Policy 2022 was further replicated in Azad Kashmir. Output 2.3 engaged with employers through KP ESSI in industrial zones about the social security services, improving working environment and workers registration. Component 3 focused on Pakistani migrant workers in Italy, the project activities were aimed at the needs of the tripartite constituents, beneficiaries and recipients. Output 3.1 “Knowledge products on Decent Work challenges in Pakistan developed” aimed to meet the legal, economic and social needs of the migrant workers. Similarly Output 3.2 aimed to serve the needs of Pakistani diaspora in Italy (Business persons) to invest in Pakistan, thus fulfilling their own needs and those of employers and

workers in Pakistan and the need of the Pakistani government for greater investment in the country. All three component outputs also aimed to support the goals outlined in DWCP Pakistan 2016-2020 extended to 2022; ILO P&B 2020-2021 (Outcomes 3, 7 and 8) and the relevant SDGs targeted.

Coherence

Overall, the linkages of the first two components with Component 3 was weak. However, coherence existed between Components 1 and 2 and between interventions within the same component. The project design allowed for piloting certain interventions (i.e., functional literacy, rights education and development of Social Protection Strategy) and then scaling up in other provinces within Component 1; creating linkages with KPESIs to increase sensitization and awareness of ESSIs which is also relevant for the Component 1 interventions; and exchange of Pakistani-Italy brick kiln owners' delegation from component 1 to meet the objective of improving skills. Activities under component 3 are linked with the ILO Governance of Labour Migration in South and South-East Asia (GOALS) project. It also collaborated extensively with ILO Clear Cotton and Child Labour projects in helping them with technical assistance in undertaking training in areas in which this project had expertise. The project activities under component 3 are also linked closely with IOM's overall goals of assisting migrating from and to Pakistan. However, no strong linkages could be developed with GOALS or IOM work for this component. All three components developed links and collaboration with a wide range of highly relevant actors as explained under the last section.

Effectiveness of Interventions

The key enabling factors for the project were the extensive advocacy and research work done by the Pakistani civil society and media on the rights of the brick kiln workers in recent years; the extensive level of provincial devolution of key government functions since 2008 which has helped empower provincial governments in the areas of social protection; the highly facilitative roles of key stakeholders, including the Italian funding partner, the UN Resident Coordinator and the ILO Rome office, Department of Labour and KPESI and the clear understanding of the tripartite constituents about ILO work and principles of Decent work. The key hindering external and internal factors were Covid-19, massive floods in Pakistan in 2022; migration patterns of brick kiln workers and monsoon season which forced brick kilns to close down component 1 interventions; overall law and order and security situation in KP and Balochistan, insufficient budget, economic and political turmoil in Pakistan and the absence in ILO Pakistan of a regular Country Director during 2022.

Despite these obstacles, the project was effective in reaching out to the brick workers. The effective mobilization strategy of implementing partners i.e., BLCC and PWF, and continuous dialogue with owners helped the project achieve its targets of imparting functional literacy and rights education. The top 5 categories in which beneficiaries observed the project was most effective included providing labour training on labour rights (84%), followed by reducing child labour (81%), functional literacy and registration as workers (78%), monitoring of labour rights (75%) and obtaining CNICs (72%). Women found functional literacy and obtaining CNICs more effective as compared to men. The project also successfully conducted training of trainers (ToT) of brick kiln workers who were supposed to conduct two hours of awareness sessions at brick kilns. However, the team found that the project focused insufficiently on changing the social behaviors of brick kiln workers.

A significant outcome of PWF engagement with brick kiln workers was the formation of workers union named 'Balochistan Bhatta Khisht Union' and its registration with the Department of Labour. PWF is facilitating them in creating linkages with various departments exposing them to different

forums and meetings organized by other stakeholders. Another major achievement under component 1 is the formation of a union named Awami Labour Union, Mohmand Dam with G2G Chinese Company. Labourers are now entitled to gratuity, medical facility and leave under Labour Laws. Union members hold meetings on bi-weekly basis to discuss issues, raise awareness and conduct site visits. The project also helped BKOAP become an organized and structured association to protect workers' rights and help transition the kiln sector from conventional to environmentally friendly technologies. The project has achieved significant progress in introducing Zigzag technology to reduce harmful environmental practices. One key aspects of the project was the strengthening of DVCs to effectively monitor the performance of government at the district level regarding child and bonded labour. and international standards of decent work in 12 districts of Punjab.

Under Component 2, the main outcome was developing the KP Social Protection Policy 2022, which was a big milestone according to the PP&SPR Unit. The PP&SPR unit is now working on developing a strategy and road map with the assistance of GIZ and FCDO. ILO is also providing technical support to Azad Kashmir in preparing a road map for Social Protection Policy PP&SPRU sees the availability of funds to implement the policy as a major concern and suggested that international funding partners must play a part in this regard. The initial plan of piloting the social protection system through One Window Operation (OWO) was also compromised due to a lack of funds. The project also developed good linkages with KPSSI and mobilized them to work effectively with the industries such as marble and Chinese companies. With the coordination of ILO, KPSSI successfully organized awareness raising sessions with employers in different districts of KP and monitored the existing conditions of workers. Under component 3, the strategies related to using Pakistani associations in Northern Italy worked very well. Pakistani associations enthusiastically supported project activities and were instrumental in arranging outreach for the project partners to tens of thousands of Pakistani migrants and their families. The website set up in Italian and Urdu to disseminate information material (25 info sheets) on Migrant Workers' rights as per Italian labour legislation and the online campaign "Same job, same rights" through social media (Facebook and Instagram) proved particularly effective. The strategy of working with the Pakistani Consulate also worked reasonably well although the effectiveness varied over time depending on the cooperation of newly appointed consular staff. However, the project succeeded in maintaining a helpdesk at the consulate for migrants for a long period.

For encouraging investment in Pakistan by migrants, the project established networking between the credible institutions in Pakistan and Pakistani diaspora in Italy. The choice of the Pakistan government Board of Investment for the purpose of facilitating investment by Pakistani migrants did not work well, as the Board deals with large industrial projects (above \$ 1 million) while most of the Pakistani migrants, being unskilled and less literate, did not have such large amounts to invest. Thus, involving the government agency for small businesses and the different regional chambers of commerce would have been better for the needs of migrant workers to make smaller investments. Project partners and stakeholders were otherwise well selected for other activities and components.

Management Effectiveness and Resource Efficiency

Given the wide scope of the project covering three very disparate components with a wide range of activities under them, the project team strength and capacity was insufficient. In addition, there was no dedicated Finance and Administration position under the project. A dedicated staff for data management and analysis was also missing. The lines of authority for the project staff were also incoherent as both of them reported directly to the Country Director and there was no clear position of a single Project Manager with responsibility for the whole project and its budget. While the project

had to apply for two no-cost extensions, it managed to ensure that the additional administrative costs entailed by the extensions did not eat into project activities by getting additional funds to cover the administrative costs from the ILO regional office. The Country Director, a senior Program Officer and the support units supported the project from the country office effectively. Unlike most ILO projects, this project also did not have a dedicated Technical Officer in the ILO regional offices given the wide range of technical activities covered by the project which fell under the domain of several regional staff. This too affected project effectiveness. A Project Advisory Committee (PAC) consisting of officials from relevant government bodies, the Italian Cooperation, ISCOS, Employers and Workers Organizations, partners, and others as required was formed. The Project Advisory Committee (PAC) chaired by the Federal Secretary OP&HRD aimed to meet every six months to monitor and oversee program implementation. The steering committee played a key role in helping the project to adjust to the fact that ISCOS was unable to implement component I due to lack of government registration and find new suitable partners. It also helped the project a lot in developing a monitoring system working through the District Vigilance Committees.

Potential Impact and Likelihood of Sustainability

Considering the wide range of activities and components and the major external challenges (i.e., COVID-19, floods etc.), the project has performed well and created impact in several key areas, e.g., in creating space for brick kiln workers to improve their awareness level to better understand and exercise their rights under component I. Sialkot survey results indicates that overall, 44-73% of the respondents said that the project has created an impact (either a lot or little) on the 12 different categories. The five top impact categories included enhanced knowledge about labour rights (73%), the importance of workers registration (70%), harmful impact of child labour (69%), access to social security institutions including NADRA, EOBI, SWD etc. (63%) and literacy and numeracy skills (62%). Women identified the impact on functional literacy at the top (72%) whereas, for men, the impact of functional literacy was at the 10th number. The least impact categories on which less than 50% of the respondents indicated impact included enhancing understanding of gender equality (47%) and positive attitude towards the future (44%). The results of the survey reflect the project interventions. The project design and implementation strategies concentrated comparatively less on gender aspects except in literacy centers where women's participation was regular and topics of literacy component included gender equality.

The project has significantly strengthened the platforms of workers to raise their voices. PWF being a representative body of workers was able to raise the voice of brick kiln workers in the tripartite committees and other government structures. The formation of workers' unions (i.e., "Balochistan Bhatta Khisht Union and Awami Labour Union KP) has created space for other formal and informal sectors to form their unions. "Balochistan Bhatta Khisht Union as the first union of the brick kiln sector in Balochistan has got recognition from the government and is participating in different meetings to raise the issues of workers. Though the project did not exclusively focus on the issues of women in the brick kiln sector, the implementing strategies of the partners (i.e., Bunyad and PWF) reached out to women mainly in Punjab and increased their interest in education for themselves and their children. However, clearer and exclusive strategies are required for women in all provinces. The project has also increased the motivation and skills of brick kiln owners to adopt zigzag technology. However, more work is needed to sensitize kiln owners to participate in the welfare of workers and ensure the registration of workers. The project has increased interest and motivation in KPESIs to create awareness among employers and monitor the working environment in industries.

The development of KP and Kashmir Social Protection Policy has the potential to strengthen the social protection system depending upon resources and autonomous status of PP&SPRU. The project created visible impact in the lives of Pakistani migrant workers in Italy too under component 3. The majority of respondents in the online survey reported that the project improved their socio-economic status by a lot or a little on each of the five attributes probed in the survey. The best results were shown in terms of enhancement of literacy and numeracy skills.

FGDs with men showed that they found the informational services about worker rights, legal issue and social protection services as the most useful aspects of the project,. People also said the need for improving the Pakistani consulate role in linking them with services back in Pakistan. People also said that government departments also have to do a better job of utilizing the major opportunities available in Italy to send skilled labour from Pakistan to Italy. FGDs with migrant women show that they need much more social awareness for the Pakistani community on integration, awareness-raising among men on women's rights and education; language courses; and social opportunities for engagement. The project made a significant difference to DWCP Pakistan, country outcomes and SDGs.

The main project strategy to ensure sustainability of project outputs was to contribute towards the capacity development and modernization of existing institutions by adding value to their existing programs. The project worked with tripartite constituents which are permanent structures to carry out the project outcomes. The strengthening of DVCs, the development of Social Protection Policy 2022, the formation of labour unions and their registrations with DOL are some aspects which will sustain after the end of the project period. However, all these interventions require more investment in capacity building and a clear exit strategy, which is missing for some activities. Under component three, the focus was on building the capacity of the consulate and Pakistani associations. Pakistani migrant associations have incorporated the informational packages produced by the project on legal and social protection issues and will continue to share them with migrants in the future. Similarly, community volunteers in some cases plan to continue the language classes for women and children.

The quantitative survey highlights the perspectives of bilk kiln beneficiaries on the low sustainability of impact. The only dimension on which a majority of both men and women felt that the impact will sustain is on knowledge about the harmful impact of child labour. In addition, a majority of women also said that their knowledge about OSH harmful practices and confidence to interact with external stakeholders will sustain. This reflects the fact that these complex outcomes require further follow-up to become sustainable. Under component 3, the online survey results show that between 60-70% of both men and women said that the impact on their lives will sustain in the long run. The biggest sustaining factor were capacity to exercise labour rights at workplace and knowledge about the social security benefits and institutions among men; and Enhanced positive attitude towards future and enhanced confidence to communicate with employers and government stakeholders among women.

5.2 Crosscutting Issues

a) Gender Equality

Gender equality was not properly mainstreamed in the different project components and the project lacks formally defined gender equality objectives, targets and indicators. However, some of the project interventions like functional literacy, training on rights and accessing social security institutions still contributed to gender equality and women in both component 1 and 3 surveys often reported greater impact than men. Under component 3, the language classes were helpful in enhancing women's

mobility though men's views on gender equality remained largely unchanged. Thus, more explicit focus on gender equality was needed in the project.

b) Disability Inclusion

As with gender issues, disability issues were not explicitly included in project design or implementation. The use of online training for some activities under components 1 and 3 also cut travel-related hassles for any persons with disabilities.

c) Non-Discrimination Concerns

Brick kiln workers are among the most marginalized groups in Pakistan who face strong discrimination in society. By linking them with key stakeholders such as government agencies and brick kiln owners, the project helped in reducing discrimination against them and in empowering them in terms of education, mobility, income and social rights.

d) Environmental Issues

The project introduction of Zigzag technology helped to reduce the environmental carbon footprint of brick kiln plants. The Zigzag technology— stacking the bricks in a zigzag pattern instead of straight line— converts the brick kilns by better insulating the walls and the floors. This method changes the way coal is loaded to redirect the air flow, which leads to better, more efficient fuel combustion and increases energy efficiency. The expansion of zigzag technology is appreciated by workers, owners and government alike. The discussions with various stakeholders including workers, the Environment Protection Department (EPD) and PWF inform that zigzag technology not only reduces cost which mainly benefits owners but reduces carbon emissions and also helps improve working conditions and health of the workers. The use of online training for some activities under components 1 and 3 also cut travel-related carbon emissions.

e) Covid-19

Activities under component three were the ones most severely affected by Covid-19. Many of the migrant workers lost jobs due to the Covid-19 related economic contraction and the project activities related to information provision and language classes were affected by Covid-19. The project dealt with the Covid-19 impact by switching to an online mode both for the information provision and language classes and by providing information about social protection and security services available to them in Italy during Covid-19. Activities under component 1 were also affected when brick kilns were closed for sometimes and workers were unavailable. This had impact on meeting the targets of linking workers with ESSIs and obtaining CNICs. Under component 2, some of the training with key stakeholders were also conducted online.

f) Norms And Social Dialogue And Medium And Effects Of Capacity Building Initiatives.

This project aimed to bring together stakeholders who are normally not connected to each other with the purpose of resolving problems through dialogue among them, i.e., owners of brick kilns, representative bodies of employers, workers and government; linkages among government officials, particularly among Employee Social Security Institutes of Punjab, KP and Balochistan; and migrant workers with the Pakistani consulate, trade unions, business groups and government entities. However, there were some missed opportunities in component 3 in initiating dialogue of migrants with some key stakeholders, e.g., employers and government departments in Italy for furthering social protection of workers, and with government agencies and business groups dealing with small business opportunities.

CHAPTER 6: RECOMMENDATIONS

This chapter provides recommendations for strengthening future ILO Pakistan programming in the areas of Decent Work with vulnerable groups based on the findings of the report for each evaluation criterion and crosscutting issues for overall issues and each project component.

Project Design Validity

- 1) Ensure that the project length allows sufficient time (at least three years) to adequately deal with the complexities involved in creating impact with marginalized groups like brick kiln and migrants workers, the need for substantial awareness-raising, capacity-building and linkage development.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO Pakistan	High	Immediate	Three year budgets and programming

- 2) Identify and pick the relevant stakeholders carefully in light of the goals, activities and desired impact identified for the project to ensure that all external stakeholders that have a significant influence in different project components are included in the social dialogue process to develop consensus and support for project aims.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO Pakistan	High	Immediate	Better resource mapping

Coherence

- 3) In designing the programme, ensure that it covers closely related vulnerable groups and activities for all key areas of vulnerability of the targeted population for which linkages and synergies can be ensured (e.g., brick kiln workers and the poor needing social protection)while excluding vulnerable groups and activities that are not related and do not easily provide scope for linkages and synergies.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO Pakistan	High	Immediate	Better planning and designing

- 4) In designing the programme, ensure that the project aims, target groups and activities can be easily linked with other ILO and UN programs and ensure the involvement of and linkages with the work of other UN programs and their available expertise.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO Pakistan	High	Immediate	Better networking

Effectiveness of Interventions

- 5) Ensure adequate attention to changing social behaviours and attitudes that are currently enhancing the vulnerability of marginalized groups, e.g., the views of men on gender equality. Information about laws on women and sexual harassment must be provided to the communities particularly women to improve decent work.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO Pakistan	Medium	Medium	More budget for awareness

- 6) Considering the complexity of the sector and the needs of workers, undertake long-term investment in multiple sectors (i.e., education, health, socio-economic development, vocational training and gender-based violence) to eliminate child labour and ensure decent work while also engaging other UN agencies, funding partners and provincial governments to invest in this sector.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO Pakistan	Medium	Long-term	Long-term investment

- 7) Ensure adequate capacity-building of provincial and district government institutions considering that KP and Balochistan are struggling to develop systems even after the 18th amendment, particularly in the context of child and bonded labour. More engagement and capacity-building support should be provided to the Department of Labour (DOL) particularly in KP and Balochistan to improve their monitoring capacity of child labour.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO Pakistan	Medium	Medium	More budget for capacity-building

- 8) Focus on improving the education of children in brick kiln sectors with the coordination of different stakeholders including Non-Formal Education Authorities, UN agencies and other funding partners and civil society organizations while considering the issues related to migration and monsoon seasons that affect regular schooling for children.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO Pakistan	High	Immediate	Higher investment in child education

- 9) Assist in enhancing the role of the Social Security Coordination Forum should be strengthened on issues of brick kiln workers like registration of workers, access to social security benefits, minimum wages and policy advocacy for increasing funds for social protection.

Responsible Unit	Priority	Time Implication	Resource Implication
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ILO Pakistan	Medium	Medium	More budget for capacity-building
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10) Keeping in view the small savings base of low-income migrant workers, include entities that can facilitate small-scale investment by workers in Pakistan.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO Pakistan	Medium	Medium	Better planning

11) Develop a strong platform for linking migrant workers with private and public institutions in Pakistan as well as a dedicated online complaint mechanism and facilitation of banking and NADRA facilities in Italy for migrants.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO Pakistan	Medium	Medium	Better linkages

Management Effectiveness and Resource Efficiency

12) Ensure adequate human resources for complex programs with multiple activities and components, both for program management and program support issues like finance, administration, monitoring and data management and provide clear management lines with a designated Program Lead and clear support from designated regional technical staff.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO Pakistan	High	Immediate	More budget

Potential Impact and Likelihood of Sustainability

13) Include a clear sustainability strategy in program design which builds in clear sustainability mechanism during implementation, such as capacity building of counterparts, and a clear exit strategy towards the end of the project such as hand-over of activities to local counterparts.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO Pakistan	High	Immediate	Capacity-building budget

Gender and Disability Inclusion

14) Include gender equality and disability inclusion objectives, targets and indicators as an integral part of the project design and continuously monitor progress on these aims as well as devise corrective actions to overcome gaps.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO Pakistan	High	Immediate	Better design

Key Feedback and Recommendations: Validation Workshop October 31, ILO Pakistan Office

- Given the complex nature of the project activities, particularly in terms of registering workers in social safety nets and effecting change in attitude of workers, owners and government institutions, the project length should have been programmed for longer period.
- Migration is a big issue in brick kiln sector and there is a need to track the migration patterns. Literacy, skill development, family planning services, information on registering police complaints, obtaining CNIC cards etc. and increasing social awareness are important aspects. Also include targeting and providing trainings to adult and elderly workers particularly in rural/remote areas, and women' empowerment for policy-decision process.
- Government should introduce social security payments to workers through bank transactions to increase transparency.
- The report must mention that DVC training was followed up with preparing implementation plans and a study on child labour was conducted as part of the project under C-1.
- There are challenges with implementation Zig zag technology which must be mentioned in the report i.e., lack of skilled workers, high cost and lack of electricity to install zig zag technology in remote areas. Government should provide soft loans and tailored training of workers.
- One window operation is not suspended but converted into disability facilitation centre (correction is required in the report)
- ILO is working with Sindh People's housing for flood affected (SPHF) project. The project is focusing on reconstruction of houses, and it is estimated that around 50 million bricks are required. Participants recommended the project to analyse how can Zig zag technology contribute to this objective as one effectively delivered project component and good practices.
- The Overseas ministry suggested facilitating opening of bank accounts and NADRA registration in Italy and skill development programme for women.
- The Director, AICS suggested that vocational training could be integrated in the programme and there was also a need to see how the project beneficiaries could be mainstreamed into government social security programs and other relevant existing programmes and initiatives for creating stronger synergies in the future.



Group photo, October 31, 2023, Islamabad. Validation workshop of the evaluation report' findings and key results organized by the ILO Country Office in Pakistan with key national stakeholders, funding partners and project beneficiaries.

ANNEXES

- Annex A: Evaluation Data Collection Matrix
- Annex B: List Of Desk Review Documents
- Annex C: List Of Stakeholders Interviewed
- Annex D: Lessons Learnt and Emerging Good Practice Templates
- Annex E: Terms of reference
- Annex F: Project Results Matrix
- Annex G: Validation Workshop Agenda
- Annex H: Validation Workshop Participants

ANNEX A: EVALUATION DATA COLLECTION MATRIX

Questions/ Sub questions (if any)	Measures/ Indicators	Data sources	Data collections methods	Stakeholders/ Informants	Analysis and Assessment
<p>Relevance</p> <p>The extent to which the intervention objectives, design and approach continue to respond to national development priorities, beneficiaries, country, and partners/institution/funding partner's needs, policies, and priorities, and is expected to continue to do so if circumstances change (or have changed).</p>	<ul style="list-style-type: none"> ● Assessment of the relevance and responsiveness of the project objectives and strategies with the needs of the tripartite constituents, beneficiaries (including women and other vulnerable groups) and recipients in Pakistan. ● Assessment of relevance and appropriateness of the project with the priorities identified in the Decent Work Country Program (DWCP) ● Assessment of the project adheres to decent work principles i.e., International Labour Standards, human rights- based approach and gender equality and non-discrimination ● Assessment of the project relevance and responsiveness to the crisis of COVID 19. 	<ul style="list-style-type: none"> ● Project documents including project proposal, progress reports, research studies, policy documents ● Project staff ● Project partners ● Project beneficiaries 	<ul style="list-style-type: none"> ● Desk review ● KIs and FGDs ● Quantitative survey 	<ul style="list-style-type: none"> ● Project Staff ● Project Steering Committee ● Key Stakeholders: MOPHRD DOL, BKOAP representatives, BLCC, PWF, EPF, DVCs, PP&SPRU, ISCOS ● Secondary stakeholders: SSIs, SWD, EOBI, Pakistan Embassy / Consulate in Italy, Associations of Pakistani Diaspora in Italy, UN staff ● Beneficiaries (Kiln workers and other workers) 	<ul style="list-style-type: none"> ● Identification of priorities identified in the DCWP ● Identification of needs of the tripartite constituents ● Identification of project strategies relevant to the needs of tripartite constituents and adhere decent work principles ● Triangulation based on different data sources

<p>Coherence</p> <p>The compatibility of the intervention with other interventions in a country, sector or institution</p>	<ul style="list-style-type: none"> ● Assessment of compatibility and interlinkages between various components and interventions ● Assessment of compatibility of project interventions with other ILO, UN projects in Pakistan, initiatives by government and other international partners. ● Assessment of contribution of project in maximizing synergies and improved collaboration with new or existing national (sectoral) actors to avoid duplication of resources 	<ul style="list-style-type: none"> ● Project documents including project proposal, progress reports, research studies, policy documents ● Project staff ● Project partners ● Project beneficiaries 	<ul style="list-style-type: none"> ● Desk review ● KIs and FGDs ● Quantitative survey 	<ul style="list-style-type: none"> ● Project Staff ● Project Steering Committee ● Key Stakeholders: MOPHRD DOL, BKOAP representatives, BLCC, PWF, EPF, DVCs, PP&SPRU, ISCOS ● Secondary stakeholders: SSIs, SWD, EOBI, Pakistan Embassy / JERS, Department of non-formal education, Consulate in Italy, Associations of Pakistani Diaspora in Italy; UN staff ● Beneficiaries (Kiln workers and other workers (male and female)) 	<ul style="list-style-type: none"> ● Identification of strategies and implementation mechanism promote interlinkages between project components ● Identification of projects and initiatives of different partners compatible with the project ● Triangulation based on different data sources
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<p>Validity of design</p> <p>The extent to which the design is logical and coherent</p>	<ul style="list-style-type: none"> ● Assessment of project outputs, targets and performance indicators whether realistic and achievable in the given time and resources. ● Assessment of the role of social dialogue in the in the ToC and in activities, outputs and results. 	<ul style="list-style-type: none"> ● Project documents including project proposal, progress reports, research studies, policy documents ● Project staff ● Project partners ● Project beneficiaries 	<ul style="list-style-type: none"> ● Desk review ● KIs and FGDs ● Quantitative survey 	<ul style="list-style-type: none"> ● Project Staff ● Project Steering Committee ● Key Stakeholders: MOPHRD DOL, BKOAP representatives, BLCC, PWF, EPF, DVCs, PP&SPRU, ISCOS ● Secondary stakeholders: SSIs, SWD, EOBI, Pakistan Embassy / Consulate in Italy, Associations of Pakistani Diaspora in Italy; UN staff ● Beneficiaries (Kiln workers and other workers) 	<ul style="list-style-type: none"> ● Identify the baseline targets and indicators ● Identify the changes and its reasons made in the project over the period ● Triangulation based on different data sources
<p>Effectiveness</p> <p>The extent to which the interventions achieved, or are expected to achieve, its objectives and its results, including any</p>	<ul style="list-style-type: none"> ● Assessment of the progress and achievements of the project against the projects results and objectives. 	<ul style="list-style-type: none"> ● Project documents including project proposal, progress reports, 	<ul style="list-style-type: none"> ● Desk review ● KIs and FGDs ● Quantitative survey 	<ul style="list-style-type: none"> ● Project Staff ● Project Steering Committee ● Key Stakeholders: MOPHRD DOL, 	<ul style="list-style-type: none"> ● Identify the project achievements and contributing positive factors (internal and external)

<p>differential results across groups.</p>	<ul style="list-style-type: none"> ● Assessment of enabling factors and hindering factors contributed to achieve the results and objectives. ● Assessment of project strategies/ what worked well and not worked well. ● Assessment of effectiveness of the project interventions focused on eliminating child labour in targeted area. ● Assessment of project contribution in enhancing the system on child labour, social protection and supporting the work of the diaspora? ● Assessment of identification of key factors and enablers based on project learnings to boost the national policies on eliminating child labour. ● Assessment of the appropriateness of project partners and key stakeholders and their role in implementation. 	<p>research studies, policy documents</p> <ul style="list-style-type: none"> ● Project staff ● Project partners ● Project beneficiaries 		<p>BKOAP representatives, BLCC, PWF, EPF, DVCs, PP&SPRU, ISCOS</p> <ul style="list-style-type: none"> ● Secondary stakeholders: SSIs, SWD, EOBI, Pakistan Embassy / Consulate in Italy, Associations of Pakistani Diaspora in Italy ● Beneficiaries (Kiln workers and other workers) 	<ul style="list-style-type: none"> ● Identify the project challenges and contributing negative factors (internal and external) ● Identification of strategies worked/ not worked well to eliminate child labour, enhancing social protection and supporting the work of diaspora ● Identification of strengths and weaknesses of project partners ● Triangulation based on different data sources
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<p>Efficiency</p>	<ul style="list-style-type: none"> ● Assessment of adequacy and capacity of human resources to manage, implement and monitor project efficiently. ● Assessment of the role and effectiveness of the country offices, regional offices, and HQs in providing technical support and monitoring of the project. ● Assessment of the role of the project steering committee and/or governance structure to oversee the project. ● Assessment of strategic allocation and use of project resources (funds, human resources, time, expertise, etc.) to achieve the project results. ● To what extent has the project leveraged resources with other ILO projects/programs, (and through partnerships with other organizations) to enhance the project impact and efficiency? 	<ul style="list-style-type: none"> ● Project documents including project proposal, progress reports, research studies, policy documents ● Project staff ● Project partners ● Project beneficiaries 	<ul style="list-style-type: none"> ● Desk review ● KIs and FGDs ● Quantitative survey 	<ul style="list-style-type: none"> ● Project Staff ● Project Steering Committee ● Key Stakeholders: MOPHRD DOL, BKOAP representatives, BLCC, PWF, EPF, DVCs, PP&SPRU, ISCOS ● Secondary stakeholders: SSIs, SWD, EOBI, Pakistan Embassy / Consulate in Italy, Associations of Pakistani Diaspora in Italy ● Beneficiaries (Kiln owners, workers and other workers) 	<ul style="list-style-type: none"> ● Identification of strengths and areas of improvement of project implementation mechanisms including financial, human resources and monitoring systems ● Identification of oversight structures and its contribution in project performance ● Identification of influencing factors of the project creating impact ● Triangulation based on different data sources
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<p>Impact</p>	<ul style="list-style-type: none"> • What are the evidence of broader, mid-term and longer-term effect/s that the project has contributed effectively to the project components (bonded labour, social protection and engaging the diaspora)? And whether the COVID-19 pandemic has affected the possible impact of the project? • Has the intervention made a difference to DWCP Pakistan, specific SDGs the project is linked to? If so, how has the intervention made a difference? (explicitly or implicitly) 	<ul style="list-style-type: none"> • Project documents including project proposal, progress reports, research studies, policy documents • Project staff • Project partners • Project beneficiaries 	<ul style="list-style-type: none"> • Desk review • KIs and FGDs • Quantitative survey 	<ul style="list-style-type: none"> • Project Staff • Project Steering Committee • Key Stakeholders: MOPHRD DOL, BKOAP representatives, BLCC, PWF, EPF, DVCs, PP&SPRU, ISCOS • Secondary stakeholders: SSIs, SWD, EOBI, Pakistan Embassy / Consulate in Italy, Associations of Pakistani Diaspora in Italy • Beneficiaries (Kiln workers and other workers) 	<ul style="list-style-type: none"> • Identify project impact versus project results and objectives • Identify the impact and contribution of the project on creating enabling environment for social protection, DWCP, gender equality and social inclusion through influencing SDGs and other initiatives. • Triangulation based on different data sources
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<p>Sustainability To what extent are project's results sustainable?</p>	<ul style="list-style-type: none"> ● To what extent the results of the intervention likely to have a mid and long term, sustainable positive contribution to DWCP Pakistan, 2030 Agenda, national policies and relevant targets? (Explicitly or implicitly) ● To what extent sustainability considerations were taken into account in the project interventions? Has the project developed and integrated an exit strategy in its work? 	<ul style="list-style-type: none"> ● Project documents including project proposal, progress reports, research studies, policy documents ● Project staff ● Project partners ● Project beneficiaries 	<ul style="list-style-type: none"> ● Desk review ● KIs and FGDs ● Quantitative survey 	<ul style="list-style-type: none"> ● Project Staff ● Project Steering Committee ● Key Stakeholders: MOPHRD DOL, BKOAP representatives, BLCC, PWF, EPF, DVCs, PP&SPRU, ISCOS ● Secondary stakeholders: SSIs, SWD, EOBI, Pakistan Embassy / Consulate in Italy, Associations of Pakistani Diaspora in Italy ● Beneficiaries (Kiln workers and other workers) 	<ul style="list-style-type: none"> ● Identify the project interventions which are more likely to sustain in long term ● Identify the project outcomes which mainstreamed or likely to mainstream in existing systems of partner organizations and government systems. ● Triangulation based on different data sources
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<p>Cross Cutting Issues</p>	<ul style="list-style-type: none"> • The degree to which intervention activities, outputs, and objectives are consistent with prescriptions in relevant normative instruments where they have been formally embraced through ratification or expressions of endorsement by stakeholders. What ILO normative framework (Conventions, Recommendations, operational guidelines, agreed policy instruments etc.) that forms the basis of this project? • To what extent the project has further enhanced the social dialogue among the constituents and partners in Pakistan? And the extent that the social dialogue has contributed to achieving the project objectives? • To what extent were the intervention results defined, monitored and achieved (or not), and what was their contribution (or not) towards: i) Gender equality and non-discrimination; and ii) Inclusion of people with disabilities? 	<ul style="list-style-type: none"> • Project documents including project proposal, progress reports, research studies, policy documents • Project staff • Project partners • Project beneficiaries 	<ul style="list-style-type: none"> • Desk review • KIs and FGDs • Quantitative survey • 	<ul style="list-style-type: none"> • Project Staff • Project Steering Committee • Key Stakeholders: MOPHRD DOL, BKOAP representatives, BLCC, PWF, EPF, DVCs, PP&SPRU, ISCOS • Secondary stakeholders: SSIs, SWD, EOBI, Pakistan Embassy / Consulate in Italy, Associations of Pakistani Diaspora in Italy • Beneficiaries (Kiln workers and other workers) 	<ul style="list-style-type: none"> • Identify the project interventions which contribute to ILO normative framework (conventions, recommendations, operational guidelines, agreed policy instruments etc. • Assessment of contribution and effectiveness of social dialogue among the constituents and partners in Pakistan. • Assessment of project contribution in achieving gender equality, disability and non discrimination. • Assessment of project contribution in environmental sustainability. • Assessment of impact and project
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	<ul style="list-style-type: none">• Environmental sustainability and issues.• COVID-19 and crisis response.				responsiveness of COVID 19 Crisis.
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ANNEX B: LIST OF DESK REVIEW DOCUMENTS

- Terms of Reference - Study on supply chain process of Brick Kiln Sector to identify Fundamental Principles and Rights at Work (FPRW) deficits focusing child labour and bonded labour
- Terms of Reference - Consultancy to develop a roadmap for building a workable model on extension of social security to brick kiln workers through social security institution
- Final Report PWF/ILO IA 40344749 - Imparting Labour Rights Education to Brick-Kiln Workers and launch of a campaign to raise awareness on getting access to legal documentation and Social Security Services for Brick Kiln Workers
- Performance Plan - XBTC performance plan [Promotion of Decent Work Opportunities for the economic empowerment of vulnerable segments of society
- Implementation plan [Promotion of Decent Work Opportunities for the economic empowerment of vulnerable segments of society
- Project Document - Promotion of Decent Work Opportunities in Pakistan - (PAK-16-04-ITA)
- Proceedings of four Provincial Consultative Workshops
- Final Report: Engaging Pakistani Diaspora to promote Business & Decent Work in Pakistan
- Pakistan Calling a comprehensive resource for investment, procedures and regulations for Pakistani Diaspora in Italy (Urdu)
- Pakistan Calling a comprehensive resource for investment, procedures and regulations for Pakistani Diaspora in Italy (English)
- Progress Report Promotion of Decent Work Opportunities for the Economic Empowerment of Vulnerable Segments of Society Project Code (PAK/16/04/ITA) January 2019 – December 2019
- Progress Report - Promotion of Decent Work Opportunities for the Economic Empowerment of Vulnerable Segments of Society Project Code (PAK/16/04/ITA) January 2022 – December 2022
- Progress Report - Promotion of Decent Work Opportunities for the Economic Empowerment of Vulnerable Segments of Society Project Code (PAK/16/04/ITA) January 2021 – December 2022
- Progress Report - Promotion of Decent Work Opportunities for the Economic Empowerment of Vulnerable Segments of Society Project Code (PAK/16/04/ITA) January 2020 – December 2020
- Annex C - Implémentation Agreement - Technical Progress Report (Version 1.0 (EN) 01.03.2012)
- Progress Report (TPR) Format
- List of stakeholders
- Khyber Pakhtunkhwa Social Protection Policy 2022 Public Policy & Social Protection, Reforms Unit (PP&SPRU), Sustainable Development Unit (SDU), Planning and Development Department (P&DD), Government of Khyber Pakhtunkhwa
- Inception Report - Promotion of Decent Work Opportunities for the Economic Empowerment of Vulnerable Segments of Society Project Code (PAK/16/04/ITA), January – June 2019
- Final Report - Stakeholders' Consultation on Challenges & Opportunities towards Decent Work in the Brick Kiln Sector, March 28, 2019, Karachi, Pakistan
- Third-party cost-sharing agreement Between The directorate general for development co-operation of the Italian ministry of foreign affairs and international cooperation (the funding partner) and International labour organization (ILO)
- Copy of Strategic activities 2022_Italian Project
- Social Protection Policy 2022, Azad Jammu and Kashmir, Social Welfare Department, Azad Govt. of the State of Jammu and Kashmir

ANNEX C: LIST OF STAKEHOLDERS INTERVIEWED

External Stakeholders

Project Component I & 2:

Name and Email	Organization	Mode of Interview
KP		
1. Awais Qazi awais.qazi83@gmail.com ;	Public Policy and Social Protection Reform Unit (PP&SPRU), KP	In-person
2. Mr. Gohar Khattak	Public Policy and Social Protection Reform Unit (PP&SPRU), KP	Online
3. Mr. Waqas	Public Policy and Social Protection Reform Unit (PP&SPRU), KP	Online
4. Ms Fazeelat fztjhn@gmail.com	Public Policy and Social Protection Reform Unit (PP&SPRU), KP	In-person
5. Irfan khan irfankhan69@hotmail.com	Department of Labour	In-person
6. Mr. Saad Ur Rehman	Assistant Director, Department of Labour	In-person
7. Razam Khan razamkhan1960@gmail.com	Pakistan Workers Federation (PWF)	In-person
8. Saqib Khan saqib.essi@gmail.com ; Deputy Director HQ ESSI ssoadmn.essi@gmail.com	KP Employees' Social Security Institutions (ESSIs)	In-person
9. faisal khan faisal.guljee@gmail.com	Society for Sustainable Development (NGO)	In-person
10. Mr. Shehzad Ahmed (Regional Head) shehzad.ahmed@eobi.gov.pk	Employees Old Age Benefit Institute (EOBI)/ Workers Welfare Board (WWB)	In-person
11. EOBI Peshawar Region peshawarregion@eobi.gov.pk	Employees Old Age Benefit Institute (EOBI)/	In-person
12. Razam Khan razamkhan1960@gmail.com	Workers Welfare Board (WWB)	In-person
13. Saqib Khan, saqib.essi@gmail.com ssoadmn.essi@gmail.com	Deputy Director HQ, Employees' Social Security Institutions (ESSIs)	In-person
14. Mohammad Mustafa GIZ PK mohammad.khan@giz.de	GIZ	Online
15. Faisal khan faisal.guljee@gmail.com	Society for Sustainable Development (NGO)	In-person
16. Khan, Mohammad Mustafa mohammad.khan@giz.de	GIZ	Online
17. Shah Zulqarnain	Assistant Director, Workers Welfare Board	In-person
18. Ashfaq Mehmood Muhammad Ismail peshawarregion@eobi.gov.pk	Employees Old Age Benefit Institute (EOBI)	In-person
19. Nasrullah Punjab	Awami Labour Union, Mohmand Dam	In-person
20. Mr. Abdul Haq, Mobile: 0302 6547748 / 0321 8494843 Email: Abdul_haq_mehar.abdul.haq1@gmail.com	General Secretary, BKOAP; BKOAP	In-person
20. Rao Zahid Deputy Secretary raozahid67@gmail.com ; secretarylabourpunjab@gmail.com	Department of Labour	In-person
21. Dr Fatima Shah, f.a.shah78@googlegmail.com	Director Reforms, PESSI	In-person
22. Adv Muhammad Saad saadch@pwfcpr.org	Deputy General secretary (SAGS) Central Punjab and Deputy Secretary of Pakistan, PWF	In-person
23. Mr. Mukhtar Awan	Pakistan Workers Federation (PWF)	In-person

	General Secretary PWF South Punjab		
24	Mr. Rana Subhan Ali +92-42-37481117 info@bkoap.org	Lahore Division President BKOAP	In-person
25	Mehar Abdul Haq 0302 6547748 0321 8494843 mehar.abdul.haq1@gmail.com	Senior Vice Chair, General Secretary BKOAP	In-person
26	Mr. Irfan Latif Addl. Director (IT) 042-99263129 dir.it@pessi.punjab.gov.pk		In-person
27	Mr. Tariq 042-99263107; info@pessi.punjab.gov.pk	PESSI	In-person
28	Ms. Shaheen +92-42-37167520 shaheenbunad09@gmail.com info@bunad.org.pk	Founder and vice chairperson of The Bunad Foundation, BLCC	In-person
29	Bushra Qudsia Regional manager	BLCC	In-person
30	Dr. Javaid Iqbal Gill Consultant (042) 35113123 javid247h@gmail.com	JERS	In-person
31	Mr. Zaheer Abbas Malik, Director General, Environment Protection Department	EPD Environment Protection Department	In-person
	Balochistan		
32	Mr. Zahir Shah Email: zahiradeem@gmail.com	Department of Labour	In-person
33	Mr. Munir Solanghi Mobile: 0331 3231715	Representatives of Kiln workers Union	In-person
34	Peer Muhammad Kakar PWF Quetta pwfquetta025@gmail.com	Pakistan Workers Federation (PWF)	In-person
35	Abdul Wahid Khan awshahiq@gmail.com	Social Welfare Department, Pakistan Administered Kashmir	Online
36	Mr. Zeeshan Lehri (Commissioner of BESSIs)	Balochistan Employees' Social Security Institutions (BESSIs)	In-person
37	Mr. Abdul Shakeel (Inspector)	Directorate of Labour and Manpower/ DOL	In-person

Project Component 3:

Name and Contact	Organization	Mode of interview
39. Azhar Iqbal secretary@ophrd.gov.pk ; ilotwosection82@gmail.com	Deputy Secretary, Ministry of Overseas Pakistanis and Human Resource Development (MOPHRD)	In-person
40. Mr. Paolo Pozzo paolo.pozzo@cisl.it	ISCOS	Online
41. Gianni Rosas, Director rosas@ilo.org	ILO-CO-Rome	Online
42. Francesco Zatta	Head of Office, Italian Agency for Development Cooperation (AICS)	In-person
43. Aqsa Nawaz	Consular, Pakistan Consulate, Italy	Online
44. Syed Nazar Ali nazar@efp.org.pk	EFP	Online
45. Zahid Sultan; zahid.pakboi@gmail.com	BOI	Online

UN, ILO CO-Islamabad and project team

Name and Contact	Organization	Mode of interview
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46. Julien Harneis	UN Resident Coordinator, UN	In-person
47. Tonstol, Geir, tonstol@ilo.org	Country Director, ILO	In-person
48. Rabia Razzaque, razzaque@ilo.org	Senior Program Officer, ILO	
49. Benyameen, Mian Muhammad <benyameen@ilo.org>	Project Manager, ILO	In-person
50. Ahmad, Bilal <ahmadbilal@ilo.org>	Project Officer, ILO	In-person

Annex D: ILO Lessons Learned and Emerging Good Practice Templates

ILO Lesson Learned Template

Project Title: Promotion of Decent Work Opportunities for the Economic Empowerment of Vulnerable Segments of Society

Project TC/SYMBOL: PAK/16/04/ITA

Name of Evaluator: Niaz Murtaza/Rehana Shaikh

Date: 25/10/2023

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	Coherence among various interventions gives better results. This was evident particularly in component I where BLCC and PWF focused holistically on working with kiln workers in providing awareness about labor rights, obtaining CNICs and linking with government services. Education and registration of CNICs are key entry points to motivate vulnerable segments of society to participate in the process of social and economic development. These interventions were highly admired by women in particular. Thus, the key lesson for the future is to develop effectively related activities that address the priority needs of beneficiaries.
Context and any related preconditions	Closely related important needs among beneficiaries that require integrated services to create synergy.
Targeted users / Beneficiaries	Brick kiln workers and families.
Challenges /negative lessons - Causal factors	Lack of integrated services results in failure to achieve a critical mass of services needed to enhance the status of beneficiaries.
Success / Positive Issues - Causal factors	Integrated services provided simultaneously.
ILO Administrative Issues (staff, resources, design, implementation)	

ILO Lesson Learned Template

Project Title: Promotion of Decent Work Opportunities for the Economic Empowerment of Vulnerable Segments of Society

Project TC/SYMBOL: PAK/16/04/ITA

Name of Evaluator: Niaz Murtaza/Rehana Shaikh

Date: 25/10/2023

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	Working with vulnerable segments of society required more time for social mobilization and capacity-building and continuous efforts to engage with key stakeholders and influencers (i.e., brick owners, community elders etc.). Training is only one aspect of capacity building, the other aspects being the development of systems, mentoring and determination of follow-up actions to get desired results, e.g., providing a short duration of training for DVCs was not sufficient and required more engagement with the government in this regard. Similarly, the expansion and effective implementation of social protection systems require finances, infrastructure, political will and law enforcement. Continuous policy advocacy with federal and provincial governments is important to take the agenda forward. Thus, the key lesson for the future is to build in sufficient time for social mobilization and capacity-building a critical mass of related activities to ensure sustainable impact.
Context and any related preconditions	Highly vulnerable and illiterate beneficiaries with weak capacities and organizational links.
Targeted users / Beneficiaries	Brick kiln workers.
Challenges /negative lessons - Causal factors	Inadequate mobilization and capacity-building of beneficiaries.
Success / Positive Issues - Causal factors	Sufficient investment in social mobilization and capacity-building.
ILO Administrative Issues (staff, resources, design, implementation)	More resources for social mobilization

ILO Lesson Learned Template

Project Title: Promotion of Decent Work Opportunities for the Economic Empowerment of Vulnerable Segments of Society

Project TC/SYMBOL: PAK/16/04/ITA

Name of Evaluator: Niaz Murtaza/Rehana Shaikh

Date: 25/10/2023

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	Initiatives or reforms initiated by one government official may not be taken forward by their successors, which impacts the progress of the project, e.g., in component 3 when embassy staff changed or under component 2 when social policy staff were transferred. Thus, the key lesson for future is aiming to get the change institutionalized through changes in procedures and policies is critical.
Context and any related preconditions	Frequent transfers and posting of government officials with the result that the new person does not have the same commitment to the project.
Targeted users / Beneficiaries	Government officials at provincial levels
Challenges /negative lessons - Causal factors	Frequent transfers and weak organizational memory.
Success / Positive Issues - Causal factors	Ensuring policy changes and proper documentation to ensure organizational commitment continuity.
ILO Administrative Issues (staff, resources, design, implementation)	None

ILO Lesson Learned Template

Project Title: Promotion of Decent Work Opportunities for the Economic Empowerment of Vulnerable Segments of Society

Project TC/SYMBOL: PAK/16/04/ITA

Name of Evaluator: Niaz Murtaza/Rehana Shaikh

Date: 25/10/2023

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

LL Element	Text
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Brief description of lesson learned (link to specific action or task)	Gender mainstreaming/ equality adds to the effectiveness of the projects and requires dedicated resources to achieve, including human resources, targets and appropriate strategies when working with the vulnerable segments of society. Thus, the key lesson for future is to have a clear roadmap on gender equity included in the design phase.
Context and any related preconditions	Significant differences in status across genders.
Targeted users / Beneficiaries	Women
Challenges /negative lessons - Causal factors	Low status of women; insufficient attention to gender issues in project design.
Success / Positive Issues - Causal factors	Having gender concerns mainstreamed in project planning and implementation.
ILO Administrative Issues (staff, resources, design, implementation)	More organizational emphasis on gender issues.

ILO Emerging Good Practice Template

Project Title: Promotion of Decent Work Opportunities for the Economic Empowerment of Vulnerable Segments of Society

Project TC/SYMBOL: PAK/16/04/ITA

Name of Evaluator: Niaz Murtaza/Rehana Shaikh

Date: 25/10/2023

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.)	The campaigns organized by BLCC to get commitment letters from parents, owners and other influencers for eliminating child labor was a good approach to make key stakeholders sensitized and accountable. Conducting awareness sessions at brick kilns increased the participation of workers without any discrimination based on race, caste and religion. Thus, the key good practice for future is developing an advocacy and campaign strategy that involves project beneficiaries and other key stakeholders to build voice and momentum for the advocacy work.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	High levels of child labour with negative impact on children; ability to bring multiple stakeholders together.
Establish a clear cause-effect relationship	Advocacy and awareness work with all relevant stakeholders can help in reducing child labour.

Indicate measurable impact and targeted beneficiaries	Increase in awareness among key stakeholders; reduction in child labour
Potential for replication and by whom	Approach can be replicated in all countries with high child labour and having presence of strong partners.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	P&B Outcome 7 “promoting safe work and workplace compliance including global supply chains” Outcome 8 “Protecting workers from unacceptable forms of work”
Other documents or relevant comments	

ILO Emerging Good Practice Template

Project Title: Promotion of Decent Work Opportunities for the Economic Empowerment of Vulnerable Segments of Society

Project TC/SYMBOL: PAK/16/04/ITA

Name of Evaluator: Niaz Murtaza/Rehana Shaikh

Date: 25/10/2023

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.)	Opening school/ functional literacy opened the space for community dialogue and engagement. Bunyad's non-threatening curriculum on rights and cooperation among workers and owners gave confidence to owners. The learners were given literacy and numeracy skills, education about rights and information and additional training on kitchen gardening, emergency health services etc. The supplementary activities increased the interest of learners. Thus, the key good practice for future in working with illiterate beneficiaries is to use the provision of functional literacy to empower and connect them with needed information and services.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Non-threatening curriculum on rights and cooperation among workers and owners gave confidence to owners.
Establish a clear cause-effect relationship	Cooperative approaches for getting the cooperation of different stakeholders can help in increasing functional literacy among illiterate workers.
Indicate measurable impact and targeted beneficiaries	Increase in enrollment.
Potential for replication and by whom	High replicability in similar ILO projects

Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	P&B Outcome 7 “promoting safe work and workplace compliance including global supply chains” Outcome 8 “Protecting workers from unacceptable forms of work”
Other documents or relevant comments	

ILO Emerging Good Practice Template

Project Title: Promotion of Decent Work Opportunities for the Economic Empowerment of Vulnerable Segments of Society

Project TC/SYMBOL: PAK/16/04/ITA

Name of Evaluator: Niaz Murtaza/Rehana Shaikh

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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.)	The project introduction of Zigzag technology helped to reduce the environmental carbon footprint of brick kiln plants. The Zigzag technology—stacking the bricks in a zigzag pattern instead of straight line—converts the brick kilns by better insulating the walls and the floors. This method changes the way coal is loaded to redirect the air flow, which leads to better, more efficient fuel combustion and increases energy efficiency. The expansion of zigzag technology is appreciated by workers, owners and government alike. Thus, the key good practice for future is to expand the use of this technology in all parts of Pakistan and to identify other similar technologies with the help of research institutes.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Availability of alternative technologies that costs and pollution.
Establish a clear cause-effect relationship	Demonstrating cost savings can help owners switch to environmentally friendly technology.
Indicate measurable impact and targeted beneficiaries	Number of owners adopting new technology.
Potential for replication and by whom	High in all countries having brick kiln plants.

Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	P&B Outcome 7 “promoting safe work and workplace compliance including global supply chains” Outcome 8 “Protecting workers from unacceptable forms of work”
Other documents or relevant comments	

ILO Emerging Good Practice Template

Project Title: Promotion of Decent Work Opportunities for the Economic Empowerment of Vulnerable Segments of Society

Project TC/SYMBOL: PAK/16/04/ITA

Name of Evaluator: Niaz Murtaza/Rehana Shaikh

Date: 25/10/2023

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.)	A key good practice under component 3 was the ability to leverage additional links and activities to enhance the effectiveness of the component 3 activities to engage Pakistani migrant workers in Italy. For example, the training activities aimed at Pakistani trade unions, initially envisaged in Italy, was carried out in Pakistan. This has allowed for a reduction in costs and wider participation by local unions. The workshop was attended by representatives of the Pakistani business community. This broadened the topics covered and prepared the ground for the delegation's visit made in the following months. Similarly, the implementation of the tripartite mission in Italy brought together activities initially foreseen separately - training of trade unionists and visits of representatives of the Pakistani government for the promotion of investments in the country of origin –leading to synergies among them. The realization of the final conference in Rome, initially not foreseen, represented the opportunity to capitalize on the presence of senior representatives of the institutions of both countries to outline future cooperation. Thus, the key good practice for future is to leverage links between different stakeholders to allow the fermentation of additional ideas and intended outcomes.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Presence of multiple and mutually linked stakeholders and their willingness to collaborate

Establish a clear cause-effect relationship	Establishing linkages between stakeholders leads to better outcomes and reduced costs and time.
Indicate measurable impact and targeted beneficiaries	Presence of additional benefits originally not planned due to establishment of linkages among stakeholders
Potential for replication and by whom	Has high replicability in all ILO similar programs
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	DWCP: PAK 204: Sustainable and responsible enterprises in Pakistan promoted
Other documents or relevant comments	

ILO Emerging Good Practice Template

Project Title: Promotion of Decent Work Opportunities for the Economic Empowerment of Vulnerable Segments of Society

Project TC/SYMBOL: PAK/16/04/ITA

Name of Evaluator: Niaz Murtaza/Rehana Shaikh

Date: 25/10/2023

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.)	The use of community social channels represented an important dissemination tool not initially envisaged in this project in component 3 to engage Pakistani migrant workers in Italy. Initially conceived only as a tool for disseminating the campaign on rights, it was also used to experiment with online training with the assistance of expert Italian trainers and the help of Pakistani interpreters. This methodology has been a major success in terms of audience and has highlighted a potential issue with respect to the communication of content also in the country of origin. The project also made use of young volunteers from the Pakistani migrant communities for various project activities, such as language classes, outreach to the community and dissemination of information to migrants about their rights. This helped in reducing costs and using human resources which were embedded within the community and knew their context well, leading to effective and efficient project work and ensuring greater linkages and participation from the communities. Thus, the key good practice for future is to use community resources to supplement scarce project resources.

Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Presence of multiple community resources and channels and their willingness to collaborate
Establish a clear cause-effect relationship	Using community resources and channels leads to better outcomes and reduced costs and time.
Indicate measurable impact and targeted beneficiaries	Presence of additional benefits originally not planned due to use of community resources
Potential for replication and by whom	Has high replicability in all ILO similar programs
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	DWCP: PAK 204: Sustainable and responsible enterprises in Pakistan promoted
Other documents or relevant comments	

ILO Emerging Good Practice Template

Project Title: Promotion of Decent Work Opportunities for the Economic Empowerment of Vulnerable Segments of Society

Project TC/SYMBOL: PAK/16/04/ITA

Name of Evaluator: Niaz Murtaza/Rehana Shaikh

Date: 25/10/2023

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.)	The involvement of women in online training activities has been a successful tool for reaching a hard to reach group in component 3 to engage Pakistani migrant workers in Italy. Cultural limits are still present in the community regarding the autonomy of Pakistani women in the Italian context which poses serious obstacles to their social integration and entry into the labour market. The offer of online courses helped in breaking down resistance to participation and helped in bringing women together and increasing their awareness and functionality in society. Thus, the key good practice for future is to reach out to women in conservative groups through online platforms.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Availability of and access to online connectivity among women

Establish a clear cause-effect relationship	Using online teaching methods leads to better engagement of women and reduced costs and time.
Indicate measurable impact and targeted beneficiaries	Presence of additional benefits originally not planned due to use of community resources
Potential for replication and by whom	Has high replicability in all ILO similar programs
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	SDG 5 (Gender equality and non-discrimination)
Other documents or relevant comments	

ANNEX E: TERMS OF REFERENCE (TOR)



International
Labour
Organization

Terms of Reference for undertaking Independent Interim Evaluation

Project title:	“Promotion of Decent Work Opportunities for the Economic Empowerment of Vulnerable Segments of Society”
Country:	Pakistan
Project code:	PAK/16/04/ITA
Scope of the Evaluation period:	January 2019 -- July 2023
Admin. Unit:	ILO Country Office in Pakistan
Technical Backstopping Unit:	Decent Work Technical Support Team for South Asia, New Delhi (DWT-New Delhi)

Background and introduction

The ILO project “Promotion of Decent Work Opportunities for the Economic Empowerment of Vulnerable Segments of Society” designed in 2017, started in January 2019 and coming to its final implementation stage that was extended in 2022 till 31 December 2023. Therefore, in line with ILO policy guidelines for results-based evaluation¹⁶ (4th edition, 2020), it is important to assess, evaluate, identify lessons learned & challenges; and collect data on **impact, relevance, effectiveness, coherence and sustainability** of this project in the **Islamic Republic Pakistan**.

¹⁶ Available at: http://www.ilo.ch/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_571339.pdf

It will help to provide an opportunity for in-depth reflection and assessment to what extent interventions and activities supported and achieved project objectives. It will also help to document key achievements, enabling factors and progress made during the project' implementation, but also analyze lessons learned and key challenges to consider in next or new project design.

Furthermore, this evaluation will aim to assess how well and at what level the project has contributed to **ILO Decent Work Country Program**¹⁷ (DWCP 2016-2022) goals, objectives and outputs, as well to outcomes of the **ILO Program and Budget (P&B)** for 2020-2021¹⁸ in Pakistan. Finally, the evaluation will focus how this project contributed to 2030 Agenda of **Sustainable Development Goals**¹⁹ (SDGs).

I. Project context, objectives, scope and situational analysis

“Promotion of Decent Work Opportunities for the Economic Empowerment of Vulnerable Segments of Society” in Pakistan (hereafter, ILO project) is an innovative project aimed to support jobs creation, social protection and promote decent.

The Project included three main components:

- ❖ strengthening national capacities to effectively **eliminate exploitative labour practices** (child and bonded labour) in Brick Kiln Sector;
- ❖ promoting coordinated **social protection system** based on social protection floors concept; and
- ❖ **engaging Pakistani diaspora** in Italy for jobs creation and **entrepreneurship promotion in Pakistan**.



Source: ILO Development cooperation dashboard: [online platform](#)

The ILO project built upon the previous work done by ILO and ISCOS²⁰ (Trade Union Institute for Development Co-operation) is an Italian NGO, promoted by CISL (Italian confederation of trade unions) for elimination of child and bonded labour in Pakistan and will consolidate and replicate previous efforts for sustainability. It also supported the ongoing work on promoting coordinated social protection system in Khyber Pakhtunkhwa (KP) Province and replicate it in other provinces. Furthermore, this project has explored the potential of engaging Pakistani diaspora in Italy for their contribution towards youth employment, entrepreneurship, skills development and other areas of decent work. It was funded by Italian Agency for Development Cooperation and implemented with an Italian Civil Society Organization, ISCOS along with Government, Employers and Workers organizations.

a. Project objectives, outcomes, outputs and activities:

¹⁷ This DWCP has extended to 2022: https://www.ilo.org/global/about-the-ilo/how-the-ilo-works/departments-and-offices/program/dwcp/WCMS_562091/lang--en/index.htm

¹⁸ P&B 2020-2021: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---program/documents/genericdocument/wcms_736562.pdf

¹⁹ 2030 agenda and 17 SDGs at: <https://sdgs.un.org/goals>

²⁰ <https://www.iscoscisl.eu/>

Immediate Objectives / Outcomes were design in three pillars/components:

1. To pilot a credible monitoring institution against child and bonded labour in Brick Kilns and consolidate efforts for sustainable withdrawal in one selected District of Punjab Province and replicate good practices to other sectors in other provinces;
2. To support ongoing work on strengthening social protection system in Pakistan; and
3. To effectively engage Pakistani diaspora in Italy for promoting decent work in Pakistan;

Table 1. Outputs and activities of the ILO project

3.2.6	Brick Kilns in a Pilot District supported for performance improvement and establishing monitoring mechanism through capacity building of District Vigilance Committee (DVC) Study value chain process of Brick Kiln Sector to identify performance gaps and areas where child labour exists
3.2.7	Develop & disseminate knowledge-base on modern brick making system with cost-effective, OSH compliant and better return on investments (using SCORE method)
3.2.8	Pilot replication of IMAC (football sector) for brick kiln sector with active involvement of Department of Labour as well as Brick Kiln Owners' Association (BKOA) ²¹
3.2.9	Evaluate pilot IMAC-BK and adjust the model for scale-up and replication
3.2.10	Document the process and disseminate among key stakeholders to stimulate affirmative action
3.3	Brick Kiln Workers in Sialkot District provided 'functional literacy' and rights education to prevent against Bondage situation
3.3.1	Enlist all Brick Kiln workers with their socio-economic status
3.3.2	Develop a module of 'functional literacy' and 'rights education' for Brick Kiln Workers – translated in local language
3.3.3	Undertake a campaign to educate 100% Brick Kiln Workers in Sialkot District – in collaboration with Trade Unions, Department of Labour and other stakeholders (e.g., BLLF)
3.3.4	Good practices for elimination of Child Labour in Brick Kilns documented for replication in other sectors (e.g., mining or construction) in other provinces
3.4	Brick Kiln Workers in Sialkot District supported to access the existing Social Security services
3.4.1	Facilitate BK workers in getting CNICs
3.4.2	Educate BK workers about existing social security programs (PESSI, EOBI, WWF, BISP)
3.4.3	Organize seminars at workplaces to facilitate linkages of BK workers with social security programs
3.4.4	Facilitate BK workers get registered with Social security institutions
4	
4.2	Access to social protection services for most poor and vulnerable families supported through One-Window-Operation
4.2.1	Support ongoing work on establishing One-Window-Operation in two Districts of KP Province for 300 households;
4.2.2	Support Government of KP to replicate One-Window-Operation in other Districts;
4.2.3	Develop a final knowledge product (one document along with one video documentary) highlighting the impact of coordinated social protection on the poor households;
4.3	Coordinated social protection system replicated in other provinces
4.3.1	Organize a national conference to disseminate knowledge gained in KP Province;
4.3.2	Replicate One-Window-Operations for Social Protection in Punjab and Baluchistan Provinces by providing technical assistance;
4.4	National social security institutions strengthened and platforms supported
4.4.1	Provide technical support to national Social Security institution for strengthening governance;
4.4.2	Support Pakistan Business Network for Social Protection (PBN-SP) to roll out their initial work plan for promoting social protection floors in private sector;
5	
5.2.1	Support Pakistani migrant workers in Italy to access Decent Work Undertake rapid assessment of available research and statistics regarding decent work situation in Pakistan
5.2.2	Produce information products (country briefs and videos) to highlight various dimensions of decent work challenges (focus on youth employment, skills, entrepreneurship, occupational safety & health etc.)
5.2.3	Engage Pakistani diaspora in Italy (Business persons) to promote Decent Work in Pakistan Develop a strategy to reach out to the Pakistani diaspora in Italy
5.2.4	Engage with representatives of Pakistani diaspora in Italy and present the information products to them with an aim to identify areas where they would like to contribute

²¹The BKOAP expressed reluctance to the proposed IMAC model. Consultations in 2020 confirmed that reactivating and empowering the DVCs appear to be an alternative to the IMAC monitoring mechanism”

5.2.5	Develop an Action Plan for Pakistani diaspora to support decent work initiatives
5.2.6	Establish a permanent working group of Pakistani Diaspora in Italy with Government of Pakistan (thru Community Welfare Attaché) for promoting joint efforts for decent work in Pakistan
5.2.7	Document entire process of engaging Pakistani diaspora in Italy for future replication in other countries
3.	New output Leadership Training for Pakistani Trade Union leadership

b. Evaluation scope and geographical coverage:

- ❖ **Component-1:** Child and bonded Labour interventions will be implemented in Sialkot District of Punjab Province – primarily because the prevalence of an existing Italian-funded Project in this city. Good practices from this project was aimed to be replicated to other sectors (e.g., mining or construction) in other Provinces i.e., Khyber Pakhtunkhwa (KP) and/or Baluchistan.
- ❖ **Component-2:** Social Protection; Output-2.1 will be implemented in Peshawar and Nowshera Districts of KP Province; Output-2.2 will be implemented in Punjab and Baluchistan Provinces (districts to be identified in consultation with Provincial Governments as well as keeping in view the availability of social protection schemes and security considerations); Output-3 will be implemented in Karachi and Islamabad.
- ❖ **Component-3:** Pakistani Diaspora in Italy, will focus on the areas of concentration of Pakistanis in Italy – including the Piedmont Region, Italy

The scope of the evaluation period with three above-mentioned components and geo-coverage will include the timeline period **from Jan 2019 till July 2023**.

c. Contribution and link to National development frameworks and strategies:

The Project aimed to contribute towards the **Strategic Priority Area 2 (SPA-2)** of the One-UN Program-II (OP-II) (2013-2017) – with a particular focus on Outcome 2.1 which states “Creation of employment opportunities & decent work through industry, construction, services, vocational/skill training, agricultural & cultural development, as well as promoting youth employment & public-private partnerships” and SPA-4 (Strengthened governance and social cohesion) with a particular focus on Outcome 4.3 which states ‘improved accountability and access to quality social protection and other services for excluded and vulnerable people’.

The Project also contributed towards the achievement of **Vision-2025 of the Government of Pakistan**. Vision recognizes respective needs of the workers and employers as well as the importance of inclusiveness and efficiency. The Vision specifically recognizes the need for protection of small and medium farmers, mainstreaming poor and supporting the socio-economic development of lagging regions.

d. National key stakeholders, implementing partners and target groups.

Table 2: Project stakeholders

<i>Main project stakeholders</i>	<i>Target Groups:</i>
<ul style="list-style-type: none"> - Government of Pakistan through Ministry of Overseas Pakistanis & Human Resource Development (OP&HRD) who has recently prepared and launched a ‘national strategy for elimination of child & bonded labour’ - Department of Labour Punjab as well as with relevant Workers and Employers for enhancing workers’ education on their rights 	I. Child / Bonded Labour Component: Workers in Brick Kilns of Punjab Province (focusing Sialkot District) and other areas (e.g., KP or Baluchistan), Trade Unions, Brick Kiln Owners and Government Officials.

<p>as well as strengthening a joint mechanism for elimination of child labour.</p> <ul style="list-style-type: none"> - Department of Literacy and Non-Formal Education as well as the Social Security Institutions for functional literacy and extending social security coverage for Brick Kiln workers. -Provincial Governments and Social Protection institutions. Lastly, for Italian Diaspora component, Community Welfare Attaché in Pakistan’s Embassy in Rome (for reaching out to Pakistani diaspora) 	<ol style="list-style-type: none"> 2. Social Protection Component: Vulnerable families selected on the basis of poverty scorecard of BISP from the selected Districts in KP, Punjab and Baluchistan provinces; 3. Pakistani Diaspora Component: The Pakistani diaspora in Italy – but the ultimate beneficiaries would be Pakistani youth who will get connected with Pakistani diaspora for various interventions
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Note: For detailed list of stakeholders see Annex 3.

e. **Contributing DWCP, P&B Outcomes and CPO (s)**

The Project contributes to the P&B **Outcome 3** “Creating and extending social protection floors” with a focus on Indicator 3.1 (Member States that have improved their social protection policies and financing strategies, the governance of social protection schemes or the coordination of social protection programs).

The Project contributes to the P&B **Outcome 7** “promoting safe work and workplace compliance including global supply chains” with a focus on Indicator 7.1 (Increased capacity of Member States to ensure respect for, promote and realize fundamental principles and rights at work); and Indicator 7.5 (Increased capacity of Member States to develop fair and effective labour migration frameworks, institutions and services to protect migrant workers).

The Project will also contribute to **Outcome 8** “Protecting workers from unacceptable forms of work” with a focus on Indicator 8.2: Member States in which one or more constituents have strengthened their institutional capacity to protect workers, especially the most vulnerable, from unacceptable forms of work”.

The Project will contribute towards the Priority 3 and 4 of the Decent Work Country Program (DWCP-III 2016-2020) which states “strengthening ILS Compliance through social dialogue” and ‘Extending social protection floors’.

Among Country Program Outcomes (CPOs), the Project is aligned with CPO PAK-226: Enabling regulatory environment for the extension of social protection at provincial levels and PAK-201: Institutional and individual capacities of tripartite constituents and stakeholders on ILS compliance and reporting enhanced.

f. **Contribution to SDGs**

The intervention and project activities supported the achievement of in particular **SDG 1** (Poverty Eradication, Social Protection), **SDG 5** (Gender equality and non-discrimination) and **SDG 8** (Sustainable enterprises, Decent Work, Eradication of Child Labour and Bonded Labour) and SDG 17 (Partnership).

II. **Purpose and Objective of the Independent Midterm Evaluation**

In line with ILO Evaluation Policy Guidelines²² and given the special nature of funding with contribution over 1.5 million Euro (between 2019-2020; with cost extensions, primarily because of COVID, till December 2023 will require an **independent interim project evaluation**. This project is coming to end on 30 December 2023. This TOR provides details of what, how and when midterm evaluation would cover and take place. The purposes of the independent midterm project evaluation are for two folds:

²² http://www.ilo.ch/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm

- **Firstly**, the interim evaluation serves the purpose of accountability to the funding partners, the government, social partners, beneficiaries and other stakeholders.
- **Secondly**, the evaluation’ findings and insights will contribute to internal learning, analysis the level of achievements, document the lessons learned and challenges using appropriate criteria such as: **relevance, coherence, effectiveness, efficiency, impact and sustainability**

The evaluation findings and recommendation may further serve in future project design and the decision-making processes of organizations and stakeholders.

The ILO will be managing this interim evaluation. 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. The interim evaluation’s specific objectives are:

- To assess the extent to which this project has achieved its planned objectives by December 2022, and whether any positive and negative factors have contributed to the achieving (or not achieving) the project activities in three components.
- To assess whether the project components implemented by the ILO have contributed to the achievement of DWCP 2016-2020 extended to 2022; CPOs (126, 129 and 131), ILO P&B 2020-2021 (Outcomes 7 and 8) and the SDGs.
- To assess whether social dialogue and tripartism has played a key role in the achievements of the ILO components.
- To assess whether and how the COVID19 pandemic has affected the planned objectives and whether the project was able to make adjustments to remain relevant.
- To document lessons learnt, impact with results and possible good practices.

The evaluation will adopt participatory process and will consult with tripartite constituents and other key stakeholders throughout the evaluation process.

Evaluation criteria and questions

The evaluation period will focus on whole project period between **January 2019 and July 2023**. It will cover all geographical regions (provinces) that the project has its operation. It will encompass the linkage of this project and its contribution to the P&B Outcomes (3, 7 and 8), the aforementioned SDGs, achievement of relevant CPOs under DWCP Pakistan and national frameworks in country. The evaluation will integrate cross-cutting drivers:

- a) gender equality,
- b) disability inclusion,
- c) non-discrimination concerns,
- d) environmental issues,
- e) COVID-19
- including norms and social dialogue, and medium and long-term effects of capacity development initiatives throughout the evaluation methodology and all deliverables, including the final report.

Gender dimension and disability should be considered as a cross-cutting issue throughout the methodology, deliverables and final report of the evaluation. In terms of this evaluation, this implies involving both men and women in the consultation, evaluation analysis and evaluation team. Moreover, the evaluators should review data and information that is disaggregated by sex and assess the relevance and effectiveness of gender related strategies and outcomes to improve the lives of women and men. All this information should be accurately included in the inception report and evaluation report.

The evaluator is to ensure that evaluation tools are able to collect disability-disaggregated data.

The evaluation should address six OECD/DAC and ILO evaluation criteria and concerns, i.e., **relevance, coherence, effectiveness, efficiency, sustainability and impact** as defined in the ILO Policy Guidelines for results-based evaluation, 2020²³ The evaluator may adapt the evaluation criteria and questions, but any fundamental changes should be agreed between the evaluation manager (ILO) and the evaluation team and reflected in the inception report (see image 1, below).

²³ Available at: http://www.ilo.ch/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_571339.pdf

Table 3. Matrix of key evaluation criteria

<p>Relevance and strategic fit: <i>The extent to which the intervention objectives, design and approach continue to respond to beneficiaries, country, and partners/institution/funding partners' needs, policies, and priorities, and is expected to continue to do so if circumstances change (or have changed).</i></p>	<ul style="list-style-type: none"> ▪ The extent to which the project has responded to the need of the tripartite constituents, beneficiaries and recipients in Pakistan. ▪ The relevance of the project in support of the goals outlined have contributed to DWCP Pakistan 2016-2020 extended to 2022; CPOs, ILO P&B 2020-2021 (Outcomes 3, 7 and 8) and the SDGs. ▪ The extent to which the project adheres to decent work principles including International Labour Standards, human rights- based approach and gender equality and non- discrimination ▪ How far is the project impacted by the COVID-19 pandemic and to what extent was the project able to remain relevant and adapt in response to the COVID-19 crisis as well as the local context?
<p>Coherence <i>The compatibility of the intervention with other interventions in a country, sector or institution</i></p>	<ul style="list-style-type: none"> • Assess the extent of compatibility of interlinkages between the project interventions and other ILO and UN projects in Pakistan, other interventions carried out by Government of Pakistan, social partners and other international partners. • Have the three components worked in a coherent manner? • Has the project maximized synergies and improved collaboration with new or existing national (sectoral) actors? Has there been a duplication of efforts/resources?
<p>Validity of design <i>The extent to which the design is logical and coherent</i></p>	<ul style="list-style-type: none"> • Are the project's defined outputs and performance indicators with baselines and targets, realistic in contributing to the project objectives given the intervention logic, time and resource available? • How social dialogue has played its role in the ToC and in activities, outputs and results? • How responsive was the project in responding to COVID19 pandemic? • To what extent did the three components of the project leverage partnerships (with constituents, national institutions) that enhanced projects relevance and effectiveness which contribution to DWCP Pakistan? (explicitly or implicitly)
<p>Effectiveness <i>The extent to which the interventions achieved, or are expected to achieve, its objectives and its results, including any differential results across groups?</i></p>	<ul style="list-style-type: none"> • Assess the effectiveness, key enabling factors and achievement made toward achieving the project objectives and results. What were the facilitating and hindering factors that contributed to it? What alternative strategies would have been more effective in achieving the project's objectives (if any?). • To what extent the key project interventions are focused on eliminating child labour in targeted area ? How project contributed effectively to enhancing the system on child labour, social protection and supporting the work of the diaspora? How the project' interventions made progress in these areas and what factors were identified as key enablers to boost the national policies'? • To what extent the project has engaged/enhanced the partnership with key stakeholders in Pakistan? Is the project engaging the right partners to pursue the project strategy? The extent to which the partners have been involved actively in the implementation and how?

Efficiency	<ul style="list-style-type: none"> • Has project management and staffing to implement and monitor the project adequate? Assess the monitoring and oversight of this project – how efficient it is and whether it has affected the delivery of the project. How effective is the role of country offices, regional offices, and HQs in providing technical support and monitoring to the project? • Has the project steering committee and/or governance structure exists to oversee the project? • Have resources (funds, human resources, time, expertise, etc.) been allocated strategically and efficiently to achieve expected results? Could they have been allocated more effectively and if so, how? • To what extent has the project leveraged resources with other ILO projects/programs, (and through partnerships with other organizations) to enhance the project impact and efficiency?
Impact	<ul style="list-style-type: none"> • Has the intervention made a difference to DWCP Pakistan, specific SDGs the project is linked to? If so, how has the intervention made a difference? (explicitly or implicitly) • What are the evidence of broader and longer-term effect that the project has contributed to the project components (bonded labour, social protection and engaging the diaspora)? And whether the COVID-19 pandemic has affected the possible impact of the project?
Sustainability	<ul style="list-style-type: none"> • To which extent the results of the intervention likely to have a long term, sustainable positive contribution to DWCP Pakistan and relevant targets? (explicitly or implicitly) • To what extent sustainability considerations were taken into account in the project interventions? Has the project developed and integrated an exit strategy in its work?
Cross-cutting issues	<ul style="list-style-type: none"> • International Standards: The degree to which intervention activities, outputs, and objectives are consistent with prescriptions in relevant normative instruments where they have been formally embraced through ratification or expressions of endorsement by stakeholders. What ILO normative framework (Conventions, Recommendations, operational guidelines, agreed policy instruments etc.) that forms the basis of this project? • Social dialogue: To what extent the project has further enhanced the social dialogue among the constituents and partners in Pakistan? And the extent that the social dialogue has contributed to achieving the project objectives? • Gender equality and non-discrimination: To what extent were the intervention results defined, monitored and achieved (or not), and what was their contribution (or not) towards: i) Gender equality and non-discrimination; and ii) Inclusion of people with disabilities? • Environmental sustainability and issues. • COVID-19 and crisis response.

Methodology

Suggested methodologies and approach are the followings:

- Examining the intervention's **Theory of Change (ToC)**, with particular attention to the identification of assumptions, risk and mitigation strategies, and the logical connect between levels of results and their alignment with DWCP Pakistan, ILO's strategic objectives and outcomes at the global and national levels,.
- The methodology should include multiple methods, with analysis of **both quantitative and qualitative data**, and should be able to capture intervention's contributions to the achievement of expected and unexpected outcomes. The methods of data collection has to

be flexible due to the current situation of the COVID pandemic, they are as follows but not limit to:-

- Desk review of relevant documents –i.e., relevant ILO Evaluation guidelines and standard requirement, project documents, progress reports (including factsheet), DWCP Pakistan, SDGs relevant documents.
- Observations, online interviews, focus group discussion (FGD), survey with key stakeholders and beneficiaries.
- Consultation workshop with key stakeholders, debriefing of project team for key reflection of the findings. It is likely that the hybrid or virtual stakeholders workshop will be held.
- The data and information should be collected, presented and analyzed with appropriate gender disaggregation even if project design did not take gender into account.
- To the extent possible, the data collection, analysis and presentation should be responsive to and include issues relating to ILO's normative work, social dialogue, diversity and non-discrimination, including disability issues.
- The methodology should clearly state the limitations of the chosen evaluation methods, including those related to representation of specific group of stakeholders.
- The detailed approach and methodology, including the workplan should be part of the inception report. Criteria for selecting key informants for interviews, survey, or selected areas/units for in-depth assessment must be elaborated in the inception report
- The methodology should ensure involvement of key stakeholders in the implementation as well as in the dissemination processes (e.g., stakeholder workshop (virtual), debriefing of project manager, etc.).
- The evaluator or evaluation team may adapt the methodology, but any fundamental changes should be agreed between the evaluation manager and the evaluator and reflected in the inception report.

Main Deliverables and expected results in independent interim evaluation

Deliverable 1. Inception report: It should be prepared on the basis of mapping of reviewed documents and reports as well as of the initial discussion with the Evaluation Manager (EM) and Project coordinator (CTA). The Evaluation Manager will review and approve the inception report before the commencement of the field data collection. In line with the ILO EVAL Checklist 3, it should be included.

- Examining Theory of Change underlying the project to be evaluated
- Description of the evaluation methodology and evaluation instruments to be used in data collection and analysis and the data collection plan mentioned above. Evaluation instrument (matrix) should comprise evaluation criteria, evaluation questions and guided sub-questions for interview and focus group discussions, and who are the target audience for each questions/sub-questions
- Detailed calendar and fieldwork plan for the field trip (if applicable), or draft agenda for the interview/Focus group discussions with key stakeholders
- A proposed report outline structure.

Deliverable 2. Stakeholders and debriefing (workshop): After the evaluator has completed data collection, initial findings should be presented to all key stakeholders for validation. The stakeholders workshop may be organized after the draft report has become available. Timing of stakeholders workshop should be clearly specified in the inception report. Findings of the preliminary findings should be specific, clear, concise and combined with qualitative and quantitative information.

Deliverable 3. Draft interim evaluation report: In line with the ILO EVAL Checklist 5, the draft report should include:

- an Executive summary with the methodology, key findings, conclusions and recommendations;
- purposes, scope, and methodology of the evaluation (including limitations);
- an analysis of the findings and a table presenting key outputs delivered under each immediate objective;
- identified findings, conclusions and recommendations ;

- lessons learned and good practices;
- annexes, including data files, including survey data, case studies and focus group discussions transcribes, etc.;
- Lessons learnt and good practices including ILO standard template for lessons learnt and good practices to be annexed

The Evaluation manager will do a quality standard review of the draft report before circulating the draft report to all key stakeholders, the project staff for their review. Evaluation Manager will collect all comments and forward the consolidated comments to the evaluator.

Deliverable 4. Final interim evaluation report with evaluation summary (using the relevant templates for the Title Page, the Executive Summary and Annexes including lessons learned and emerging good practices in the ILO Template). Report is considered final only when it is approved by ILO Evaluation Office.

The report will be in English following the structure of ILO evaluation report preparation guidelines. The report should be maximum **of 35-40 pages excluding annexes** (innovative ways are welcome to add life story on project impact or demonstration of results). The quality of the report will be assessed against the relevant EVAL Checklists for evaluation report

All draft and final outputs, including supporting documents, analytical reports and raw data should be provided in electronic version compatible with Word or Windows.

The Evaluation Manager will review the final version and submit it to ILO Evaluation Office (EVAL) for their final approval. Once approved, the evaluation report, good practices, and lessons learned will be uploaded and stored at [ILO i-eval Discovery](#) as to provide easy access to all development partners, to reach target audiences and to maximize the benefits of the evaluation.

Management Arrangements, Calendar and Workplan

The roles and responsibilities: Evaluation Management

Evaluation Manager (EM): - The evaluation will be managed by ILO certified Evaluation Manager (EM) who has no prior involvement in the project. **Ms. Tahmina Mahmud (ILO)** is the **Evaluation Manager** and coordinates this evaluation in consultation with **Ms. Pamornrat Pringsulaka**, Regional Evaluation Officer of ILO Regional Office for Asia and the Pacific (REO). The Evaluation Manager is responsible for the overall management of the evaluation and in particular to:

- o prepare the TOR and ensure consultation with all key stakeholders before TOR is finalized
- o facilitate and recruit an independent evaluator(s);
- o facilitate and coordinate the Evaluation Team (ET) to be established
- o ensure proper stakeholder involvement;
- o approve the inception report;
- o review and circulate draft and final reports;
- o dissemination of draft and final report

ILO Evaluation Office will provide oversight, technical backstopping and approval final interim evaluation report.

Project team: The responsible staff of ILO Country Office in Pakistan and team will handle all arrangements with the chosen evaluator and provide any logistical and other assistance as required.

The project management team will be responsible for the following tasks:

- o Provide project background materials;
- o Prepare a list of recommended interviewees;
- o Obtain relevant approvals and consent from key stakeholders to undertake evaluations and interviews
- o Schedule online meetings;
- o Be interviewed and provided inputs as requested by the evaluator during the evaluation process;
- o Review and provide comments on the draft evaluation reports;
- o Provide logistical and administrative support to the evaluator, including and all materials needed to provide all deliverables.

- Support to organize the stakeholders debriefing, consultation and workshop with EM and Evaluators (key stakeholders).

Evaluation Team (ET): The evaluation will be conducted by a team of two evaluators (a team leader and a team member) or service provider who will be recruited by the ILO. The evaluators report to Evaluation Manager of the ILO. The evaluators will be an external independent person or entity. The evaluation team leader will be responsible for all deliverables mentioned above. **Evaluator(s):** - will be recruited through competitive process. The evaluator (s) should not have any links to project management, or any other conflict of interest that would interfere with the independence of the evaluation.

Responsibilities of evaluation team leader (ETL)

- Provide guiding and define role and task in this evaluation throughout the evaluation phases and ensuring quality control and adherence to ethical guidelines;
- Defining the methodological approach
- Drafting the inception report (including all data collection tools), producing the preliminary findings presentation, draft reports and drafting and presenting a final report;
- Providing any technical and methodological advice necessary for this evaluation;
- Ensuring the quality of data (validity, reliability, consistency and accuracy) throughout the analytical and reporting phases.
- Ensuring the evaluation is conducted per Terms of References (TORs) and timeline, including following ILO guidelines, methodology and formatting requirements and adheres to evaluation report quality standards: as referred to above.
- Liaising, reporting and consultation with the evaluation manager (EM)
- The evaluator reports to the EM.
- Facilitate meetings with stakeholders (debriefing and/or stakeholders’ workshop);
- Contributing to the report dissemination and communication(if any) by participating in webinars, workshops and supporting or providing inputs to evaluation communication products.

Responsibility of evaluation team member (ETM)

The evaluation team member will work with and support the evaluation team leader to deliver all the deliverables. Specific tasks for the team member are:

- Work with evaluation team leader cohesively
- Support the team leader to conduct a participatory and inclusive evaluation
- Actively engage in collecting necessary background information and preparing a summary as required;
- Contribute to a desk review of relevant project and non-project documents;
- Provide inputs to the inception report as appropriate;
- Take part in the data collection e.g., meeting with stakeholders, interviews /FGD/ survey with key stakeholders, or conduct other data collection methods as required and agreed with the team leader
- Ensuring the quality of data (validity, reliability, consistency and accuracy) throughout the analytical and reporting phases.
- Provide interpretation or translation when needed during the evaluation process
- Ensuring the evaluation is conducted per Terms of References (TORs) and timeline, including following ILO and UNEG guidelines, methodology and formatting requirements and adheres to evaluation report quality standards: as referred to above contribute to the main report, maybe requested to write certain sections in the draft report as requested by the team leader.
- participate in and jointly facilitate the debriefing/ stakeholders workshop (on-line or face-to-face to be discussed).

Desired competencies of the **Evaluator/Team Leader:**

Tasks	Profile
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<ul style="list-style-type: none"> ➤ Desk review of project documents and relevant materials; ➤ Briefings with project staff and evaluation manager; ➤ Develop the inception report; ➤ Conduct interviews with selected stakeholders and project staff, funding partner; ➤ Undertake field data collection ➤ Facilitate stakeholders workshop ➤ Draft and finalize evaluation report. 	<p>! Not have been involved in the project.</p> <ul style="list-style-type: none"> ○ Relevant background in social and/or economic development in Pakistan ○ At least 7 years' experience in conducting/ managing evaluations of projects/programs in areas, such: child and bonded labour, social protection, employment and diaspora networks. ○ Experience in qualitative and quantitative data collection, methods, analysis, research and survey design. ○ Knowledge in ILO tripartism, social dialogue will be advantage ○ Experience in the design, management and evaluation of development projects ○ Knowledge on gender equality, environmental sustainability and non-discrimination issues; ○ Fluency in English (and Pakistani) spoken and written. ○ Based in Pakistan (or region) would be an advantage.
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Desired competencies of the Evaluator /Team member:

Tasks	Profile
<ul style="list-style-type: none"> ➤ Desk review of project documents and relevant materials; ➤ Briefings with project staff and evaluation manager; ➤ Develop the inception report; ➤ Conduct interviews with selected stakeholders and project staff, funding partner; ➤ Undertake field data collection ➤ Facilitate stakeholders workshop ➤ Draft and finalize evaluation report ➤ Interpretation and/and translation services during the evaluation process. 	<p>! Not have been involved in the project.</p> <ul style="list-style-type: none"> ○ Relevant background in social and/or economic development in Pakistan ○ At least 3-5 years' experience in conducting/ managing evaluations of projects/programs in areas, such: child and bonded labour, social protection, employment and diaspora networks. ○ Experience in qualitative and quantitative data collection, methods, analysis, research and survey design. ○ Knowledge in ILO tripartism, social dialogue will be advantage ○ Experience in the design, management and evaluation of enterprise development projects ○ Knowledge on gender equality and non-discrimination issues; ○ Fluency in English (and Pakistani) spoken and written. ○ Based in Pakistan would be highly recommended.

- *Key stakeholders and partners:* - will participate actively in the evaluation process including provide inputs to the TOR and provides inputs to evaluation team, and will participate in the stakeholders' workshop, and will review draft evaluation report implementing agency to be part of the **Evaluation team.**
- *Project manager/coordinator and team:* - Project team in Jakarta will be actively engaged in the evaluation process and provide relevant inputs required by evaluator(s) and will provide all relevant documents to the evaluator(s). The project team will support all administrative and logistic needed during the evaluation process (in line with the ILO rules and regulations i.e., coordination interview schedules with respondents/group of respondents, provision of interpretation services when needed, introduction to stakeholders, in-country transportation). The project team will also prepare contract for the evaluator(s) as per agreed terms by the Evaluation Manager and the evaluator(s).

Table 4: Workplan and timeframe

Stages	Responsible person	Timeline and comments	Period and duration of the tasks	Working day for Evaluator (ETL)	Working day for Evaluator (ETM)

Launch of evaluation: inception report, data collection, analysis and development of draft evaluation report					
Initial briefing with Evaluator (s) or evaluation team	EM/ROAP; Project coordinator/team	In August , right after signature of the contract	1 hour / online via Teams		
Desk review and inception report	Evaluator (s)	Submit the inception report to EM/ROAP in August	2 days	2	1
Presentation preliminary inception report to EM, ROAP and Project team	Evaluator (s)	in August 2023	1 hour/ on-line via Teams	1	
Finalization of inception report	Evaluator (s)	By 11 th of August	1 day	1	
Data collection , stakeholder interviews; including virtual /face-to-face (depends the county situation) interviews, FGDs.	Evaluator (s)	between 14 th August-31 st August	Two weeks	14 working days	12 working days
Initial preparation for the workshop and present preliminary findings report (hybrid or fully virtual) to national key stakeholders (including drafting preliminary findings report and presentation)	Evaluator (s)	To be confirmed for early date in September 2023 /before 8 th September 2023	1-2 days	1 day	1 day
Development of draft report and submission (including factual review and comments from ROAP and project team)	Evaluator (s)	By mid-September 2023	2 days	4	1 day
Circulate first draft report to national key stakeholders for comments and review	EM, project team, stakeholders	Before end September 2023	5 days for stakeholders for inputs and review		
Consolidate comments on draft report and send for finalization to EM	Evaluator (s)	1 st week of October 2023	1-2 days		
Finalization of the evaluation report and dissemination					
Finalize evaluation report with any inputs and submit to ILO as final product	Evaluator (s)	1 st week of October 2023	1 day	2	
Final report approval	ILO Evaluation Office	1 st week of October 2023	1 day		

Dissemination workshop after EVAL's approval – TBD	EM, EVAL, Project team	By mid-October 2023	1 day		
Total			2 months (August-October 2023)	25 days	15 days

NOTE: call for expression is open and not limited to individuals only.

Legal and Ethical Matters

The interim evaluation will comply with UN Norms and Standards. The evaluator will abide by the EVAL's Code of Conduct²⁴ for carrying out the evaluations.

The consultant(s) should not have any links to project management, or any other conflict of interest that would interfere with the independence of the evaluation.

Ownership of data from the evaluation rests jointly with the ILO and the consultant. The copyright of the evaluation report will rest exclusively with the ILO. The use of data for publication and other presentations can only be made with written agreement of the ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

I. Annexes (1,2,3):

Annex I: All relevant ILO evaluation guidelines and standard documents

- [EVAL's Protocol on collecting evaluative evidence on the ILO's COVID19 response measures](#)
- Guidance Note 3.1. [Integrating gender equality in monitoring and evaluation](#) of projects, and UNEG documents
- Guidance Note 3.2 on [adaptive evaluation methods to the ILO's normative and tripartite mandate](#)
- Checklist 4.2. [Preparing the evaluation report](#)
- Templates for the evaluation [lessons learned](#) and [good practices](#)
- SDG related reference materials at: <http://www.ilo.ch/eval/eval-and-sdgs/lang--en/index.htm>
- ILO Policy Guidelines ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations, 4th ed: https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm
- Protocol on collecting evaluative evidence on the ILO's COVID-19 Response measures through project and program evaluations
- Code of conduct form (To be signed by the evaluators) http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm
- Checklist No. 3 Writing the inception report http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm
- Checklist 5 preparing the evaluation report http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm
- Checklist 6 rating the quality of evaluation report http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm
- UNEG Quality Checklist for Evaluation Report <http://www.unevaluation.org/document/detail/607>
- Template for lessons learnt and Emerging Good Practices http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm

²⁴ [Code of Conduct Form](#)

- Guidance note 7 Stakeholders participation in the ILO evaluation
http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm
- Guidance note 4 Integrating gender equality in M&E of projects
http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm
- Template for evaluation title page
http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm
- Template for evaluation summary:
<http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>

Annex 2: List of project documents (TO be completed with Project Team)

- Project document (PRODOC)
- Project progress report for 2019 and 2020
- DWCP, CPO and P&B outcomes.

Annex 3: List of key stakeholders in Pakistan

Component-I (Brick Kiln Sector)
Key Stakeholders
Ministry of Overseas Pakistanis and Human Resource Development (MOPHRD)
Department of Labour (DoL), Government of Punjab
Department of Labour (DoL), Government of Balochistan
Brick Kiln Owners' Association of Pakistan (BKOAP)
Pakistan Workers' Federation (PWF)
Secondary Stakeholders
Environment Protection Department, Government of Punjab (EPD)
Punjab Vocational Training Council (PVTTC)
Employers' Federation of Pakistan (EFP)
Bunad Literacy Community Council (BLCC), implementing partner for Literacy component
JERS, an implementing partner for District Vigilance Committee (DVC) trainings
Beneficiaries
District Government Officers participated in DVC trainings
Members, DVCs attended trainings
Brick Kiln workers got functional literacy
Brick Kiln workers got legal identification documents (National Identity cards)
Brick Kiln workers got Rights education
Component-II (Social Protection)
Key Stakeholders
Public Policy and Social Protection Reform Unit (PP&SPRU) Government of Khyber Pakhtunkhwa (KP)
Department of Labour, Government of KP
Provincial Employees' Social Security Institutions (ESSIs)
Pakistan Workers' Federation
Employers' Federation of Pakistan
Society for Sustainable Development (NGO)
Secondary Stakeholders
Employees Old Age Benefit Institute (EOBI)
Workers Welfare Board (WWB)
Social Welfare Department, Pakistan Administered Kashmir (PAK)
Beneficiaries
Unregistered Formal workers
Component-III (Pakistani Diaspore in Italy)
Key Stakeholders
ISCOS (Trade Unions Institute for Development Co-operation), an Italian NGO / implementing partner
ILO-CO-Rome
Secondary Stakeholders
Pakistan Embassy / Consulate in Italy

Associations of Pakistani Diaspora in Italy
Beneficiaries
Pakistani Diaspora benefited under this component interventions
Funding partner's representative
Italian Agency for Development Cooperation (A.I.C.S) Office in Islamabad, Pakistan

Annex F: Project Results Matrix

OUTCOME ACHIEVEMENT				
Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Outcome 1: A credible monitoring institution against child & bonded labour in Brick Kilns piloted; Efforts for sustainable withdrawal in one selected District of Punjab Province consolidated and good practices to other sectors in other provinces replicated				
Number of replicable and sustainable institutional arrangements developed for effective monitoring against Child & Bonded Labour in Brick Kiln sector	2016: One model of sustainable institution available in football sector for replication	Design for institutional system, acceptable to major stakeholders, developed. The Project Advisory Committee has approved to replace this activity with 'Capacity development of District Vigilance Committees (DVCs)	2022: One model of sustainable institution for Brick Kiln established & operationalized. It is replaced with capacity development of 12 DVCs which may be extended to remaining districts in Punjab and pilot in other provinces	Result achieved: target met
Number of modern brick-making systems documented and disseminated	2016: Pakistan has orthodox brick making system with various labour and environment problems	At least three modern brickmaking processes identified and documented	2022: At least three modern brick-making processes documented and disseminated to Brick Kiln Owners	Fully on track: all milestones met
By end of project, at least one replicable model of monitoring against child & bonded labour in Sialkot district piloted	2016: IMAC for football was developed in 2006 and is operational as yet	DVC model appears more suitable, applicable and sustainable for the brick kiln sector.	2022: DVC monitoring model reviewed and documented for replication	Fully on track: all milestones met
By end of Project, one comprehensive set of knowledge products developed covering pilot interventions in Sialkot District for further replication	2016: No specific knowledge products to effectively eliminate child & bonded labour from Brick Kilns exist	Comprehensive set of knowledge products on effective elimination of child & bonded labour from Brick Kilns in Sialkot	2021: Project experiences shared with wider stakeholders along with knowledge-products	Result achieved: target met
By end of Project, 100% workers in Brick Kilns of Sialkot District facilitated to get CNICs, informed about social security institutions and linked to social security institutions	2016: very few Brick Kiln workers have access to social security services	Workers of target 125 BK got CNIC and at least 20% brick kiln workers of 125 BK (as approved in the PAC) have access to social security services	Brick Kiln workers of target groups got CNIC and facilitated to liaison with social security institutions	Result achieved: target met
Outcome 2: Ongoing work on strengthening social protection system in Pakistan supported				

'Number of Provinces adopting coordinated and improved social protection system in Pakistan	No coordinated social protection system exist in any province	Social Protection Reform Unit established in Khyber Pakhtunkhwa and One Window Operations offices established in two districts. Punjab Social Protection Authority established in Punjab	At least two provinces adopt coordinated social protection system	Fully on track: all milestones met
At least 1,000 most poor and vulnerable families have access to all social protection services (300 families in KP and 700 in Punjab and Baluchistan)	Poor families have no access to coordinated social protection	Beneficiary profiles of 300 households reviewed and updated by using the integrated MIS on Social Protection within the P&D Department and Case files of 300 households with their vulnerabilities matched with eligible social assistance schemes is taken forward by the OWO for further processing More than 3000 beneficiaries profile documented and submitted to relevant SP institutions through OWO offices in Lower Dir and Nowshera districts. (This will not be achieved, due to the closure of OWO windows)	Model of comprehensive social protection system available in Pakistan	
At least one social security institution in Pakistan has improved access of beneficiaries to their services	Poor families face lots of problems in accessing social security institutions	The project is supporting Provincial Employees Social Security Institutions to expand its coverage and it provides social security to workers and its families.	At least one social security institution adopt measures for accessibility of poor families	
By end of project, at least one Joint initiative by the Government and Private sector for improving social protection system implemented	Pakistan Business Network for Social Protection established in 2016 and made a plan of activities	Expansion of social security under the coverage campaign is jointly organized by Employers Federation of Pakistan.	PBN-SP fully operational in advocating better social protection with Government and Private Sector	
Outcome 3: Pakistani diaspora in Italy engaged for promoting decent work in Pakistan, effectively				
X number of Pakistani migrant workers in Italy are supported to access decent work and social security in Italy	Pakistani migrant workers in Italy have no formal mechanism for knowledge and support to access their legal rights and social security benefits	<ol style="list-style-type: none"> identify Pakistani Associations in Italy and their points of concentration Develop training module on rights of migrant workers in Italy Impart training and provide counselling support 	ISCOS and Pakistani Associations jointly develop a mechanism for knowledge sharing and capacity development on Decent Work and social security in Italy	

At least one joint consultative meeting organized between Pakistani diaspora in Italy and Pakistan Government to identify avenues of cooperation by Pakistani community and areas of support by Government of Pakistan	no formal consultation held between Government & Pakistani diaspora in Italy (PDI)	Consultative meeting	At least two meetings of Government and PDI held	Fully on track: all milestones met
At least one comprehensive joint action plan developed between Pakistani diaspora in Italy and Government of Pakistan to promote decent work in Pakistan	no joint action plan exists between Government and PDIs	Joint action plan	One joint action plan for promoting decent work with help of PDIs developed	
At least one Training course for Pakistani Trade Union Leadership organized on Leadership Skills	There is no formal training institute for Trade Union leadership in Pakistan	Training module on leadership skills for trade union leaders. Organize training course.	Permanent liaison between Pakistani trade union leadership and ISCOS/CISL for capacity development	

Annex G: Validation Workshop Agenda

Stakeholders' Consultation		
Evaluation of the ILO project "Promotion of Decent Work Opportunities for the economic empowerment of vulnerable segments of society"		
31 October 2023, ILO Country Office for Islamabad (G-5/2)		
I 030-I 100	Registration	
I 100-I 105	Welcome Remarks	Senior Programme Officer, ILO CO
I 105-I 115	Introduction to the project	Project Manager
I 115-I 120	Remarks by MOPHRD	Representative of MOPHRD
I 120-I 125	Remarks by AICS	Representative of AICS
I 125-I 135	Introduction to Evaluation Team and Independent Evaluation	Ms Pamornrat Pringsulaka, M&E Officer, ILO Regional Office for Asia and the Pacific Ms Tahmina Mahmud, Evaluation Manager
I 135-I 205	Presentation of evaluation findings and recommendations	Independent Evaluation Team
I 205-I 230	Panel discussion on good practices and opportunities Moderated by Project Manager	Selected partners and stakeholders 1. Pakistan Workers' Federation 2. Brick Kiln Owners' Association of Pakistan 3. Bunyad Literacy Community Council 4. MOPHRD 5. ISCOS
I 230-I 250	Q&A	
I 250-I 310	Testimonials from beneficiaries Moderated by Project Manager	Selected project beneficiaries 1. A worker who benefitted from the brick kiln component 2. A brick kiln owner who converted to Zig Zag technology 3. MOPHRD to speak about the forum for diaspora engagement 4. Beneficiary of the social protection component in Khyber-Pakhthunkhwa
I 310-I 320	Next Steps	Independent Evaluation Team Ms Tahmina Mahmud, Evaluation Manager
I 320-I 325	Remarks by ILO-Rome	Representative of ILO-Rome
I 325-I 330	Remarks by representative, Embassy of Italy in Pakistan	Representative, Embassy of Italy in Pakistan
I 330-I 335	Closing remarks by ILO Country Director	ILO Country Director
I 335	Group photo and lunch	

Annex H: Validation Workshop Participants

S. No	Agency	Name and Contact details
	KPK	
1.	Public Policy and Social Protection Reform Unit (PP&SPR), KP	Mr Gohar Zaman
2.		Ms. Fazeelat
3.	Pakistan Workers Federation (PWF)	Razam Khan razamkhan1960@gmail.com
4.	KP Employees' Social Security Institutions (ESSIs)	Saqib Khan saqib.essi@gmail.com ; Deputy Director HQ ESSI ssoadmn.essi@gmail.com
5.	Employees Old Age Benefit Institute (EOBI)/	EOBI Peshawar Region peshawarregion@eobi.gov.pk
6.	Workers Welfare Board (WWB) Najeeb Ullah PA to Secretary KP 091-9217943	Muhammad Abrar Hussain, Secretary Workers Welfare Board KP. Cell No: 0332-8514001, 0303-8501999
7.		Muhammad Shoab, Director (Administration) Workers Welfare Board KP. Cell No. 0333-9077771
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9.		Mr. Subhan Ali
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13.	BLCC	Shaheen Atiq Ur rehman Email:
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15.	PWF	Ch Muhammad Saad
16.	JERS	Dr. Javid Gill
17.	Consultant	Syed Hasnat Shah
18.	Department of Labour	Mr. Ghulab Ahmed
19.	Representatives of Kiln workers Union	Mr. Munir Solanghi
20.	Pakistan Workers Federation (PWF)	Peer Muhammad Kakar PWF
21.	Social Welfare Department, Pakistan Administered Kashmir	Abdul Wahid Khan

22.	EFP	Mr. Mohsin Tabani
23.		Mr. Humayun Nazir
24.	Labour Education Foundation	Khalid Mahmood,
25.	Sindh Peoples Housing Foundation, Karachi,	Najaf Khan, COO,
26.	Female Teacher	Mehak Naz
27.	Female Teacher	Ameena Qaisra
28.	Male Teacher	Ghulam Rasool
29.	Male Teacher	M. Pervaiz
30.	Female Learner	Saweera Rani
31.	Female Learner	Shazia Amir
32.	Female Learner	Sonia Gill
33.	Female Learner	Abida
34.	DVC, Sialkot	Mirza Abdul Shahoor
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