



ILO EVALUATION

- **Evaluation Title:** Assessing and addressing the effects of trade on employment” (ETE) [ILO project, 2009-2013]
- **ILO TC/SYMBOL:** INT/07/14/EEC
- **Type of Evaluation:** Final Independent Evaluation
- **Countries:** Bangladesh, Benin, Guatemala and Indonesia
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- **ILO Administrative Office:** ILO HQ and FO's in Jakarta, Dhaka, Dakar and San Jose.
- **ILO Technical Backstopping Office:** ILO Trade and Employment Programme
- **Date project ends:** 31 July 2013
- **Donor:** European Commission (EUR 3,397,590 of which EC contribution is €3,227,710)
- **Evaluation Manager:** Stephan Ulrich
- **Evaluation Budget:** 27,298,50 USD
- **Key Words:** trade, balance of trade, trade negotiation, employment creation

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 Unit.

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Acronyms

| | |
|----------|---|
| ADB | Asian Development Bank |
| ASEAN | Association of Southeast Asian Nations |
| BD | Bangladesh |
| BIT | Bureau International du Travail (ILO) |
| CAFTA | Central American Free Trade Agreement |
| CTA | Chief Technical Adviser |
| DCWP | Decent Work Country Programme |
| EC | European Commission |
| ECOWAS | Economic Community Of West African States |
| EPA | Economic Partnership Agreement |
| EPZs | Export Processing Zones |
| ETE | Assessing and Addressing the Effects of Trade on Employment |
| ETSG | European Trade Study Group |
| EU | European Union |
| FDI | Foreign Direct Investment |
| FTA | Free Trade Agreement |
| GDP | Gross Domestic Product |
| GSP | Generalised System of Preferences |
| GTAP | Global Trade Analysis Programme |
| ICITE | International Collaborative Initiative on Trade and Employment |
| ID | Indonesia |
| ILO | International Labour Organisation |
| ITC-ILO | International Training Centre - ILO |
| LDCs | Least Developed Country |
| LFM | Logical Framework Matrix |
| MCCA | Mercado Común CentroAmericano (Central American Common Market) |
| MTR | Mid Term Review |
| NGO | Non-Governmental Organisation |
| OECD-DAC | Organisation for Economic Co-operation and Development - Development Assistance Committee |
| OIT | Organización Internacional de Trabajo (ILO) |
| PWG | Policy Working Group |
| RMG | Ready-made Garments |
| SAM | Social Accounting Matrix |
| STED | Skills for Trade and Economic Diversification |
| ToR | Terms of Reference |
| TVET | Technical And Vocation Education and Training |
| UNCTAD | United Nations Conference on Trade and Development |
| UNDAF | United Nations Development Assistance Framework |
| UNDP | United Nations Development Programme |
| WITS | World Integrated Trade Solutions |
| WTO | World Trade Organisation |

Executive Summary

Quick Facts

Countries: Bangladesh, Benin, Guatemala and Indonesia

Final Evaluation: 16 October 2013

Mode of Evaluation: Final Independent Evaluation

ILO Office Administratively backstopping the Project: ILO HQ and FO's in Jakarta, Dhaka, Dakar and San Jose.

ILO Technical Backstopping Office: ILO Trade and Employment Programme

Evaluation Manager: Stephan Ulrich

Evaluation Consultant: Frans van Gerwen

Project End: 31 July 2013

Project Code: INT/07/14/EEC

Donor & Project Budget: European Commission (EUR 3,397,590 of which EC contribution is €3,227,710)

Keywords: trade, balance of trade, trade negotiation, employment creation

Background & Context

Summary of the project purpose, logic and structure

The overall objective of the ETE project is “to support the analysis of effective and coherent trade and labour-market policies that address the adjustment challenges faced by workers and employers and expand opportunities for the creation of decent employment in developing countries”.

Two specific objectives were derived from this overall objective:

Specific objective 1: Develop global knowledge tools that can support the formulation of coherent trade and labour market policies at the national level, based on sound data and diagnosis, with the involvement of the social partners.

Specific objective 2: Enable the design of effective and coherent trade and labour market policies that maximize employment-related opportunities created by trade, while minimizing the adjustment costs of trade-induced economic restructuring.

The ETE project is implemented with research and development actions at the central level and research and actions on the ground in four pilot-countries: Bangladesh, Benin, Guatemala and Indonesia.

The total budget of the ETE project is 3,397,590 Euro for the total period of 4.5 years. The own contribution of ILO to this project is 5%, amounting to 169,880 Euro and the EC contributing with 3,227,710 Euro.

After a preparation and inception phase in 2008 and 2009, the project is characterised by four overlapping phases with specific focuses in interventions and lines of action:

- Phase 1 (2009-2010): academic research and studies on employment effects of trade by international experts under the supervision of ILO headquarter staff. This resulted in a set

Executive Summary

of approaches and tools that can be used by policy makers and social partners to assess employment effects of trade;

- Phase 2 (2010-2011): development and delivery of training modules and assessment tools for the partners in the ETE pilot countries. This phase involved intensive collaboration with the ILO's International Training Centre (ITC) in Turin;
- Phase 3 (2011-2012): assessment of the employment effects of trade in the four pilot countries. These assessments implied a significant amount of fieldwork. In this phase a start was made with the meetings of national "Policy Working Groups" (PWG) as a forum to discuss and share research and training activities and results;
- Phase 4 (2013): insights from national studies were disseminated in the pilot countries in national seminars and in country reports on trade and employment. During this final phase, national governments and social partners were invited and stimulated to make use of the knowledge gained by the project in processes of policy and strategy formulation and in developing programmes to tackle trade adjustment challenges posed by trade reform.

The ETE project is a centrally managed project with a small team of a CTA in the ILO Headquarters in Geneva, assisted by a financial and administrative assistant. At the country level there are national ETE project coordinators also assisted by financial and administrative assistants.

Present Situation of the Project

The ETE project has ended on July 2013 and at this stage all activities planned were realised. The final financial data will only become available in November 2013 but it is likely that budget-depletion in the project will be (close to) complete. The most important results and products of the ETE project are presented in table below:

| Most important results and products from the ETE project | Period |
|--|---------------------|
| Global | |
| - Edition of ITC training course on "International Trade and Labour Markets" | - July 2011 |
| - Book Launch "Trade and Employment: From Myths to Facts" | - October 2011 |
| - Completed ITC-ILO technical training course "Assessing the Effects of Trade on Employment: SAM-based Multiplier Analysis" (with delivery at country level) | - May 2012 |
| - Publication of "Shared Harvests: Agriculture, Trade and Employment". | - May 2013 |
| Indonesia | |
| - Training courses and knowledge sharing workshops | - 2010 |
| - 5 Policy Working Group Meetings | - Jan 2011-Jul 2012 |
| - National Closing Seminar ETE project | - July 2013 |
| Bangladesh | |
| - Training courses and knowledge sharing workshops | - 2010/2011 |
| - 4 Policy Working Group Meeting | - Oct 2011-Mar 2013 |
| - National Closing Seminar ETE project | - July 2013 |
| Benin | |
| - Training courses and knowledge sharing workshops | - 2011 |
| - 5 Policy Working Group Meetings | - Mar 2012-Apr 2013 |
| - National Closing Seminar ETE project | - June 2013 |
| Guatemala | |
| - Training courses and knowledge sharing workshops | - 2011 |
| - 6 Policy Working Group Meetings | - May 2012-May 2013 |
| - National Closing Seminar ETE project | - July 2013 |

Purpose, scope and clients of the evaluation

The objectives of the final independent evaluation are to:

- Assess results and impact against the project objectives in the logical framework;
- Assess the ETE intervention, focussing on what has worked, what has not worked, and why this was the case;
- Examine if the best approach was taken, and if it was optimally executed;
- Assess current impacts and the sustainability of the project's activities and where possible, identify evidence of pathways and indicators of long-term impact.

The final independent evaluation was expected to result in the following outcomes:

- Recommendations to support ILO's expansion of its employment policy activities based on the assessment of the key success factors, best practices and constraints faced by the project;
- A clear articulation of the 'lessons learned' and identification of good practices to inform future project development and to contribute to knowledge development of the ILO and project stakeholders.

The evaluation considered the entire project-period from 2009 to 2013 and all central and country-level actions. However, the field-work was done in only three pilot-countries: Bangladesh, Benin and Indonesia, because Guatemala was already covered by field-work in the Mid Term Review in 2011.

This evaluation and its report are servicing the following clients:

- The European Commission as the donor of the ETE project;
- The ETE project management team, ILO Country Office Directors and other field and headquarter staff;
- Tripartite members of the Policy Working Groups and partner organisations in the four pilot countries.

Methodology of evaluation

This evaluation has looked systematically at the following performance criteria of the ETE project:

- Relevance and strategic fit;
- Validity of intervention design;
- Intervention progress and effectiveness
- Efficiency of resource use;
- Effectiveness of management arrangements, and;
- Impact orientation and sustainability of the intervention.

The steps and activities in the evaluation process are presented below:

1. Desk study (July – September 2013):
2. Interviews with key informants (August 2013):
3. Country Visits (August 2013)
4. Survey among ETE stakeholders at country level (August 2013):
5. Draft Evaluation Report (1-14 September, 2013)
6. Skype debriefing with ILO and with the EC (26 September, 2013)
7. Final ETE Project Evaluation Report (26-3 October, 2013)

Main Findings & Conclusions

The ETE project is highly appreciated by the Ministries of Labour and Trade and the social partners in the ETE countries.

The issue of trade and employment is highly relevant for developing countries. A better understanding of the effects of trade on employment requires continued and more focused approach on competitiveness of specific sectors and sub-sectors, specific target-markets, specific regional economic communities.

The ETE project has chosen a theoretical and technical perspective on trade and employment. While the technical contents of the ETE project is used by technical staff in Ministries, this contents was less used by Trade Unions and Employer's Organisations;

The ETE project has been well aligned with policy priorities of pilot countries and strategies of development partners. The combination of quantitative and qualitative perspectives on the effects of trade on employment is considered important to achieve coherent policies and strategies and resulting trade and partnership agreements.

The Policy Working Groups were embraced by the partners and the meetings have provided a constructive and effective environment for practicing social dialogue, often in a general context where social dialogue was not yet well established.

At its start the ETE project was focusing on quantitative and economic aspects of trade and employment, but along the road social aspects have been increasingly integrated in project activities and research.

The multi-country nature of the ETE-project was not well developed. The choice of countries in the ETE project did not enabling international exchange, considering the different contexts, languages and insertion in international trade of these countries.

The ETE project has achieved its first objective but it was less effective in reaching the second objective. While technical insights obtained in the ETE project are implemented at the technical level in the Ministries of Employment and Trade, the use of results at the policy level and in trade-negotiations is not yet secured by the project and partners indicate that more efforts and support in this area is still needed.

Social partners indicate that they have more difficulties in using the insights of the project effectively and they also indicate that they face many challenges in being better prepared for social dialogue on trade and employment issues and are in need of more comprehensive and more practical and applicable tools and instruments

The planning, realisation and publication of research in the framework of the ETE project has been effective and timely thanks to a sound management and coordination by the ETE team.

The intervention logic and the monitoring framework of the ETE project, in spite of repeated recommendations in the Monitoring and MTR reports, have not dealt with the lack of the outcome level in the project design and this has created difficulties in assessing the project's progress and results against outcomes.

In spite of the active involvement of the Ministries of Labour and Trade and the social partners during the process of realising the PWG meetings, the sustainability and continuity of this important instrument at the end of the ETE project is not secured.

Recommendations, good practices and lessons learned

ILO's Trade and Employment programme, the EC and local partners in the ETE project are recommended to:

1. Continue the dialogue and cooperation in the area of trade and employment;
2. Develop research and training interventions that allow a more specific and focused approach to allow acquiring a deeper insights in specific relations between trade and employment issues;
3. Provide specific and tailored capacity development support in the area of research and particularly training to the different partners in tri-partite social dialogue;
4. Continue to explore possibilities for capacity development interventions in the area of trade and employment that can provide a more direct good quality input in the development of coherent trade policies and in dialogue and negotiation around FTA's and EPA's;
5. Continue with the design and implementation of projects that combine the components of research and generation of knowledge, training and (tri-partite social) policy dialogue;
6. Explore possibilities to continue the practice of meetings of the PWG's as a constructive and safe environment for social dialogue around concrete issues of common interest, even in otherwise not conducive environments;
7. Explore possibilities to develop thematic and multi-country projects (in trade and employment, but also other themes) that include a substantive component to ensure cross-country, regional and international exchange and joint learning between countries;
8. Review the approach under the second objective of the ETE project to ensure that outcomes for effective use of results of the project are included in the project as well as to ensure that activities are added to project to work on policy development;
9. Explore possibilities to offer more comprehensive capacity development packages to target-groups that are tailored to their needs and based on proper needs-assessment, instead of the more standardised approach that was followed in the ETE project;
10. Develop actions to provide access to recent and good quality statistical data to ensure that research and training in can be better focused on future trends and developments in trade policies and trade negotiations;
11. Include in the design and implementation of follow-up projects and programmes more possibilities of joint management and implementation of activities in the projects to ensure that capacities can be transferred to local counterparts;
12. Improve the quality of the intervention logic in follow-up projects on ETE by including a clear results/outcome level with corresponding indicators;

The following good practices and lessons learned in the ETE project were identified in this evaluation:

- Policy Working Groups are a good instrument to promote tri-partite social dialogue around trade and employment issues;
- Bringing more ministries together in a project is positive for inter-ministerial coordination and more coherence in trade and employment policies and strategies;
- Branding of activities and products in the ETE project has increased the visibility of the project and ILO;
- Capacity development interventions in the area of Trade and Employment need to combine quantitative and qualitative research perspectives;
- An international project needs to be more than only a collection of countries to ensure exchange of knowledge and learning across countries;
- Social partners need more practical and applicable knowledge and skills to effectively deal with their specific challenges in trade and employment.

1 ETE Project Description

1.1 Background of ETE Project

The origin of the ETE project lies in the 2004 *Report of the Director-General of the ILO on the World Commission on the Social Dimension of Globalization*. In that report, national policies to address globalization and global policy coherence for growth, investment and employment were highlighted as two of six broad policy themes to be reflected upon towards the achievement of Decent Work as a global goal, and not just an International Labour Organization (ILO) goal. The 2008 *ILO Declaration on Social Justice for a Fair Globalization* further established the goal of pursuing Decent Work in the context of global markets as a national and international policy priority. The ETE project was conceptualized and elaborated at the same time as the discussions for and preparation of the *Declaration*.

The ETE project was submitted to the EC and approved in 2008. The project was started in February 2009. The project was housed in Trade & Employment programme in the Employment Section of ILO. It is centrally managed by a Chief Technical Advisor and in the pilot countries of the project local ETE officers ensure the project implementation at the national level.

The ETE project has a global research and training component and additionally it is realised in four pilot countries: Bangladesh, Benin, Guatemala and Indonesia.

The ETE project is funded by the European Commission (EC) under the “Investing in People” thematic programme. Investing in People is a thematic programme that is complementary to EC cooperation at bilateral level. The fourth pillar of this programme addresses the advancement of employment, decent work and social cohesion in the EC’s partner countries. To this end, the programme supports an integrated approach that combines economic competitiveness with social development as the most effective way to address inequalities and reduce regional asymmetries. It seeks to add value by supporting the development of methods to monitor and assess progress on employment, decent work and social cohesion in EC’s partner countries, identifying good practice and supporting a global policy dialogue between governments, social partners and other relevant stakeholders.

In the EU communication, “Promoting decent work for all” (COM (2006) 249) the Commission states that it will work on complementary action with the ILO to “develop methodologies for measuring how decent work is affected by trade liberalization and global production and distribution systems at global level, including export processing zones; expand the pilot study underway to assess the impact of trade on decent work”. It also notes the need to “strengthen external assistance for social adjustments in countries and regions outside the EU which are involved in trade liberalization”. The Communication also states that the Commission plans to “make use of EU policies and instruments, such as external assistance, to promote decent work in the context of open systems of trade”.

The Commission’s communication on trade, growth and development states that “tailoring trade and investment policy for those countries most in need stresses the importance of ensuring coherence and complementarity between trade and development policies, as well as policies in relation to skills development and education, labour rights, and social protection” (COM (2012) 22 final of 27.1.2012).

Trade has also been identified by the Commission as one of the priority areas where coherence with development policy objectives is considered particularly relevant (policy coherence for development: COM (2005) 134 final)¹

The ETE project has a total budget of EUR 3,397,590 (equivalent to US\$4,860,643.70 at the time of the Project's approval), out of which the EC contributes €3,227,710 (equal to US\$4,617,610.80). The end date of the ETE project is 31 July, 2013.

1.2 Objectives and activities of the ETE Project

The ETE project is a research and analysis project to develop knowledge, models and tools to understand better the effects of trade on employment and to develop employment policies related with trade employment. ETE assists national Ministries of Labour and Trade in four pilot countries, partner countries of the EC to test and implement models and instruments on the ground. But the ETE project itself doesn't entail massive implementation of actions on the ground.

The overall objective of the ETE project is "to support the analysis of effective and coherent trade and labour-market policies that address the adjustment challenges faced by workers and employers and expand opportunities for the creation of decent employment in developing countries".

Two specific objectives are derived from this overall objective:

Specific objective 1: Develop global knowledge tools that can support the formulation of coherent trade and labour market policies at the national level, based on sound data and diagnosis, with the involvement of the social partners.

Specific objective 2: Strengthen the capacity of policy makers, researchers and the social partners in pilot countries to assess the effects of changes in trade policy on employment and to design effective and coherent policies that enable countries mitigate any negative effects and expand employment.

As a result of a results-oriented monitoring (ROM) mission by an independent monitor contracted by the EC in August 2010 (see also section 2.4) ILO decided to revise and update the second objective. One of the recommendations of the ROM suggested that such a revision was needed to improve the quality of design and intervention logic of the project and to enable a more comprehensive monitoring of outputs and outcomes in the project.

The revised second objective now reads as follows: "Enable the design of effective and coherent trade and labour market policies that maximize employment-related opportunities created by trade, while minimizing the adjustment costs of trade-induced economic restructuring".

With the revision of the second objective also minor changes were introduced in the activities and outputs mentioned under the second objective. The complete intervention logic of the project is summarised in the following table

¹ For more information on EC's policies and strategies on trade and employment see: <http://ec.europa.eu/europeaid/what/development-policies/policy-coherence/>

Table 1: Original and revised Intervention Logic ETE Project

| Overall Objective | Specific Objectives | Activities |
|---|---|---|
| To support the analysis of effective and coherent trade and labour-market policies that address the adjustment challenges faced by workers and employers and expand opportunities for the creation of decent employment in developing countries | 1. Develop global knowledge tools that can support the formulation of coherent trade and labour market policies at the national level, based on sound data and diagnosis, with the involvement of the social partners. | 1.1 Review existing literature on the impact of trade on employment 1.2 Review existing methodologies for assessing the impact of trade on employment 1.3 Organize a meeting of international experts 1.4 Convert outputs from meeting of experts and papers into global training tools 1.5 Publish and disseminate edited volume |
| | Enable the design of effective and coherent trade and labour market policies that maximize employment-related opportunities created by trade and minimize the adjustment costs of trade-induced economic restructuring. | 2.1 Conduct scoping visits to pilot countries 2.2 Organize conceptual training and knowledge-sharing workshops for government, national research institutes, and social partners (<i>prev. 2.4</i>) 2.3 Organize technical training for government, national research institutes, and social partners. 2.4 Implement information and feedback channels between project team and target groups (new activity) 2.5 Establish a policy working group (<i>prev.2.2</i>) 2.6 Conduct country assessments/studies (<i>prev.2.5</i>) 2.7 Draft, publish and disseminate country studies (<i>prev. 2.6</i>) 2.8 Organize national and international seminars and conferences for the purposes of policy dialogue (<i>prev. 2.7</i>) 2.9 Formulate policies and strategies to address employment effects (<i>prev. 2.8</i>) 2.10 Draft, publish, and disseminate synthesis report of country studies (<i>prev. 2.9</i>) |

Source: original project document (2008) and revised project document and Logical framework (August 2011). Revisions of 2011 are presented in italics.

The intervention logic of the ETE project only contains three levels, without a level for result areas and outcomes. This was already observed in the EC monitoring mission and in the Mid Term Review of 2011. That review also contained suggestions to include the outcome level in the Logical Framework, but this was not effectuated in a later project revision of the ETE project.

1.3 Development of ETE project

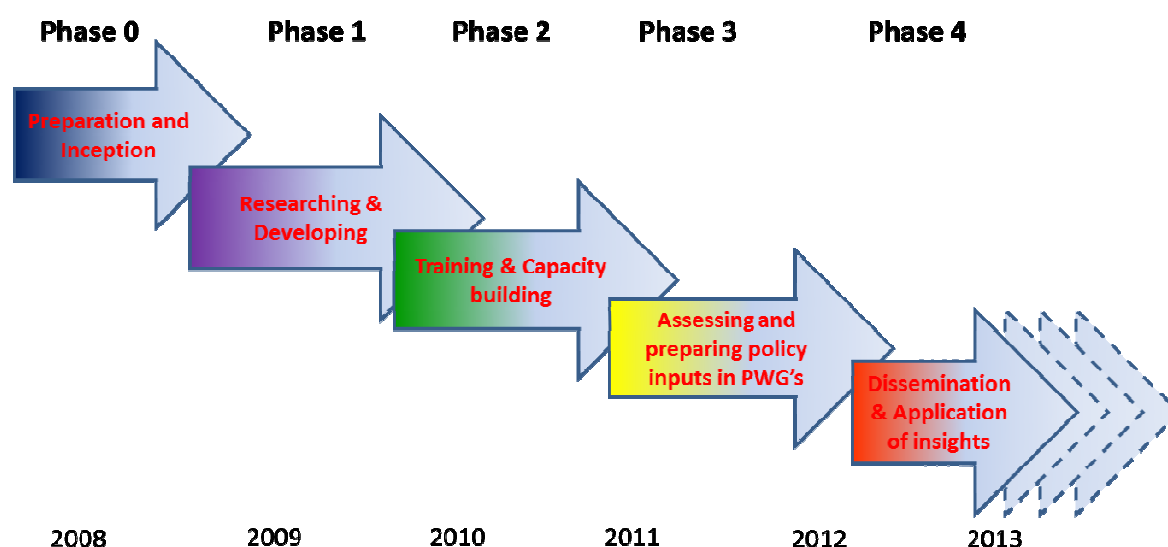
After the start of the ETE project in February 2009, the first year largely consisted of the global project inception and central research activities, development of methods and tools for the global project implementation and finalisation of the choice of countries. Towards the end of 2009 the first activities on the ground started in the first pilot country, Indonesia. This first country was later followed by Bangladesh and Benin in the first Semester of 2010 and Guatemala in the final Semester of 2010.

The in-country work first started in countries where ILO already had a historic presence (Bangladesh and Indonesia) and the two countries where this was not the case were added after having built the first experiences on the ground in the first two countries.

Four overlapping phases in the ETE project

The ETE project has been carried out in a period of four and a half years and one can identify four overlapping phases, as was observed in the MTR of 2011. These phases are visualised in the graph below:

Figure 1: The phased approach of the ETE project



During phase 1, existing evidence on the employment effects of trade were analysed using mostly academic research approaches and evaluated through a series of studies carried out by international experts under the supervision of ILO headquarter staff. An important result from this exercise was the identification of a set of approaches and tools that can be used by policy makers and social partners to assess the employment effects of trade.

In phase 2, and on the basis of the outcome of phase 1, training modules and assessment tools were developed for the instruction of partners in developing countries and the training programmes were carried out. This phase involved intensive collaboration with the ILO's International Training Centre (ITC) in Turin, which was in charge of developing training modules on trade and employment that were delivered in 2010 and 2011.

Under phase 3, the tools identified during phase 1 were used to assess the employment effects of trade in the four pilot countries identified. These assessments implied a significant amount of fieldwork and national project coordinators were assisting international experts and the project chief technical advisor in implementing this part of the project. In this phase a start was made with the meetings of national "Policy Working Groups" (PWG) as a forum to discuss and share research and training activities and results. This practice of meetings of PWG started earlier in Indonesia and Bangladesh in the course of 2011, Benin and Guatemala followed in 2012.

During the final phase 4, the insights from national studies were disseminated in the pilot countries and in the final year, national seminars conducted in June and July to present country reports on trade and employment. During this final phase, national governments and social partners were invited and stimulated to make use of the knowledge gained by the project in processes of policy and strategy formulation and in developing programmes to tackle trade adjustment challenges posed by trade reform and to create conditions for all

actors involved to be able to take advantage of the opportunities generated by trade reform (phase description adapted from MTR, 2011, pp.10, 11).

The project planning and project documents were revised at two moments throughout the project implementation. The first revision (presented above in section 2.2) was done in August 2011 as a direct result of the EC monitoring exercise in 2010. This revision only referred to the logical framework of the project.

A second revision of the project was approved on 19 November 2012 and this revision was a direct result of the MTR of 2011. In this revision a no-cost extension of 6 months was awarded, bringing the total project implementation period from 48 months (to 54 months), ending on July 31, 2013. Minor readjustments between different budget-headings were included in this revision, without affecting the overall project budget.

Activities and Outputs of the ETE project during its implementation

The development of the ETE project is summarised in the table below

Table 2: ETE Project Activities and Outputs (February 2009 – July 2013)

| Activities and outputs | Period |
|--|---------------------|
| Global | |
| - ETE project begins with inception activities: pilot-country selection, staff recruitment, and commissioning of research to international experts | - February 2009 |
| - Expert meeting on Assessing and Addressing the Effects of Trade on Employment | - December 2009 |
| - 1st. edition of ITC training course on "International Trade and Labour Markets" | - May 2010 |
| - ETE- research presented at the ICITE Asian Regional Conference | - April 2011 |
| - ETE-sponsored research presented at the ICITE Latin American Regional Conference | - June 2011 |
| - 2nd. edition of ITC training course on "International Trade and Labour Markets" | - July 2011 |
| - ETE research presented at the ICITE African Regional Conference | - September 2011 |
| - Book Launch "Trade and Employment: From Myths to Facts" | - October 2011 |
| - ILO-UNCTAD Policy Debate on "Trade and Employment: From Myths to Facts" | - January 2012 |
| - ITC technical training course on "Assessing the Effects of Trade on Employment: SAM-based Multiplier Analysis" | - May 2012 |
| - Presentation of ETE Research "Trade and Employment in Indonesia: CGE Analysis" at the GTAP and ETSG Annual Conferences | - Aug/Sep 2012 |
| - Circulation of Overview of book on "Shared Harvests: Agriculture, Trade and Employment" at WTO Public Forum, Geneva, Switzerland | - October 2012 |
| - ITC training course on "Trade, FDI, and Labour Markets" | - January 2013 |
| - Publication of "Shared Harvests: Agriculture, Trade and Employment". | - May 2013 |
| Indonesia | |
| - Project Start in Indonesia | - November 2009 |
| - Presentation of project at UNCTAD course | - November 2009 |
| - Training for Trade Unions | - May 2010 |
| - Knowledge Sharing Workshop on "Assessing and Addressing the Effects of Trade on Employment" | - July 2010 |
| - World Integrated Trade Solution (WITS) Training | - November 2010 |
| - 1st. Policy Working Group Meeting | - January 2011 |
| - Policy Working Group Meetings (2,3,4,5) | - Feb 2011-Jul 2012 |
| - Training for Specialists in Indonesia: Assessing the Effects of Trade on Employment (SAM-based Multiplier Analysis) | - February 2011 |
| - Joint ILO-ADB-OECD policy event on "Trade and Employment in a Globalized World" | - December 2012 |

ETE Project Description

| Activities and outputs | Period |
|--|---------------------|
| - National Closing Seminar ETE project | - July 2013 |
| Bangladesh | |
| - Project Start in Bangladesh | - January 2010 |
| - Training on "Basic Concepts in International Trade and Employment" for Trade Unions | - May 2010 |
| - Tripartite Knowledge Sharing Workshop on "Assessing and Addressing the Effects of Trade on Employment" | - August 2010 |
| - Training for Specialists in Bangladesh: Assessing the Effects of Trade on Employment (SAM-based Multiplier Analysis) | - February 2011 |
| - Tripartite Workshop on Skills for Trade and Economic Diversification (STED) | - September 2011 |
| - 1st. Policy Working Group Meeting | - October 2011 |
| - 2nd Tripartite workshop on STED | - December 2011 |
| - Policy Working Group Meeting (2,3,4) | - Jun 2012-Mar 2013 |
| - National Closing Seminar ETE project | - July 2013 |
| Benin | |
| - Project Start in Benin | - April 2010 |
| - Official Project Launch and Tripartite Knowledge Sharing Workshop on "Assessing and Addressing the Effects of Trade on Employment" | - January 2011 |
| - Training for Specialists in Benin: Assessing the Effects of Trade on Employment (SAM-based Multiplier Analysis) | - June 2011 |
| - 1st. Policy Working Group Meeting | - March 2012 |
| - Policy Working Group Meetings (2,3,4,5) | - May 2012-Apr 2013 |
| - Consultant's support for the elaboration of the country report on ETE | - Apr-May 2013 |
| - National Closing Seminar ETE project | - June 2013 |
| Guatemala | |
| - Project Start in Guatemala | - November 2010 |
| - Official Project Launch and Tripartite Knowledge Sharing Workshop on "Assessing and Addressing the Effects of Trade on Employment" | - April 2011 |
| - Training for Specialists in Guatemala: Assessing the Effects of Trade on Employment (SAM-based Multiplier Analysis) | - August 2011 |
| - Training for Trade Unions | - November 2011 |
| - 1st. Policy Working Group Meeting | - May 2012 |
| - UNESCO-EU-ILO Meeting on Skills, Training and Youth Employment (Extraordinary Policy Working Group Meeting) | - July 2012 |
| - Policy Working Group Meetings (2,3,4,5,6) | - Sep 2012-May 2013 |
| - National Closing Seminar ETE project | - July 2013 |

Source: MTR 2011 and ToR 2013

The most important activities of the ETE project can be grouped in four categories:

1. Research activities and publications;
2. Dissemination of information (policy briefs, newsletters, seminars).
3. Training activities;
4. Policy Working Group Meetings;

The first two activities and outputs are further discussed in the section below, where are research activities and publications are presented. In addition to research and also based on research results ILO has organised and training activities for the tri-partite social partners participating in the ETE project. The specific training activities are specified in the table above. There have been three different types of training:

- Training on tri-partite social dialogue and information exchange on the effects of trade and employment;
- Technical training on assessing the effects of trade on employment for specialists, with emphasis on the Social Accounting Matrix, followed up by a series of workshops around specific SAM assignments. This follow-up training, only in Indonesia, resulted in the development of SAM analysis on specific Free Trade Agreements (FTA's) with China,

- India and Australia. In other countries follow-up workshops have not resulted in such output;
- Training for Trade Unions on trade and employment (in Bangladesh, Guatemala and Indonesia);
 - In Indonesia an additional training was organised on the World Integrated Trade Solution (WITS).

Large production of theoretical and research publications

From 2011 onwards more emphasis was given to discuss and digest theoretical inputs and models for assessing effects of trade on employment and to provide a platform for integration of this knowledge into policy and strategy development in a tri-partite social dialogue setting, in so-called Policy Working Groups (PWGs). This process was started in Indonesia in January 2011 and then picked up in Bangladesh in November 2011, followed by Benin in March 2012 and Guatemala in May 2012. Until the end of the ETE project, the dynamics of the PWG was strongest in Guatemala, where in a period of just one year 6 PWG's were organised. In Benin and Indonesia a total of 5 PWGs were organised, although the frequency of these meetings was less in Indonesia (5 meetings in two years, while the same number of meetings was organised in Benin in only a year). In Bangladesh only 4 PWG's were organised in the total project period.

The project has completed central research and more specific and focused studies on effects of trade on employment in the four pilot countries. These studies contextualize the relationship between trade and employment within a specific sector (i.e., agriculture or services) or institution (i.e., regional trade agreements). Some of the country and sector specific studies were incorporated into Thematic Volumes as well as Country Reports.

The following table contains an overview of all research papers, reports and volumes that were produced by the ETE project:

Table 3: Research papers produced in the ETE project (February 2009 – July 2013)

| Activities and outputs | |
|--|--|
| Global | |
| <ul style="list-style-type: none"> • Cheong D., Jansen M. and Peters R. (eds.): Shared Harvests: Agriculture, Trade and Employment , International Labour Office and United Nations Conference on Trade Development . Geneva: ILO and UNCTAD, 2013 • Jansen M., Peters R., Salazar-Xirinachs J.M. (eds): Trade and employment: from myths to facts / International Labour Office. - Geneva: ILO, 2011 • de Melo J., Regolo J.: Labor Markets in Regional Trade Agreements: What Do We Know? (revised draft), ILO, 2012 • Ornelas, Emanuel: Preferential trade agreements and the labour market ; International Labour Office, Employment Sector, Trade and Employment Programme. - Geneva: ILO, 2012 • Whalley J. (University of Western Ontario and NBER): Developing Countries and The Services, Trade, Employment, ILO, Dec 2011 | |
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| Indonesia | |
| <ul style="list-style-type: none"> • ILO, Analisis Simulasi Social Accounting Matrix (SAM) dan the SMART Model, ILO Country Office for Indonesia, 2013 • ILO: Indonesian Country Report on Trade and Employment/International Labour Office – Jakarta: ILO, 2013 • Manning C. and Aswicahyono H.: Policy Brief on Trade and Employment in Services: The Case of Indonesia, ILO Country Office for Indonesia, 2012 • Manning C. and Aswicahyono H.: Trade and Employment in Services: The Case of Indonesia, ILO Country Office for Indonesia, 2012 • Oktaviani R. and Vanzetti D.: Trade, Productivity and employment linkages in Indonesian Agriculture; | |
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| Activities and outputs |
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| in "Cheong, D., Jansen, M. and Peters, R (eds.): Shared Harvests: Agriculture, Trade, and Employment. International Labour Office and United Nations Conference on Trade and Development" ILO and UNCTAD, 2013 |
| Bangladesh |
| <ul style="list-style-type: none"> • ILO: Bangladesh country report : trade and employment / International Labour Organization, ILO Country Office for Bangladesh - Dhaka: ILO, 2013 • Raihan S.: Economic reforms and agriculture in Bangladesh: assessment of impacts using economy-wide simulation models; International Labour Organization; ILO Country Office for Bangladesh - Dhaka: ILO, 2012. Also in "Cheong, D., Jansen, M. and Peters, R (eds.): Shared Harvests: Agriculture, Trade, and Employment. International Labour Office and United Nations Conference on Trade and Development" ILO and UNCTAD, 2013 • Raihan S.: Employment Effects of FTA Agreements: Perspective from Bangladesh / Selim Raihan; International Labour Organization; ILO Country Office for Bangladesh - Dhaka: ILO, 2013 • Raihan S. and Cheong D.: Impact of trade in services on employment in Bangladesh: special reference to the IT sector, International Labour Organization; ILO Country Office for Bangladesh - Dhaka: ILO, 2013 • Raihan S.: Policy Brief on Economic Reforms and Agriculture in Bangladesh: Assessment of Impacts using Economy-wide Simulation Models, ILO Country Office for Bangladesh - Dhaka: ILO, no date • Raihan S.: Policy Brief on Trade and Employment in Information Technology (IT) Services in Bangladesh, ILO Country Office for Bangladesh. - Dhaka: ILO, no date |
| Benin |
| <ul style="list-style-type: none"> • Adjovi E. : Analyse de quelques mesures de politique économique au Bénin à l'aide de la Matrice de Comptabilité Sociale, Programme Commerce et Emploi du BIT, no date • Ale A.: Economie Informelle et Emploi au Bénin: Cadre et Pratiques de l'Economie Informelle dans 3 secteurs d'activités à Cotonou, Programme Commerce et Emploi du BIT, no date • Soule B.G., Adjovi E. and Aboudou F.: Impact du Commerce Agricole sur l'Emploi au Bénin, Programme Commerce et Emploi du BIT, no date. Also in "Cheong, D., Jansen, M. and Peters, R (eds.): Shared Harvests: Agriculture, Trade, and Employment. International Labour Office and United Nations Conference on Trade and Development" ILO and UNCTAD, 2013 • IDEA Consult International: Impact du Commerce des Services sur l'Emploi: la Logistique Maritime et le Secteur des Services Portuaires au Bénin, Programme Commerce et Emploi du BIT, no date • IDEA Consult International: Policy Brief de L'étude Impact du Commerce des Services sur l'Emploi: la Logistique Maritime et le Secteur des Services Portuaires au Bénin, Programme Commerce et Emploi du BIT, no date • Adote K.: Etude nationale du projet < Evaluer et gérer les Effets du Commerce sur l'Emploi>, Programme Commerce et Emploi du BIT, no date |
| Guatemala |
| <ul style="list-style-type: none"> • Jansen M., Peters R., Salazar-Xirinachs J.M. (eds.); Comercio y Empleo: de los mitos a los hechos, short abstracts, ILO, 2011 • Linares L., Prado P. and Zelaya R.: El comercio exterior y el empleo agrícola en Guatemala, Programa de Comercio y Empleo, Organización Internacional del Trabajo y Asociación de Investigación y Estudios Sociales (ASIES), 2012. Also in "Cheong, D., Jansen, M. and Peters, R (eds.): Shared Harvests: Agriculture, Trade, and Employment. International Labour Office and United Nations Conference on Trade and Development" ILO and UNCTAD, 2013 • Matute A. and Linares Palma C.: Efectos del comercio en el empleo: informe Guatemala, ILO, 2013 • Rivas, H.M. and Bolaños Fletes, L.: El impacto del comercio de servicios en el empleo: el sector call centres y servicio al cliente en Guatemala, ILO, 2013 • Rosal M. G/S Consultores: El comercio internacional y la formación técnico profesional en Guatemala, ILO, no date |

Source: ETE project reports, country reports and research publications (2009-2013)

The ETE project produced two milestone publications that are mentioned in the table above: Trade and employment: from myths to facts in 2011 and Shared Harvests: Agriculture, Trade and Employment in 2013. These two publications contain country-specific research papers as well as additional international research commissioned by the ETE project.

Additional to the research papers and related policy briefs, the ETE project offices in Bangladesh and Indonesia also produced Electronic Newsletters. Although these were also planned for Benin and Guatemala, these have not taken off in the latter two countries.

1.4 Results-Oriented Monitoring (ROM) exercise (2010) and Mid-Term Review (MTR) (2011) and follow-up

A critical assessment of the ROM review in 2010

The project underwent a results-oriented monitoring (ROM) exercise by an independent consultant, contracted by the EC in August 2010. The report of this monitoring exercise was rather critical and it concluded that on most aspects, except efficiency in implementation, the ETE project was in the “problems” range of performance.

The monitoring report particularly criticised weaknesses in the design of the ETE project:

- The intervention logic of the project was not complete and comprehensive;
- The intervention logic did not include a result-level (between objectives and activities) with corresponding outcomes and indicators;;
- The project did not contain a clear exit-strategy and there was no strategy to hand over the PWG's to local partners at the end of the project;
- No scoping analysis of countries was done and no rationale for operations in specific countries was done, leading to limited coherence at the global level of the ETE project.

Based on these critical findings, the following recommendations were formulated:

- Review the LFM and ensure that indicators express desired outcomes (, expressed in a tangible, measurable format; ;
- Develop statements of commitment (in place of exit strategies), including basic budgets and sources of financial support, for continuing use of the knowledge and training tools by ILO and ITC-ILO; When PWG costs can be predicted, propose a no-cost budget amendment and add a new budget line for policy working group expenses;
- Review the pilot country work-plans and incorporate them in an updated overall project work-plan;
- Determine and report the extent to which the piloting approach has led to an improved global training tool;
- Offer debriefing meetings to the EU Delegation responsible at the end of all significant visits or events.

ILO did not agree with the contents of the monitoring report and wrote a very critical reaction on it. Particularly the remarks of the evaluator regarding the flaws in design and the sustainability perspectives of the project were considered not to be based on sufficient research (e.g. the establishment of PWGs and the planned final project seminars were, according to ILO, not acknowledged) and too critical. Also the EC was not fully satisfied with this report. But, in spite of some initial disagreements, several of the recommendations of this report were followed up. Most notably a formal revision of the Logical Framework of the project was requested and approved in August 2011. This revision included a rephrasing of specific objective 2 and the addition of an extra output under this objectives and a rearrangement of other activities (see section 2.2). However, the issue of adding an outcome level in the logical framework was not followed up. Also a new budget-line was included in the project-budget to cater for expenses related to the functioning of the Policy Working Groups.

A more positive mid-term review in 2011

In 2011, an independent Mid Term Review was carried out, which was published in December of that year. The MTR was more positive and optimistic about the developments and progress in the ETE project, although it observed the same flaw as in the monitoring exercise that the logical framework misses an outcome level, with corresponding indicators, to enable monitoring and progress of the ETE project at the outcome level. .

The MTR report presented its assessment of progress and results against these (re)constructed outcomes developed by the evaluator and it overall came to a rather positive assessment of the ETE project. The MTR produced a set of recommendations that are presented in first column of the table below. The second column in the table presents the follow-up of these recommendations by the ETE project team.

Table 4: Recommendations of the MTR and follow-up by ETE project team

| Recommendations | Follow-Up |
|---|---|
| Revision of the logframe. The MTR found the same flaws as the ROM in the logical framework and suggested to revise it with six outcomes to allow monitoring the outcomes of the project in addition to the activities; | No follow-up given to this recommendation, because of lack of available time in the ETE project to effectively apply a new logical framework |
| Extend the project-period with another 6 months | In October 2012 a no-cost extension of 6 months was requested and approved by the EC |
| The workshop approach for ETE training has proved to be successful and efficient, but the duration of trainings should be reviewed; | The duration of ETE training package was revised for a shorter duration. (All training courses were already completed at the time of the MTR) |
| For a possible replication of ETE in other countries, special (preparative) trade union workshops should be considered right from the start; | As no replication was planned in the framework of ETE, this recommendation was not followed up |
| Policy Working Groups (PWG) meetings need more guidance and "policy" (rather than technical) input, in order to achieve a policy debate, since it is not easy for beneficiaries to understand the policy implications of the technical findings; | PWG members have been provided with Policy Briefs as a basis for discussion |
| PWG meetings and future debates should be closely monitored and their content documented in an extensive (maybe a two-year) follow-up activity in order to ensure that the long-term policy impact of the ETE will be recorded; | No follow-up planned, because the PWG meetings are already extensively recorded. The final dissemination workshop planned for the end of the project is already responding to this recommendation |
| If such impacts occur, they should be disseminated; | No follow-up planned, because it was considered difficult to trace impact of ETE on specific policy formulation processes |
| The ETE project should develop an M&E framework for the pending project period; | Although the recommendation was recognised, no follow up was given |
| For a possible replication of ETE in other countries, the project will need a review of the logical framework adding process and quality indicators; | No follow-up given as no direct replication of the ETE project was envisaged |
| The PWG seem to unintentionally offer a powerful platform for donor coordination trade and employment related issues in the pilot countries. The PWG should not be overloaded with functions beyond its nature, but ILO should at least consider inviting other donors to the PWG meetings or regularly share with them the PWG results for donor | The ETE project has always invited other development partners (including EU delegations) to its meetings, including PWG meetings and has effectively continued to do so after the MTR |

ETE Project Description

| Recommendations | Follow-Up |
|--|---|
| coordination; Research topics of ETE should be defined close to each trade and employment policy priority agenda, which is different in each country. Closeness to these agendas will increase interest in, demand for and use of the results, and hence increase project results sustainability. | No follow-up actions were realised as all research in the project was already completed at the time of the evaluation |

Source: Management response 2012-13 ETE team on MTR recommendations and interviews during this evaluation process.

The ETE team did not provide follow up to all recommendations, as can be seen in the table above. The most important reasons for this were the fact the MTR was realised at a rather late stage in the project after completion of respective actions. In the case of the recommendation to review the logical framework, the remaining time in the project was considered too short to effectively apply these changes. Some other recommendations were not followed-up because these referred to a possible replication and expansion of the ETE project, which was not foreseen in the remaining period of the project.

2 Introduction and background to the evaluation

2.1 Background and antecedents to the evaluation

This final independent evaluation of the “assessing and addressing the Effects of Trade on Employment” (ETE) project was included in the cooperation agreement between ILO and the EC, who is the donor of this project. This evaluation is also part of ILO standard evaluation procedures. The ETE project was implemented from February 2009 to July 2013 and this final evaluation took place at the closure of the project. The EC realised a results-oriented monitoring (ROM) review of the ETE project in 2010, and in 2011 an independent external Mid Term Review was conducted.

This evaluation was implemented in the period July – September 2013, by a stand-alone independent evaluator. This evaluation has followed the evaluation criteria of OECD-DAC on relevance, effectiveness, efficiency, impact and sustainability. As the evaluation was realised immediately at the end of the project, impact has received less attention and the assessment of sustainability included also perspectives for sustainability. Furthermore, this evaluation followed instructions and requirements in the “I-eval resource kit” of ILO.

2.2 Evaluation Purpose and Scope

The purpose of this evaluation was to review the progress and performance of the project, assess the extent to which the project has achieved its objectives, review the nature and magnitude of constraints and challenges faced during implementation, as well as identify and analyse the factors that affected its implementation and how these factors have contributed to the project’s success. This evaluation also assessed how the project has responded to changes that have taken place during the project implementation period. Finally, it identified lessons learned to contribute to the already identified set of good practices and review the sustainability plans and mechanisms that the project has strived to put in place in some of the project countries.

This evaluation looked at the implementation of the ETE project, during the entire project-period from February 2009 until July 2013. The evaluation looked both at the central and global project-implementation as well as at the level of the four pilot countries. Because the Mid Term Review included field work in Guatemala, it was decided by ILO-EC to exclude Guatemala from detailed in-country field-work, although a Skype interview with the National Project Coordinator and desk-review was done on Guatemala. Short but comprehensive field-visits were conducted in Benin, Bangladesh and Indonesia respectively.

The objectives of the final independent evaluation are to:

- Assess results and impact against the project objectives in the logical framework;
- Assess the ETE intervention, focussing on what has worked, what has not worked, and why this was the case;
- Examine if the best approach was taken, and if it was optimally executed;
- Assess current impacts and the sustainability of the project's activities and where possible, identify evidence of pathways and indicators of long-term impact.

The final independent evaluation was expected to result in the following outcomes:

- Recommendations to support ILO’s expansion of its employment policy activities based on the assessment of the key success factors, best practices and constraints faced by the project;

Key Evaluation Findings

- A clear articulation of the 'lessons learned' and identification of good practices to inform future project development and to contribute to knowledge development of the ILO and project stakeholders.

This evaluation and its report are servicing the following clients:

- The donor (EC) - close collaboration (such as sharing the Terms of Reference, asking for comments on the draft report and meetings in Geneva and Brussels) with the donor during the evaluation is done to ensure that donor requirements are met (including article 8 of the General Conditions) and no additional, external evaluation by the donor will be necessary;
- The ETE project management team, ILO Country Office Directors and other field and headquarter staff;
- Tripartite members of the Policy Working Groups and partner organisations in the four pilot countries.

2.3 Evaluation Methodology and process

The evaluation studies the linkages between the country-level interventions and the global component and it is generating a set of findings in relation to ETE global activities and an individual set of findings for each pilot country based on six standard (OECD-DAC) evaluation criteria:

1. Relevance and strategic fit;
2. Validity of intervention design;
3. Intervention progress and effectiveness
4. Efficiency of resource use;
5. Effectiveness of management arrangements, and;
6. Impact orientation and sustainability of the intervention.

Under these evaluation criteria a set of research questions was developed that is presented in the ToR (see Annex 4). This chapters and sections in this report are structured in such a way they systemically address the six evaluation criteria mentioned above.

The evaluation approach and methodology

The overall approach and methodology for this evaluation is characterised by the following principles:

- **Focus on learning** which will lead to the importance of drawing best practices and recommendations that are owned by ILO;
This focus on learning was ensured through including in the interview-questions a specific focus on inquiring which lessons were learned by stakeholders and to explore expected and unexpected events and developments in the project. Furthermore, findings were discussed and checked during final debriefing workshops in Benin and Bangladesh with both external and internal stakeholders and followed by an internal debriefing meeting with the ILO ETE project officers. Due to limited availability of ILO staff and lack of time no such debriefing sessions could be realised in Indonesia;
- **Participatory** as true learning can only be accomplished if key stakeholders are involved throughout the evaluation process (including data collection, analysis and assessment);
In addition to the interviews and focus-groups meetings, participation of project stakeholders was enabled through the realisation of a small anonymous survey among participants of these meetings. On the survey sheets, there was also room to provide

anonymous remarks and suggestions on the ETE project and ILO's performance in managing and implementing it;

- **Multiple sourcing and cross-checking of data** to ensure the data and findings generated are factual and rich enough for a sound process of analysis.
The evaluation has looked at written documents both at the global and country level. More than 40 interviews were conducted with internal and external stakeholders. In two countries focus-group meetings and debriefing sessions were conducted to cross-check findings and finally a survey was conducted to gather stakeholder's appreciations on the project;
- **Looking beyond planned changes at unexpected effects** to ensure that relevant context factors and boundary partners are considered enabling a more comprehensive analytical perspective.
Particularly through interviewing, the evaluator has tried to obtain information not only on planned interventions and outputs in the ETE project but also to obtain information about the context, the enabling or disabling environment and recent trends and developments. In the country visits also opinions and inputs were sought from relevant NGO's and research institutes or other actors with projects in trade and employment that were not directly participating in the ETE project. Through the inclusion of this external perspective additional insights could be obtained.

In line with the above approach and to answer the **specific evaluation questions** (as mentioned above and in the ToR (p.8-9, see Annex 7) the evaluator has developed an evaluation matrix (see annex 6) with the evaluation questions, performance criteria (indicators), sources of verification and data collection techniques. The questions and indicators from the evaluation matrix have been used to analyse and present the research findings in section 3 of this report and to organise the conclusions in section 4.

The evaluation steps

This evaluation was done in a seven-step approach that is presented below:

1. Desk study (July – September 2013):

The desk study was conducted at two levels:

- a) Overall policy and planning documents of ILO relating to the ETE Project as a whole;
- b) Country-level implementation and products of the ETE project.

2. Interviews with key informants (August 2013):

Structured interviews were conducted with key informants grouped in three categories:

- a) *ILO Headquarters*: Relevant staff and managers were interviewed at ILO HQ;
- b) *ILO Field Offices/ETE field-staff*: Relevant staff and managers in the field-study countries were interviewed by the consultant and by phone or Skype;
- c) *EC*: The EC responsible officer for the ETE project and the EU country delegations in Benin, Bangladesh and Indonesia were visited and interviewed in the evaluation process;
- d) *Partners and stakeholders in ETE at the country level*: During the fieldwork in three ETE pilot-countries more than 40 persons were interviewed of the partner Ministries (Employment and Trade) and of the social partners. Additionally, interviews were conducted with external stakeholders to also hear the outsider's perspective on the ETE project.

Key Evaluation Findings

The interviews were guided by a checklist/format for different stakeholder groups:

- a) ILO
- b) ETE project partners (direct beneficiaries, participating in the PWGs)
- c) External stakeholders

For the interview formats, see Annex 6.

3. Country Visits (August 2013)

Three of the four ETE pilot countries were visited in this period:

- Benin (5-7 August, 2013)
- Bangladesh (20-22 August, 2013)
- Indonesia (26-28 August, 2013).

During the country reviews the evaluators met with relevant internal and external stakeholders in the ETE project. The country reviews comprised a short but intensive period of fieldwork of 3 days. Briefing notes for local ETE officers for the preparation of the country visits were prepared and an example is presented in Annex 6. Debriefing and validation was done only in Benin and Bangladesh, but due to time-constraints not in Indonesia.

4. Survey among ETE stakeholders at country level (August 2013):

The survey was conducted with the participants of the country-level debriefing meetings. Unfortunately these could only be organised in Benin and Bangladesh. In Indonesia time and availability of people constraints did not permit to conduct the survey. As a result only a limited number of responses were acquired from 6 respondents in Benin and 9 in Bangladesh. Because of the limited response by stakeholders, the results of the survey have only been used in combination with other sources of data. With the survey, open and confidential inputs and suggestions on the ETE project were sought, but the response was very limited. Only 3 respondents choose to provide such input. For the survey results, see annex 5 and the survey format see Annex 6.

5. Draft Evaluation Report (1-14 September, 2013)

After finalising the fieldwork, the evaluator conducted the analysis of findings and produced a draft evaluation report. This draft evaluation report was submitted for a final round of feedback, organised and coordinated by the ILO ETE project evaluation manager.

6. Skype debriefing with ILO and with the EC (26 September, 2013)

Based on the submission of the draft evaluation report a Skype debriefing and discussion session was organised to discuss the evaluation process and its preliminary results presented in the draft evaluation report. After the Skype debriefing further feedback was organised on the draft evaluation report by the ILO ETE project evaluation manager.

7. Final ETE Project Evaluation Report (26-16 October, 2013)

After the receipt of the ETE project stakeholder's feedback on the draft report the evaluator produced the final evaluation report on October 16, 2013

2.4 Limitations faced in the evaluation process and their mitigation

- The political instability in Bangladesh and corresponding risks in planning and preparation of the fieldwork fortunately did not affect the implementation of this evaluation. All planned activities could be organised;
- In spite of the fact that the country visits were very short in duration, it was possible to meet with most relevant partners and stakeholders. In a few cases additional Skype and e-mail contact was sought to seek additional information. Due to difficult road conditions in the city of Jakarta, the number of interviews that could be conducted in Indonesia was less than in the other two countries visited and it was also not possible to organise a final debriefing workshop. This was also due to the fact that ETE project was finished and that the national project coordinator was not in ILO anymore and on top of that she was recovering from illness. The evaluator has organised one additional email interview with the ILO country director for Indonesia to acquire some additional insights on the project. Although the amount of interviews was limited in Indonesia, the evaluator has been able to meet all direct partners involved in the project and also external stakeholders and therefore has obtained a rather complete view on the ETE project development and results in this country;
- The final reports on the ETE project are due within 6 months of closure of the project. However, soon after the country visits, draft country reports and a draft synthesis report were made available by the CTA to enable a content-wise desk-analysis of the ETE developments until the finalisation in July 2013 and these documents combined with the visits to three countries at the end of the project provided a sufficient information-base to conduct the full analysis of the project. However, such a full analysis was not possible on the financial aspects of the ETE project as financial statements were only available until May 2012. As the final financial statement cannot be produced immediately after project end, it is not possible to wait for this document to complete the financial analysis and therefore it was decided to limit this analysis until May 2012.

3 Key Evaluation Findings

The key findings in this chapter are based on extensive desk-review of documents at the global and country level of the ETE project, on interviews with key actors and stakeholders at ILO, EC in Geneva and Brussels and on country reviews (interviews, site visits, multi-stakeholder meetings and other briefing meetings) in three of the four ETE pilot countries; Benin, Bangladesh and Indonesia respectively. In Guatemala a Skype interview was realised with the national ETE coordinator, but no complete assessment was conducted of the project in Guatemala.²

3.1 Main findings from the country visits and reviews

In this section the major specific findings from the three countries visited during the evaluation are presented.

Bangladesh

There is wide appreciation among stakeholders for ILO's efforts in the ETE project to bring different actors together around the issue of Trade and Employment. Particularly the multi-stakeholder PWG's are appreciated as these represent one of the few opportunities for practicing tri-partite social dialogue.

The first specific objective to develop knowledge instruments and tools on ETE (assessing) has been largely achieved but the second objective to enable the design of T&E policies still needs more effort (and more applicable tools).

Although the preparation and start-up of the PWG's were slow, ETE achieved ownership and co-sharing of the leadership of the PWG's by MOLE and MOC. However, the dynamics of the PWG's are largely externally driven by the project and continuity, though much desired by stakeholders, is not yet secured.

Continuation of PWG dynamics requires a clear link with a relevant national process in which the outputs and results of the PWG meetings can be integrated. This could be through strategy and policy development processes such as developing a comprehensive trade policy, prepare the 7th 5 year development plan 2016-2021.

ETE training activities (particularly on SAM) and research focused on rather abstract and theoretical aspects of T & E. Many stakeholders express a need for more practical and applicable training and knowledge instrument relevant to the country or specific sector contexts and matching the capacities of specific different partners.

Different stakeholders suggest the ETE project could gain relevance and impact by applying a stronger focus on specific sectors or value chains (e.g. RMG, ICT) or themes (e.g. minimum wage, child labour, EPZ's).

There are many (inter)national development actors, active in production, value chains and trade. The ETE project exchanges information but has not worked a lot on developing

² Guatemala was included for a country review in the Mid Term Review of the ETE project in 2011 and therefore was now excluded from this final review.

linkages with other relevant actors and projects: e.g. TVET project of ILO, the ITC, UNIDO and other actors. Some of the expectations and demands of local stakeholders that are triggered by the ETE project cannot and should not be addressed by ILO but by other development actors (issues like export diversification, meeting export requirements).

The role and place of trade unions in general face challenges particularly in the area of capacity-level and pluralism within the trade-union movement. The ETE subject matters are beyond these more immediate challenges of trade unions. More attention to practical capacity and skills development among the trade unions could have been beneficial for more follow-up and use of ETE project results.

The EPZ's are important in the trade and investment and economic development strategy of Bangladesh. Yet the EPZ's are subject to a separate legal regime and the labour law does not apply to the EPZ's. This issue is quite central in the scope and framework of the ETE project, yet it has received little attention.

The informal sector constitutes over 80% of Bangladesh' economic activity. The ETE project products (knowledge, models etc.) do not cater specifically for this important sector, nor are the key stakeholders in the project closely linked to informal sector producers. A better and more widely extended reach-out to the informal sector is required, which might also require involving other actors (such as NGO's).

International concerns about human rights and social clauses in trade agreements as well as trends in CSR and fair trade are relevant, though not yet massively picked up in Bangladesh. However, since the Rana Plaza collapse on April 24 and a factory fire in Mirpur on May 8 this year have triggered national actors to take more responsibility. There is a clear momentum to explore and match social clauses, human rights and CSR in the ETE project, even though it was not part of the original design of the ETE project.

ILO has not yet achieved a level of exchange and joint learning in the ETE project. The activities in the four pilot countries all have a national focus and there has not been active exchange between countries. This also does not seem the most relevant thing to do as the four ETE countries have very different realities. More relevant for Bangladesh is to achieve exchange and joint learning at the level of regional markets, competitors and/or target export markets.

Benin

The ETE project in Benin has fully achieved its first objective of assessing the effects of trade on employment but has not yet achieved addressing the second objective of support in the formulation and implementation of a comprehensive trade and employment policy.

Clear ownership and leadership of one of the Ministries involved in ETE is needed to continue the multi-actor Policy Working Group (PWG) as a coordination mechanism in commerce and employment related actions. ILO has not yet achieved transferring the PWG to local partners and this poses a threat to the continuity of the PWG after the closure of the project.

The elements identified for a comprehensive Trade and Employment Policy cover a broad area of infrastructural challenges, regulatory and legislative changes and capacity development issues in a multi-sector environment. These challenges go much beyond merely trade and employment and in fact touch upon the poverty reduction strategy of Benin.

Key Evaluation Findings

To continue to address these aspects a broader cooperation and coordination of multiple ministries and international development partners is needed. ILO alone can only give specific and limited support.

The effects of Trade on Employment in Benin clearly present both opportunities and threats. A comprehensive policy will require both grasping opportunities in a liberalized trade environment in specific sectors but in other sectors it will require to fight threats by protecting and supporting specific sectors in the economy. This is a language not yet spoken in many of the international trade agreement negotiations.

The ETE project in Benin is of clear relevance to the EU in the Preferential Trade Agreement negotiations and also in the EU-support program for Benin. Lessons and experiences from ETE should feed in both. For the future particularly in the areas of: a) infrastructural improvements; b) agricultural development; and c) support to private sector development, there are good opportunities to explore further cooperation with the EU.

Tri-partite dialogue between the social partners in Benin still faces challenges as an institutionalized practice at the national level is not yet built. ILO in ETE has supported to build a social dialogue practice in the PWG. Although this support of ILO to the practice of PWG is widely appreciated it is recognized that the dialogue still largely takes place at the technical level and not yet the political level. Also its continuity much depends of the external support of ILO.

Choices for studies in the ETE project in Benin seem relevant and well balanced in the national context. The studies on agriculture, services (port) and informal sector clearly link to sectors where the Beninese Government and Social Partners see the best opportunities for development.

Employment in Benin is for the largest part self-employment as most of the economy is informal. This requires specific strategies in employment creation that focus on building entrepreneurial spirit and supporting the development of MSME's. There is a clear space for a possible involvement of ILO in this area as there are many needs identified.

Many international development partners are active in Benin in the area of support to development of the economic infrastructure and trade environment (World Bank, the EU and UNDP). ILO (and the ETE project) is well linked to these other actors and there are clear opportunities for further cooperation in the future.

The support of ILO to establishing social dialogue and a practice of working in trade and employments is very much appreciated by the local partners in Benin. Particularly its strength in bringing multiple actors together in a working group is valued. The only critical note voiced is that ILO is not always speedy in implementing activities on the ground because it is not formally established in Benin.

ILO has not yet achieved a level of exchange and joint learning in the ETE project. The activities in the four countries all have a national focus and there has not been active exchange between countries. This also does not seem the most relevant thing to do as the four ETE countries have very different realities. A more relevant action for Benin is to achieve exchange and joint learning at the level of West Africa and particularly with its neighbouring countries.

Indonesia

The ETE project has been embraced by the Ministries of Employment and Trade, particularly at the technical level. Technical staff-members in these ministries indicate that the research and training delivered by the project has been directly relevant in relation with policy and strategic priorities. Around the issue of trade in services a joint coordination team of the two ministries was established to tackle important challenges related with migrant workers and export of services.

Although Trade Unions and the Employers Association express a general knowledge of what ILO does in Indonesia and they indicate that they are appreciating the role of ILO to bring parties more together in social dialogue, the interviews with the Trade Union and Employer's Association leaders show that at the top level in these organisation, specific knowledge of the ETE project is limited. Interviews with representatives of these organisations indicate that this project is highly technical and theoretical and therefore not easy to grasp for organisations that have limited experience and other priorities.

During interviews with higher level managers and leaders, the evaluator has found that at this level the knowledge of the ETE project is rather superficial. Interviewees more often refer to their general relationship with ILO or to other projects. On the one hand this means that ETE project is well integrated in ILO's general activities in Indonesia, but on the other hand it indicates that in the large country of Indonesia with many different activities of ILO, the ETE project was rather small and has not achieved a very broad visibility.

PWG's have been important to all participants to gain practical experience in social dialogue in an otherwise quite tense state of the art of social dialogue in Indonesia. The PWG's have contributed to better a understanding between TU's and APINDO in a historically difficult relationship of dialogue between these partners. A trade union leader even expressed that currently mutual understanding between TU's and APINDO is better than between TU's and the Government.

Within the ETE project themes and issues, national stakeholders indicate that issues related with labour intensive sectors deserve priority, such as in manufacturing and services. The issue of free movement of labour in the ASEAN economic community for instance is a priority point of attention for the Ministry of Labour and of Trade, as export of migrant workers is an important source of income for Indonesia. In several FTA negotiation processes this has been taken up. The SAM training and subsequent workshops have provided concrete inputs for this negotiation process around exports of services to Australia.

The process of regional economic integration in ASEAN is indicated by many stakeholders as a priority issue that should receive more attention in projects such as ETE. This process is already presenting immediate challenges to Indonesia: how to maintain competitiveness in sectors such as manufacturing and how to deal with competitive imports in Indonesia, etc. Stakeholders in Indonesia express that a follow-up phase of the ETE project should include a prominent place for these regional integration processes.

The exchange and cooperation between the ETE project (and ILO in general) and the EU delegation in Indonesia have been intensive and good. The EU delegation considers the ETE project a very strategic intervention that is complementary to EU's trade relationship with Indonesia. The ETE project can lead to increase coherence of mutual trade policies and contents of trade and partnership agreements. The project's has generated important knowledge on balancing quantitative and qualitative aspect of trade and employment and on

the need to incorporate social clauses and decent work principles in trade and partnership agreements.

Although the Indonesian Government generally produces good quality statistical data on its economy and trade, it is indicated that the production of data usually encounters a delay. This results that in simulation and modelling exercises to forecast future effects of trade on employment use is made of outdated data. This is a challenge that needs to be tackled in follow-up projects of ETE. More attention should be given to the production of up-to-date statistical data of good quality and how to use these data effectively in forecasting. This could be done by incorporating a statistical data component in the project.

The SAM modelling and simulation training courses have proven to be too difficult to grasp for particularly trade unions. These partners, but probably also the employers, need a better preparation for these course and possibly other types of capacity development support to prepare their officers to deal with macro-economic and trade analysis. This could be done by providing Masters or PhD education to technical staff members of these organisations. The courses provided on SAM by the ETE project actually assume that participants have such a Masters or PhD background. Otherwise it is also possible to change the training contents for these target-groups by focusing more on developing ToR's and contracting services for macro-economic research by Trade Unions and Employer's Organisations followed by training in how to interpret results of such training.

As in Bangladesh, also in Indonesia EPZ's are important in the trade and investment and economic development strategies. Yet the EPZ's are subject to separate legal regimes and it is not fully clear how the Indonesian labour law does apply to the EPZ's. As was observed in Bangladesh, this issue is quite central in the scope and framework of the ETE project, yet it has received limited attention.

As was observed under both Bangladesh and Benin, ILO has not yet achieved a level of exchange and joint learning in the ETE project. The activities in the four pilot countries all have a national focus and there has not been active exchange between countries. This also does not seem the most relevant thing to do as the four ETE countries have very different realities. More relevant for Indonesia is to achieve exchange and joint learning at the level of ASEAN and on the issue of free movement of labour, export of services (migrant workers) and home workers.

3.2 Relevance and Strategic Fit of ETE

The relevance and strategic fit of the ETE project should be looked at from different perspectives. This is done briefly in this section.

Relevance in the light of international trends and developments in trade and development

In ILO's Strategic Policy Framework 2010-2015, the following global trends and developments are identified³:

- Rising economic and trade prominence of emerging and developing countries;

³ See: Strategic Policy Framework 2010–15 and preview of the Programme and Budget proposals for 2010–11 Making decent work happen, ILO 2008, P. 3-5.

Key Evaluation Findings

- Relative decline in manufacturing prices and rise in commodity prices;
- Increased competitiveness and more inclusive economic growth.

The ETE project is dealing prominently with these new developments and trends.

Relevance and strategic fit with ILO's strategic policy framework 2010-2015

Trade and Employment is an important area of work within ILO, which is institutionalised in the Trade and Employment Programme housed in the Employment Sector of ILO. The ETE project is one of the projects implemented in the Trade and Employment Programme.

Under this objective the following outcome statement state the target to reach “coordinated and coherent policies generate inclusive job-rich growth”. The position to be reached by 2015 is: More member States have adopted and implemented active policies that prioritize productive employment generation so that the employment content of growth is higher, the quality of employment is improved and poverty is reduced. (Strategic Policy Framework 2010–15 and preview of the Programme and Budget proposals for 2010–11: Making decent work happen, ILO 2008, Page iv).

As trade is contributing to economic growth it is directly related to the challenge to reach a higher employment of this growth. The research done in the ETE project is directly contributing to increased knowledge on this subject. Although links have been established, more and more focused research is still needed to generate more knowledge on the relationship between trade and quantitative and qualitative effects on employment and to understand that these effects can be very different in different contexts.

This issue was extensively discussed during the 317th Session of ILO's Governing Body (Geneva, 6–28 March 2013). During this session two trade and employment related publications were presented and discussed: the joint ILO/WTO publication “Making organizations socially sustainable” and a book (funded by the EC) that was produced by the ETE project “Trade and employment from myths to facts”. In the discussion on these publications, tri-partite members of ILO mentioned that projects as ETE are important to gain better understanding of often contradictory effects of trade on employment and to deal with policy and strategy-dilemmas, such as:

- While trade might contribute to growth it can also lead to low value-added manufacturing and deindustrialisation;
- More and more coherent policy development is needed that balance economic benefits of trade with standard-setting mechanisms to develop standards for social chapters in trade agreements, and the promotion of fair and equitable trade arrangements;
- There are uneven gains from trade and this requires well-designed systems of social protection to facilitate adjustment processes, redistributive policies, human-capital formation and provision of public goods;
- Trade and employment, trade and inequality, and trade and uncertainty are at the heart of concerns of many ILO member states, particularly those that face competitive challenges in international markets;
- Trade liberalisation is an important tool for economic growth and employment creation. This can include the promotion of decent work when associated with coherent social policies;
- Although there is a general consensus that trade restrictions should be lifted to generate more trade, it is recognised that protection of strategic economic sectors can also be needed.

Relevance and fit of ETE with EU's strategic policy priorities

The relevance of the ETE project for ILO's policy priorities is clearly highlighted in the ILO/EU publication "partners for decent work and social justice: Impact of ten years of cooperation". This publication highlights that "trade has an impact on different aspects of the labour market, such as job security, the informal economy, the gender gap, child labour, youth employment and social protection and worker-employer relations. An increasing number of governments are considering adopting compensatory policies to accompany trade liberalization and to improve the employment and work conditions of those left out from the benefits of trade liberalization, in order to spread the benefits of trade amongst a wider population and to gain wider public acceptance for their policies" (Partners for decent work and social justice: *Impact of ten years of cooperation*, ILO/EU, Nov. 2012, p. 19).

The interest of the EU is clearly not only on the economic effects of trade, but it includes the social dimension and decent work principles. Although in its design the ETE project did not have such a strong focus on social dimensions, gradually this perspective became stronger, particularly in the country-level research and analysis that was done. For the EU, the policy coherence in trade requires to look integrally at economic and social aspects together. The ETE project is considered strategic by the EC, managing the project relation with ILO. Also the EU country delegations in the three ETE pilot countries visited in this evaluation confirm that the ETE project is very strategic to the development activities of the EU in these countries. Although in the case of Indonesia, EU is ending its development relation as Indonesia is entering the middle income countries category, the development and technical assistance activities will only continue until 2015. In Benin and Bangladesh, the EU delegations stated that Trade (such as the Trade Related Technical Assistance projects) will not be part of EU's development priorities at the bilateral level, in the new programming cycle of 2014, although regional trade-related programmes in West Africa and Latin America are in the EC's pipeline. In all countries, the ETE project continues to be relevant; in Indonesia in relation to the trade-agenda of Indonesia and the EU and in Bangladesh and Benin also in the light of food-security, infrastructure, Education (TVET) and Governance and Human Rights, that will likely be spear-points of the EU cooperation in the come years. These are all issues, where links with trade are clearly relevant.

Relevance and strategic fit with national priorities in ETE pilot-countries

The ETE project is linked to national development strategies by establishing close links with the national Ministries of Labour and Trade. The selection of research subjects and training activities as well as agenda issues for the PWG's are closely coordinated with these Ministries and with the other national tri-partite stakeholders. These arrangements are a guarantee for the alignment of the project with national policies. Similarly the project is in line with international development frameworks such as UNDAF and DWCP in the countries, but as the ETE project is a small project this alignment does not require intensive cooperation and coordination with other development actors. The results of the project are shared with other development actors. The international development actors and project-teams that are directly funded by projects of other international development actors interviewed in the three pilot countries visited in this evaluation, all had good knowledge of the ETE project.

With respect to national priorities in the ETE pilot countries, all stakeholders interviewed in all three pilot countries state clearly that the ETE project has been and will continue to be highly relevant. In a small survey administered in Benin and Bangladesh, this aspect received the highest score on a range of four aspects of the ETE project (for survey results, see Annex 5). In Bangladesh national stakeholders valued the project with a score of 3.2 on a four-point scale, while this was even 3.6 in Benin.

This high appreciation of the relevance and strategic of the ETE project is encountered in all four pilot-countries, because trade is important to all these countries. But the differences between the social, economic, geographic and therefore also trade situation in the four ETE countries are strikingly different. This means that issues tackled in research and training activities should also be different.

Agriculture was identified as a cross-cutting theme on which research was done in all four ETE countries. The relevance of this research was, in spite of large differences, big in all four countries. In Benin, agriculture is the main economic sector and the biggest earner of export income, but in the other three countries the agricultural sector is also important in the light of the need for increased export diversification.

The other researches done by the ETE project have been clearly tailored to the local situation in the different ETE pilot countries, such as the harbour and harbour-related services in Benin, the ICT sector in Bangladesh, the call-centres research in Guatemala and the services-sector in Indonesia.

Another aspect of relevance of the ETE project was the fact that it introduced a mechanism for policy discussions and exchange of information in tri-partite Policy Working Groups. By doing so the ETE project is directly contributing to gaining experience in tri-partite social dialogue in the pilot countries. In all four countries, the tri-partite social dialogue at national level faces challenges, because of lack of experience and institutionalisation of mechanisms for dialogue and/or difficult relations between the different partners in the dialogue. The ETE project PWG's have constituted a constructive and safe playground to gain experience in social dialogue.

Alignment and cooperation around the ETE project within the UN and with other development actors.

The ETE project activities at the country level have been carried out largely by ILO and the local partners directly involved in the project. The ETE project is not a project with massive implementation of activities on the ground and therefore does not require intensive alignment with other development partners. The alignment with the national policy priorities is secured by the involvement of the national Ministries of Labour and Trade. In many of the activities, including some of the PWG's EU representatives have been invited, because of the fact that the project is funded by the EU and that the EU delegations are actively involved in trade promotion activities in all ETE pilot countries. Other development partners have been invited to dissemination activities such as the final national workshops in June and July 2013. At the international level, cooperation and exchange around this project is sought with the EC in Brussels and with WTO. With the WTO a joint publication was made in the framework of this project and within WTO meetings experiences and publications of the ETE project have been presented.

Some critical findings on relevance and strategic fit

There were also some aspects of relevance that were valued more critically by the national partners and stakeholders in the ETE project. These are listed below:

- Although most country-level researches have focused on specific sectors, many stakeholders express that the entire ETE project might have a stronger focus on specific sectors and sub-sectors.. In Indonesia movement of migrant labour that was a specific aspect of Indonesia's trade policy and trade negotiations with for example Australia was

picked up by the project and a study was published on “Trade and Employment in Services”. . Similarly in Bangladesh the RMG sector was mentioned as a sector of priority interest, because of the current possibilities to address specific social concerns in this sector after the Rana Plaza collapse. This issue was the priority issue for discussion at the fourth PWG meeting in Bangladesh. In Benin agriculture was indicated as a sector, where more research is needed, not only in exports but maybe even more on imports that are a threat to local production capacity and subsequently employment and this subject was included in the research activities of the project. In spite of these examples, stakeholders indicate that a still stronger focus in research could enable a deeper analysis of developments in specific sectors and at the same time maybe also generate more practical insights and tools to tackle issues of trade and employment;

- The approach of the ETE project is considered very theoretical and not easy to grasp. This was voiced particularly by Trade Union and Employer’s representatives. By saying this, they don’t express that the issues are not important, but that the contents of training needs to be packaged in a different way to enable that it can be used more easily by these partner. This will require to provide more practical and applicable knowledge and models for these partners;
- In the choice of countries in the ETE project, many stakeholders mention that they don’t see the relevance of other countries participating in the project (with the exception of Bangladesh and Indonesia that recognise mutual issues of interest). They also indicate that project has not worked on exchange and joint learning between countries. All countries express a specific and keen interest to dedicate more attention to processes of regional integration in Central America, West Africa and ASEAN. These processes directly affect trade and employment issues at and strategies at the country level. Similarly more focus on specific export markets (and related FTA’s) is required, so that participating countries can make more practical use of knowledge and instruments from ETE in trade negotiations;
- A specific issue of interest that was mentioned by many stakeholders in Bangladesh and Indonesia was the issue of Export Processing Zones (EPZ’s) in these countries. These EPZ’s are important in trade and employment strategies, but at the same time present special challenges in the area of quality of employment and decent work. The EPZ’s are subject to different legal regimes and this poses a threat to decent work in these zones. According to stakeholders this issue should be one of the top priorities in the ETE project.

3.3 Validity of Intervention Design

Three complementary components of research, training and social dialogue have secured a logic and comprehensive design of the ETE project.

The ETE approach can be summarised with a very simple and comprehensive figure that is presented in the figure below:

Figure 2: ETE Approach



Source: ILO ETE Brochure (ILO, 2013)

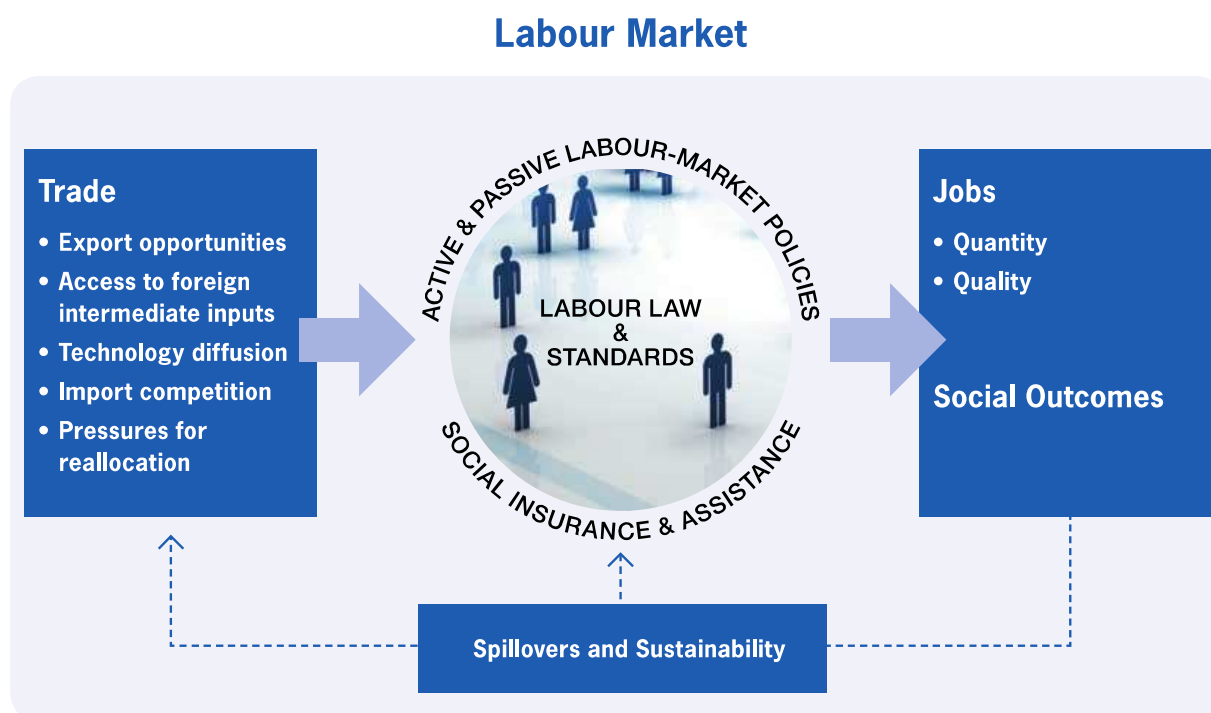
The first component of the project is focusing on the development of methodology, tools and assessment, through systematic document review and research. This component is entirely integrated in the first project objective. The second component is training in trade and labour market policies. Through this training, participants are empowered and enabled to use and apply models and tools in their direct working environment around trade and employment. This component is largely built on the insights obtained through research and desk-review in the first component. The third component is focusing on establishing and exercising social dialogue in Policy Working Groups. Through this mechanism of social dialogue, the ETE project seeks further alignment with policy development and negotiation processes around trade and employment in which the tri-partite partners are involved. This final component tries to ensure that knowledge and skills acquired in and by the project are actively used by the different participating partners. The final two components are integrated in the second objective of the ETE project.

This design of the project is logic and comprehensive.

Relations between Trade and Employment are strong, but very multiform and still require more specific sectoral and thematic understanding.

Furthermore, core to the design of the ETE project is the assumption that there are clear and direct relations between trade and employment. These relations are shown in the following figure:

Figure 3: Trade and Employment linkages



Source: ILO ETE Brochure (ILO, 2013a)

The research conducted within the ETE project and also other research done on relations between trade and economic growth and employment by other actors provide proof that these relations do exist. However at the same one of the key learning in the ETE project is that these relations between trade and employment are extremely diverse and sometimes contradictory. While effects on quantity of jobs might be significant at the same time effects on quality might be negative. The effects in different economic sectors are very different depending on local social-economic conditions and the insertion in international markets.

Although the design of the project and its main components are clearly relevant to understand better relations between trade and employment, during the implementation of the project it became clear that more and more sector-specific and focused research is needed to understand better specific effects and thus be able to address specific challenges in specific sectors, target-markets and Free Trade or Economic Partnership Agreements. While in the design phase the ETE project was intentionally designed to primarily address and understand the “hard” economic data and relationships, the ETE project has integrated social and decent work aspects during the implementation stage of the project.

The Policy Working Groups were an important feature of the ETE project to contribute to social dialogue, but did have a clear perspective towards sustainability

The ETE project was designed to include possibilities and mechanisms for dialogue and cooperation in a tri-partite social dialogue setting. Additionally, the ETE project included coordination and cooperation between two Ministries of Employment and Trade. While the inclusion of tri-partite dialogue and cooperation mechanism in the project can be considered a normal feature of ILO projects and programmes, the cooperation between the Ministries of Employment and Trade is a rather new feature that also promotes inter-ministerial cooperation. These aspects of design have increased the relevance and possibility of impact

of the ETE project, as the possibilities to feed results into policy debates and developments increases. Additionally, one can observe that tri-partite social dialogue mechanisms at the national level in all four pilot countries, though formally established and functioning, are not yet well developed or the partners in these dialogue forums have not yet developed trust and confidence in the process and results of multi-stakeholder cooperation. In all four pilot countries, the tri-partite stakeholders indicate clearly that they appreciate the PWG's in the ETE project to practice constructive social dialogue and this practice is contributing to improvements in social dialogue at other levels in society. At the end of the ETE project, though, the continuation of the dialogue in the PWG's is unlikely as in none of the countries local partners have taken up the initiative to continue organising these meetings. As was observed already in the Monitoring report of 2010, the ETE project did have an approach and methodology to set up the PWG's, but it did not have a coherent approach and methodology to transfer ownership to local partners and there was no exit strategy to ensure that continuity of the initiative was secured after ending the project. In spite of previous recommendations, this issue was not taken up by the ETE project, although during the project, for example in Bangladesh, the organisation and coordination of the PWG meetings was put in the hands of the Ministry of Labour. But also in Bangladesh, even with this transfer, the dynamism of the PWG meetings remained dependent of actions and support of ILO.

Appreciation by local stakeholders of the design and inception of the ETE project at country level

The ETE project did have a phase of research and scoping prior to the country-selection. This selection was done based on a dialogue between ILO and the EC as was observed earlier in this report. However, after the country selection the ETE project and its national project coordinators invested considerable time in consulting with national stakeholders, involving Ministries of Labour and Employment and identifying issues for research and in setting up the PWG's.

The respondents to the survey in Benin and Bangladesh responded positively on this aspect of involvement of local partners in the design of the country level activities and the selection of research themes in relation to local needs and interests. Overall the scores on these two aspects were 3.1 and 3.4 in Bangladesh and Benin respectively. Particularly the relevance of the project and the match with local needs and interest in trade and employment were appreciated. Slightly more critical appreciations were voiced on the quality of the intervention logic and the monitoring framework and on the attention in the project for specific gender issues. However also on these aspects appreciation was still close to 3 on the four-point assessment scale.

In interviews many stakeholders expressed that the time-frame of the project has been too short to be able to produce sustainable results. As the issue of trade and employment is a complex, training activities should be followed up with more and longer-term capacity development interventions to make sure that the knowledge and tools are well embedded in local institutions. This was a particular concern of Trade Unions, who often expressed that the ETE project training activities were interesting but too difficult to grasp and not directly relevant for the role, function and activities of these organisations. The evaluator has not found evidence of use of the knowledge and models provided in the SAM training activities in Trade Unions and Employer's Organisations, but at the level of Ministerial staff use is made.

Also with respect of the development and strengthening of the PWG's it was observed that the time-frame of the ETE project was rather short to ensure continuation and sustainability of this dialogue mechanism.

On the second objective in the ETE project to provide inputs for policy development on trade and employment links have been established, both by providing relevant training and research inputs to Ministries and by the discussions and dialogue in the PWG's. Although the project has established links and has provided inputs for coherent policy development on trade and employment, these links are still rather new. More time and effort are still needed to secure a stronger effect of the ETE project on policy development processes and to secure a link between PWG's as a multi-stakeholder dialogue and consultation mechanism to do so.

Country selection was thorough through balancing project feasibility and political criteria, but resulting in a multi-country project without a clear link between the countries and an international dimension of work

The ETE project is implemented in four pilot countries. Although the project document and project reports indicate that the choice of these pilot countries was a result from a thorough selection process, this is not confirmed by this evaluation process. According to the actors involved, the country selection at the start of the project was done based on a combination of technical and political criteria. According to the ETE synthesis report, "the pilot countries were selected on the basis of a set of five stringent selection criteria: (i) the magnitude of EU-trade, (ii) the significance of changes in the existing trade regime and likely employment impacts, (iii) the availability of data of sufficient quality and comparability, (iv) support and commitment by the policy makers in a country for a project to assess and address the impact of trade on employment, and finally, (v) the existence of an institutional basis for social dialogue (ETE Synthesis report, 2013, p. 14).

The ILO and several divisions of the EC (notably EuropeAid, DG Trade, DG Employment, and the EU Delegations) together discussed the selection of the final four countries in the ETE project, based on a longer list of optional countries that had been reviewed in a prior process that has taken considerable time. However, there is no full and systematic documentation on how the initial and final selection processes were done and how criteria were weighted and which countries had been considered in the entire process. There is no documented argumentation on the final choice of four countries. The final selection illustrates that a distribution of countries was made among the different continents. The four countries chosen at the end of the process have few characteristics in common..

During the implementation of the project no activities have been undertaken to connect and exchange activities in the different countries and to implement joint activities. This is with the exception of two central publications of the ETE project in which specific country research papers were incorporated.

Both at the level of the ILO officers and participating partners it is indicated that the choice of countries has not been relevant for the implementation of activities in their respective countries and they also don't see opportunities to do so, with the exception of some shared issues between Bangladesh and Indonesia in the framework of Asian integration processes.

Stakeholders indicate that an international dimension of the ETE project is relevant but that it needs another approach. The international learning within the ETE project can be enhanced by exploring more coherence and shared interests between participating countries in the project. The following suggestions were given to achieve this:

- Look at countries that are stakeholders in the same process of regional integration at the level of Central America (MCCA), West Africa (ECOWAS) and in Asia (ASEAN) and look at issues of joint or conflicting interest, for example issues of migrant workers;

- Look at relevant FTA's and EPA's in which countries participate and look at exchange of information and joint learning between the different partners in these trade agreements. This can either be with the European Union, but also with Turkey (indicated by Bangladesh), or Nigeria (indicated by Benin), or Australia (indicated by Indonesia);
- Look at specific sectors or even sub-sectors to acquire a deeper understanding of trade and employment relations and pick up on developments and opportunities to address issues, such as RMG in Bangladesh, fair-trade and preferential markets for agriculture (Benin). This focus can also be on specific issues or theme's where developments are quick and require urgent attention, such as Export Processing Zones (EPZ's) in Bangladesh and Indonesia and the free movement of labour in ASEAN.

3.4 Intervention progress and effectiveness

Although the Logical Framework of the ETE project doesn't state clear outcomes under both objectives, one can try to derive these outcomes from the different activities that were identified under the specific objectives.⁴

Results and Achievements under Objective 1 of ETE

Specific Objective 1:

Develop global knowledge tools that can support the formulation of coherent trade and labour market policies at the national level, based on sound data and diagnosis, with the involvement of the social partners.

Activities

- 1.1 Review existing literature on the impact of trade on employment
- 1.2 Review existing methodologies for assessing the impact of trade on employment
- 1.3 Organize a meeting of international experts
- 1.4 Convert outputs from meeting of experts and papers into global training tools
- 1.5 Publish and disseminate edited volume

All activities under the first objective have been realised towards the end of the ETE project

Literature reviews and research were conducted at the global and country-level. All these research papers and the two main books of the project "Trade and Employment – From Myths to Facts" and "Shared Harvests: Agriculture, Trade and Employment" have been published and were disseminated in different national and international events. These publications were also clearly branded in a recognisable house-style of ETE. Reports don't provide information on the amount of publications that were printed and distributed and this was not monitored systematically at the country level and global level. As a result it is impossible to establish what has been the outreach of these publications. The key stakeholders in the project at the country level in the Ministries of Trade and Employment are all well aware of the publications, but during interviews with other actors in the employer's and worker's organisations the knowledge of these publications was clearly less. Those stakeholders that were aware of the contents of the publications also expressed that they were satisfied with their contents and that these publications were useful instruments in

⁴ The evaluator has decided not to follow the approach of the MTR to work with an own proposal/framework for analysis of project progress and results against six outcomes, because this proposal was not followed-up by the ETE project. Therefore it seems more appropriate to assess the outcomes from the activities specified in the project and subsequently following a bottom-up approach to see if there have any results and outcomes.

Key Evaluation Findings

policy and strategy formulation as well as in implementation of activities. These findings suggest that the publications generated by the ETE project are of high quality and good technical content, but generally targeting a rather small audience of technical experts, particularly at the government level (1.1, 1.2 and 1.5);

The ETE project has enabled bringing together a team of researchers, trade experts, employment experts and policy makers from the ILO and EU to review the available knowledge on the impact of trade policies on employment, while addressing the question of how to assess the employment impact of trade policies. Also at the country level different experts were mobilised. Analysing the publications at global and country level, one can observe that the group of experts is not very big. In one of the countries, Bangladesh all research done was conducted by one single expert. Although the ambition of forming a pool of experts has been realised, it has to be observed that it was a limited group. This is again related with the highly specialised and technical nature of the publications produced in the ETE project (1.3)

In order to assess the impact on employment, existing economic trade models needed to incorporate a mechanism to capture the employment impact. Therefore, modelling and harnessing of the impact on employment was a cornerstone of the project. Evidence provided by recent literature was used to develop a set of global knowledge tools (assessment tools) in close cooperation with the ETE project team and the ILO-ITC. The ILO-ITC developed training courses on the basis of the knowledge tools to teach national stakeholders how to assess trade and employment impacts (1.2 and 1.4)

Summarising, these findings show that although all planned output of the ETE project was achieved, at the outcome level, the results of the project are limited to a rather small audience and limited number of stakeholder groups, mainly confined to the government. On the other hand the quality of the research publications and the specialised training is highly appreciated by these stakeholders. The identification, contracting and implementation of research, though consulted with national stakeholders, was largely directly managed by the ETE project coordinators themselves, who usually also participated in the research activities together with contracted consultants.

Valuable knowledge creation on the relation between trade and employment

Important knowledge was generated on the complex and sometimes contradictory relations between trade and employment. Quoting from the ETE synthesis report of 2013, one can observe that “most trade policy options predicted positive impacts on employment, but distributional impacts on employment between sectors differed significantly. The distributional impacts between sectors imply significant adjustment costs (Raihan and Cheong, 2013). Negative effects on employment resulted from the Benin-EU FTA, CAFTA and the reduction of import tariffs in Bangladesh and Benin due to direct competition with domestic goods. Thus, governments need to further target trade negotiations towards competitive sectors. Trade negotiations need to be based on the sound assessment of the impacts of trade agreements on employment at the sectoral level before engaging in such negotiations. A positive employment outcome depends on the traded set of goods of all countries involved. Sectors with low productivity would profit from the gradual opening of their markets” (ETE Synthesis Report, ILO, 2013, p.8).

This is an important insight from the ETE project that illustrates that trade alone is not a solution for economic growth and employment generation, but that it should go hand in hand with coherent policies that address qualitative and social aspects of employment. While this insight might not have been guiding the design of the ETE project, when the focus was much

on economic aspects, at the end of the project it has become one of the important lessons learned, which is relevant for continued efforts of ILO and the EU in this area.

Results and Achievements under Objective 2 of ETE

Specific Objective 2

Enable the design of effective and coherent trade and labour market policies that maximize employment-related opportunities created by trade and minimize the adjustment costs of trade-induced economic restructuring.

Activities

- 2.1 Conduct scoping visits to pilot countries
- 2.2 Organize conceptual training and knowledge-sharing workshops for government, national research institutes, and social partners
- 2.3 Organize technical training for government, national research institutes, and social partners.
- 2.4 Implement information and feedback channels between project team and target groups
- 2.5 Establish a policy working group
- 2.6 Conduct country assessments/studies
- 2.7 Draft, publish and disseminate country studies
- 2.8 Organize national and international seminars and conferences for the purposes of policy dialogue
- 2.9 Formulate policies and strategies to address employment effects
- 2.10 Draft, publish, and disseminate synthesis report of country studies

Development of global training tools on trade and employment

The results of research realised under the first objective have been converted into global training tools by the training centre of the ILO (ITC-ILO). The courses aimed to build the capacity of specialists, policy makers and representatives from employers' and workers' organizations within the pilot countries. The ETE knowledge tools, particularly the Social Accounting Matrix were disseminated in various country-level workshops and training courses between 2010 and 2013. The contents of the technical training were highly relevant and appreciated by government officials dealing with trade and employment issues. Employers and Trade Unions, who were also invited for these training sessions, had more challenges to digest and comprehend the contents of the training. Although the relevance of the subjects was not denied the difficult technical contents was a constraint for these stakeholders to appropriate the knowledge. In interviews with stakeholders from Trade Unions and in a lesser degree also employer's organisations feedback was given that these training activities were not well appreciated. People interviewed stated that the SAM training was followed up by follow-up training during six subsequent weeks, but participation has dropped considerably particularly among trade unions and employers. As the country reports do not contain participant's lists it is not possible to verify this with other sources. But a remarkable feature is that only the case of Indonesia the series of workshops on SAM modelling has resulted in a publication (only in Bahasa) on three FTA's with China, India and Australia (a fourth country was not continued). This illustrates that the original ambition that these training courses would lead to active use and application of the knowledge has remained limited to those experts that are directly involved in FTA negotiations or other trade and employment related tasks usually in Ministries (2.3).

Training on trade and employment for Social Partners

Other training activities were also provided to trade unions (introduction in trade and employment) and to tri-partite partners on tri-partite social dialogue. These trainings were

less technical and interviewees expressed a general satisfaction with the contents, but it was remarkable that most interviewees that had participated in training courses (most of these were delivered in 2010 and 2011) had little or no recollection of the contents of these courses. These training activities were not followed up by other capacity development interventions, as was done in the SAM modelling courses, which is probably the explanation of the fact that a lot of knowledge had leaked away over time (2.2).

Establishment of Policy Working Groups

Another important activity was to establish a national platform for policy discussion to facilitate policy coherence and to foster tripartite social dialogue between policy makers, and relevant employers' and workers' organizations. The involvement of all stakeholders was considered crucial for successful trade reform. Policy Working Groups (PWGs) have been established in all four pilot countries during the course of the project. The PWGs were considered a great success in all four pilot countries and the different tri-partite participants confirmed that these PWGs had effectively established a forum for tri-partite social dialogue around the concrete subject of trade and employment. This was sometimes done in an otherwise not so easy environment for social dialogue in all four ETE countries. During the evaluation fieldwork it became clear to the consultant that the PWGs were considered a very important mechanism for social dialogue, but that the continuation and frequency of meetings was largely dependent from ILO's own initiative, in spite of sometime formal transfer of ownership to the local Ministry of Employment in Bangladesh. At the end of the ETE project in all four pilot countries the partners in the PWG express doubts on the continuation of the PWGs after the end of the ETE project and in none of the countries concrete initiatives for continuation were taken at the time of this evaluation. This confirms earlier concerns on sustainability that were already expressed in the monitoring exercise and the MTR of 2010 and 2011 (2.4 and 2.5);

Significant knowledge generation and dissemination in PWG's and Seminars

Under objective 2, in all ETE countries specific researches were realised and discussed and disseminated in country-level PWGs and seminars, including the final seminar. In the final seminars in June and July 2013, the emphasis was given to the presentation and dissemination of the ETE country reports. In addition, in 2013, the project published the book "*Shared Harvests: Agriculture, Trade and Employment*". The book is of particular value for the least developed countries, because it focuses on the trade implications on employment in the agricultural sector, a sector where almost half the developing-country workforce is employed. This sector provides the largest scope for improving employment conditions. While the partners in the ETE project and the participants of the seminars recognise the value of these country-specific studies and the overall synthesis report, it is not clear if and in what degree there is further effect of replication and multiplication. Some exchange has also occurred at the international level, particularly around the two key global-level publications. However, the discussions and exchange around the subject of trade and employment have not been geared to exchange and joint activities and knowledge generation between the four ETE pilot countries. However, through ILO staff at the country level and at HQ level, research findings were shared between countries. The ETE project documents and reports don't give attention to this international dimension of the project and none of the activities in the project has been explicitly addressing this dimension. The only benefits for implementing the project in these four countries have been that some synergy and cost-savings have been achieved in the development and delivery of training courses and in the publication of the two key ETE publication that combine research papers from different countries (2.6, 2.7, 2.8 and 2.10);

Limitations in feeding in research into policy and strategy development processes

Although the ETE project has specifically looked for linking the research work and training to processes of policy formulation and particularly the PWGs have served as mechanisms to feed project results and products into the policy debate, there is no direct relationship between the ETE project and the development and ratification of coherent trade policies. The project has not developed mechanisms and tools to monitor and track this indirect impact of the project. In the framework of this evaluation time and resources are lacking to conduct such an analysis systematically. However, the stakeholders at the government level interviewed during the evaluation process, involved in the PWGs and training activities, were sometimes directly involved in policy development and FTA negotiations and therefore it is likely that there is indirect impact of the ETE project on the contents of these policies and negotiations. Some of these persons also confirm that they are actively using the knowledge and instruments of the training courses, but these persons are generally working at the technical level in their ministries. Interviews with the management and political level at Ministries in three countries visited, showed that usually at the leadership-level there was little knowledge of the specific ETE project, but at the same time good knowledge of the general activities of ILO and also a great appreciation for this relation. But this appreciation cannot be specifically linked to the ETE project. The same is true for the Trade Unions and Employers; while the leaders of these organisations generally have good knowledge and appreciation for ILO and its activities, they don't show much knowledge of the specifics of the ETE projects, which illustrates again the effects and impact of the ETE project is largely confined to the level of technical experts usually in Ministries dealing directly with issues of trade and employment, thus establishing a rather long route towards policy development and formulation within the Ministries concerned.

In addition to knowledge generation, ETE also produced new questions and research challenges

Content wise, the ETE project has generated a lot of new knowledge and insights that require further follow-up. This is also recognised in the ETE synthesis report that has developed the following recommendations for remaining and future follow up:

- "Developing countries can use trade as a development tool creating more and better jobs and decent work conditions. That requires a coordinated policy strategy with employment being a priority objective. Intra-governmental coordination is crucial to ensure coherence;
- Bottlenecks could be addressed with a set of supporting employment and trade policies that mitigate [] negative effects of trade liberalisation. Those policies should be developed into a combined effort of all parties involved. In conclusion, knowledge sharing combined with policy discussion are key to effective trade and employment policies;
- Raising productivity in the agricultural sector directly affects large parts of the labour force including some informal workers. [] Increased competitiveness however implies a reduction of labour demand in the short run. This means that stakeholders need to develop a strategy to ensure that the excess labour will be re-absorbed into manufacturing and service sectors;
- Skills development needs to be an integral part of any trade and employment strategy requiring primarily the cooperation of service-sector representatives and educational institutions to provide up-to-date training and the government to promote schooling;
- To achieve better trade outcomes, governments have to augment their trade diplomacy to ensure decent work and promote employment and should implement coherent policy reforms providing the necessary resources required. Governments have a responsibility to provide social protection to workers undergoing the effects of structural change and

- should assume a more analytical approach to trade policy to identify potential competitive sectors and trade opportunities.
- Understanding trade-induced adjustment costs and the sectors in which they appear is imperative. Policy makers need to identify their priorities and gain insight into the trade-offs between possible long-term gains of trade expansion and short-term costs of trade liberalization;
 - A major objective of any country should be the achievement of institutional efficiency through reform of export-related organisations and institutions. Reforms should consolidate trade support institutions. With regard to employment, strong and broadly applicable social protection schemes in combination with flexible employment regulations combined with effective labour market policies seem to be most appropriate to reinforce the adjustment process during trade reform.” (ETE Synthesis report, 2013, pp. 38-43).

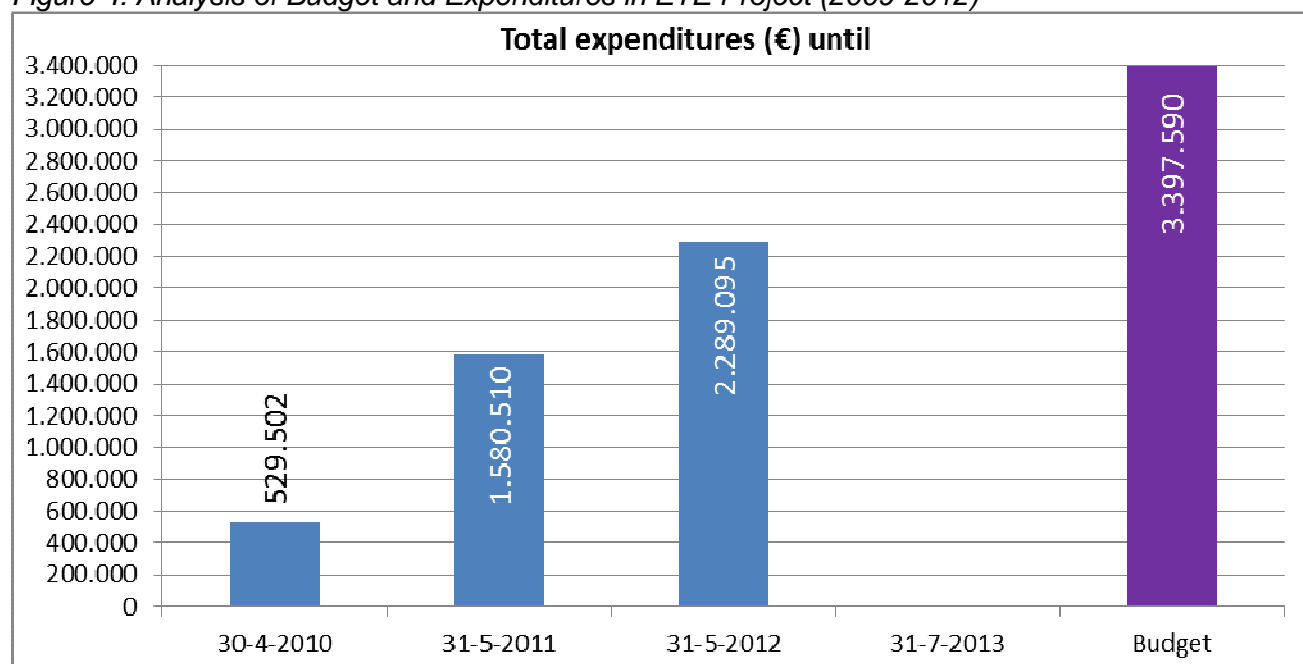
3.5 Efficiency of Resource Use

The total budget of the ETE project is 3,397,590 Euro for the total period of 4.5 years. The own contribution of ILO to this project is 5%, amounting to 169,880 Euro and the EC contributing with 3,227,710 Euro.

An amount of 7% (222,271) was allocated to administration costs of ILO and an amount of 151,206 Euro (5% of the direct eligible costs of the action) was reserved for contingencies. This left an amount of 3,024,112 Euro that was available for the direct actions in the ETE project.

The financial information on the ETE project is updated only until 31 May 2012 and therefore it is not possible to conduct a complete analysis of budget and expenditures.

Figure 4: Analysis of Budget and Expenditures in ETE Project (2009-2012)



Source: Financial Statements ETE project 2010, 2011 and 2012. At the time of this final evaluation the financial statement until 31-7-2013 was not yet available

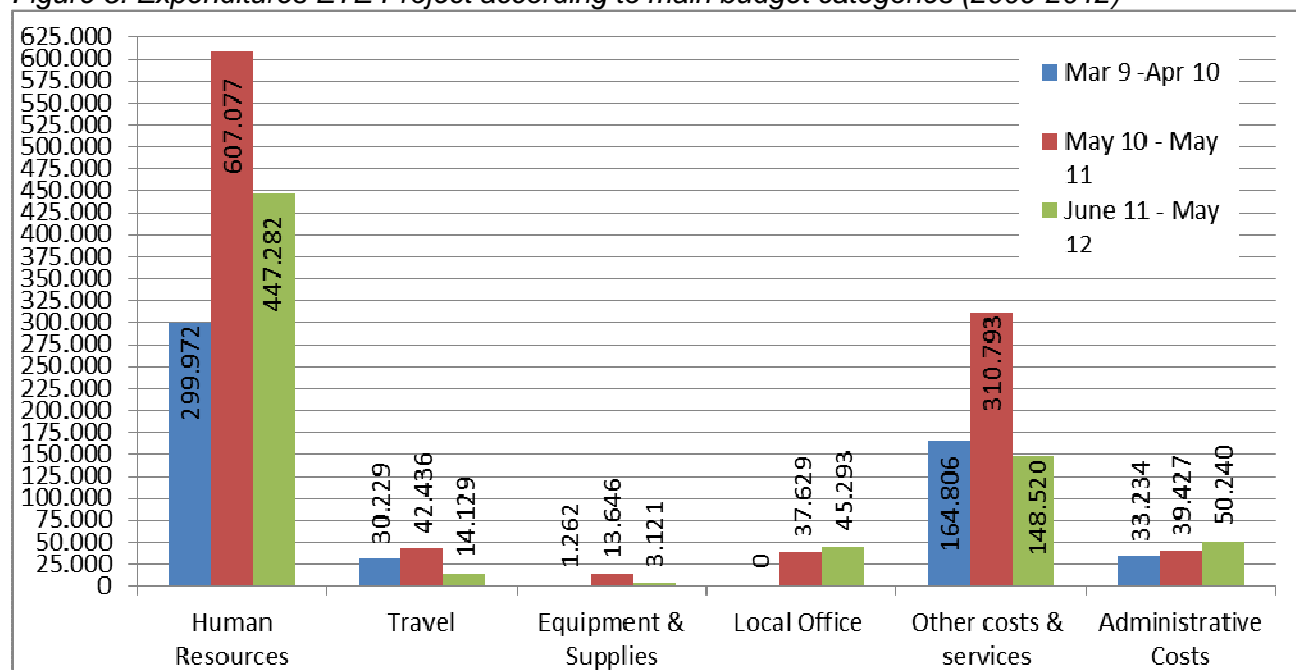
Key Evaluation Findings

The figure above shows that the start of the ETE project was rather slow. In the first 15 months of the project (after February 2009) only 529.502 Euros were spend. During this first period, there were not yet activities at the country level. These were only started in the following year. In the first period of the project activities focused on recruiting project-staff at the central level and in the four pilot countries. In the four pilot countries first consultation and scoping exercises were done, but the real implementation fo research activities only started in the subsequent year. At the central level the first research and literature review activities were started in 2010. The period from May 2010 until May 2011 was the period with the highest expenditures during the entire project period and this is related to start of the research activities in all ETE pilot countries. It was also in this period that almost all training activities in the project occurred. In Bangladesh and Indonesia the PWG's were started. In the period June 2011 to May 2012, expenditures dropped again, which can be explained mainly by the fact that training activities had finalised and also some of the research activities. On the other hand, this period was the year in which the process of the PWG meetings gather full steam and many of these meetings were organised.

Looking at the overall budget for the entire project, one can see that in the final period of 14 months (June 2012-July 2013) a considerable amount still needs to be spent. It is likely that this will be largely achieved as in all ETE pilot countries the final ETE country report will be finalised and published. Also the second core publication of the project was published in this period. Finally, in June and July 2013 large final dissemination workshops were organised in all four ETE pilot countries. Considering this amount of activities it is quite likely that ETE project will achieve close to full or full budget depletion at the end of the project period.

The figure below shows the expenditures in the ETE project until May 31, 2013:

Figure 5: Expenditures ETE Project according to main budget categories (2009-2012)



Source: Financial Statements ETE project 2010, 2011 and 2012. At the time of this final evaluation the financial statement until 31-7-2013 was not yet available

The figure above shows us that the largest expenditure component of the ETE project is composed by human resources. This budget-item includes the ETE implementing staff tahat is also intensively involved in conducting research and training activities. The high amount of

expenditures on human resources in the period May 2010 to May 2011, illustrates that the bulk of the training and research activities have been carried in this period. Related with these high expenditures, we can also see that expenditures on other costs and services in this period were particularly high. This is related to costs of contracting experts for training events and seminars and to the costs of these events and costs of publication.

The other budget items show only modest expenditures that are in line with the general requirements for administration costs as specified above.

Considering the nature of the ETE project it is logic that expenditures are largely related with human resources (for research and publications) as this project is primarily a technical assistance project and interventions on the ground with target-groups were limited to PWG meetings, training courses and dissemination workshops at the end of the project.

The financial statements on the ETE project don't provide country budgets and overviews of expenditures in the project at the country level and therefore it is not possible to analyse the level of expenditures in the different countries.

The assessment of the efficiency of resource use this ETE project is difficult because the final financial statement on the project can only become available a few months after project end, until all expenditures are charged and commitments liquidated (up to six months after project end according to FAFA procedures). This means that the assessment on efficiency can only be based on data until 31 May 2012. The final 14 months of the project are excluded from this analysis.

Because of the fact that financial data are not available until the end of the project, it is impossible to present findings on the effectiveness of budget-depletion towards the end of the project. The expenditures until the end of May 2012 and the analysis of activities in the final 14 months of the project indicate that it is likely that the ETE project will achieve full or almost full budget depletion at the end of the project on July 31, 2013.

Both ILO officers and external partners involved in the ETE project indicate that financial arrangements in the ETE project generally work well and no major bottlenecks have occurred. Only in the two countries (Benin and Guatemala), where ILO does not have a country office, the administrative and logistic arrangements related with transfer of budget for the implementation of activities are indicated as a slight constraint, because the transfers are done through UNDP accounts. This has in some cases caused stress or slowing down of activities. However, because responses to requests for financial transfers are handled quickly by the ILO HQ, no major problems have occurred during the ETE project implementation.

3.6 Effectiveness of Management Arrangements

A small project team with effective management and implementation arrangements.

The ETE project is a centrally managed project with a small team of a CTA in the ILO Headquarters in Geneva, assisted by a financial and administrative assistant. At the country level there are national ETE project coordinators also assisted by financial and administrative assistants. This brings the total staffing of the project in ILO to 5 senior officers and 5 assistants. In two of the pilot countries the ETE project is housed in the ILO country office (Bangladesh and Indonesia) and in Benin and Guatemala there are small project offices that resort under regional ILO offices in Dakar (Senegal) and San José (Costa Rica). Given the

set-up of the project and the choice of the pilot-countries there were no possibilities for savings in staff by sharing staff between different countries. The ILO senior officers are involved in research and training activities and therefore contribute directly to the achievements of activities and results in the project.

The ETE national coordinators work directly with the CTA in Geneva and according to both sides this cooperation is smooth. The CTA maintains intensive relations with the teams in the pilot countries and conducts regular visits to the countries and he provides timely feedback to reports. The CTA also provides technical advice to the countries and is involved in some of the research and publication activities. In addition to the CTA, a senior employment and trade specialist paid on ILO regular budget resources provided backstopping to the project until her reassignment at WTO. Furthermore the ETE projects at the country level are aligned within the programmes and activities of ILO at the country and or regional level and receive technical and particularly logistic back-up support from country or regional offices.

At the start of the ETE project there have been one change in the CTA position, but in the final years of implementation the staffing both in Geneva and in the pilot countries has remained the same. This has contributed to improved and smooth coordination and implementation of the ETE project, after a somewhat slow start in 2009.

Reporting is done on an annual basis and there is a general planning for the entire project-period that is reviewed and revised when needed. There are no specific country budgets for the implementation of the ETE project. The budget is centrally managed and budget allocations are made based on the submission of concrete requests for funds for activities. Although this procedure means that there are no specific country-budgets known to the national coordinators, the overall planning of activities has secured that there have not been problems in funding and implementation of activities at the country level.

Since the request for no-cost extension of the project after the MTR in 2011, the project has not suffered any delays. All planned activities were carried out and the project was ended as planned on July 31, 2013.

International dimension of ETE has contributed to effective implementation but much less to international exchange and learning.

Some of the activities and instruments are rolled out over different countries (such as the SAM training courses by ILO-ITC) and some central publications have integrated inputs from different country, but other than this no activities have been designed and implemented to connect and exchange activities in the four pilot countries. The National Project Coordinators only work on ETE in their own country and have no direct links with their colleagues in other countries. Similarly partners and participant at the country-level have not been exposed to activities in other countries and/or international activities although through the ILO website have access to all publications of the project.

The international set-up of the project has been beneficial to achieve synergy and effective support in training and technical support to the different countries by the CTA and ITC (in training). It is likely (see above) that this has contributed to some efficiency gains and more effective technical advice and backstopping to the different countries, but otherwise the international set-up of the project has been of little influence to the implementation of activities at the country level.

The ETE project is primarily implemented by ILO itself.

In the pilot countries where ILO has a country office good support and backstopping has been provided by other relevant ILO staff and the country directors. Within the programming of the country offices, the ETE project is a strategic activity that is well integrated in the overall planning. The same is true for the regional offices to which Benin and Guatemala result, but here the support is mainly related to administrative and contractual issues.

At the country level, one can observe that the project activities (research, training and PWG's) are conducted directly by the ETE officers, ILO-ITC staff and other contracted ILO-consultants (mainly for research activities). This means that this project is largely implemented by ILO itself and not through local partners, who are responsible for conducting and rolling out research and other activities. This might not have been beneficial for creating more ownership and building more capacities of local actors, but from a management perspective this has contributed to a smooth implementation of the project.

Good exchange with the EU around the ETE project.

In all three countries visited in this evaluation, cooperation and exchange with the national EU delegations has been intensive and good. EU representatives have participated in many activities of the project and during the interviews in this evaluation expressed a good knowledge and great interest in this project. The cooperation and exchange around the ETE project is considered strategic by the EU delegations in the framework of other ongoing trade promotion projects and possible future programmes in the areas of food security, human rights and infrastructure, even when technical cooperation around trade would be discontinued in the future in Benin and Bangladesh and the development relation with Indonesia after 2015. The ETE project is of high strategic value for the EU in the light of negotiations around FTA's and EPA's. In this light, attention in the ETE project for social issues, human rights and decent work aspects is considered important to ensure that these trade agreements will have a positive impact not only on quantity but also quality of work.

The ETE project has raised a strong interest among the Commission's services in Brussels. Not only in the unit that managed the project centrally "Unit B3 Employment, social inclusion and migration" but also in related units in EuropeAid (e.g. Unit C4 Private Sector Development, Trade, Regional Integration, C1 " Rural Development, Food Security, Nutrition") and among different directorates general, particularly the Directorate General for Trade and the European Commission's DG for Employment, Social Affairs & Inclusion.

High appreciation by stakeholders in ETE of ILO's management and implementation of the ETE project.

The appreciation of external stakeholders of effectiveness ILO in the implementation of the ETE project was one of the aspects considered in the small survey administered in Bangladesh and Benin. The results of the survey on this aspect were very positive, with a total score of 3.2 and 3.4 respectively on a scale of 4, thus meaning a high satisfaction. Only on the timeliness and flexibility of ILO to implement and apply changes in the project a slightly lower appreciation was expressed with scores of 2.9 and 3.0 respectively.

In the interviews with stakeholders, the evaluator has found the same appreciation by stakeholders. The role of ILO in organising meetings and events for multiple-stakeholders is highly appreciated and also needed in the national contexts, where it otherwise might not have been so easy to bring these stakeholders together around issues of trade and employment.

The partners and stakeholders have not experienced serious delays in implementation of activities and training in the project. As the project did not contain funding of activities and projects of the local stakeholders, there were no financial transfers to local partners. All research and training activities have been carried out directly by ILO (including ITC) officers and directly contracted consultants.

3.7 Impact orientation and sustainability of ETE interventions

PWGs are an important achievement of the ETE project but are not yet sustainable.

During the implementation of the ETE project the attention for sustainability aspects of the project has been limited, as was already observed in the monitoring report and MTR. The most important actions directed to sustainability were related to setting up and implementing the PWGs as a mechanism to discuss results and findings from the ETE project. The project has been effective in setting up these PWGs in all four ETE pilot countries and in ensuring that Ministries of Employment and Trade took an active role (and sometimes even coordinating role, such as in Bangladesh) in the realisation of these PWG's. In all countries a minimum of four PWG's were realised in the last two years of the project. As was observed before, the appreciation of the different stakeholders for the PWG's was very high. In spite of this high appreciation in none of the ETE pilot countries at the end of the project there is a concrete perspective for continuation of the PWG's. The ETE project has not followed up on recommendations of prior reviews to develop a sustainability- and exit-strategy for the PWG's. It should be noted that time was limited to do so in the remaining period of the project.

The ETE project produced a lot of knowledge but its use and usability is not yet properly assessed.

Instead the ETE project strategy focused on producing publications and to disseminate these publications among the participating partners in the project, but also a much wider audience to achieve that knowledge, models and research findings become available to other actors. This was done at four levels:

- The project level: PWG's and training workshops to share and discuss findings of research and training activities among the partners in the project;
- Final national seminars were organised in June and July 2013 in all four ETE pilot countries to disseminate the results of the project. Comprehensive national ETE reports were produced and published for this purpose;
- Presentation of ETE research reports on International Seminars and meetings of ILO and WTO. Particularly the two core international publications ("Effects of Trade on Employment. From myths to facts" and "Shared Harvests: Agriculture, Trade and Employment") were used for this purpose;
- Web-pages and newsletters have been set-up at the global level and in Bangladesh and Indonesia. Clearly ETE branded research publications are available on these web-pages. Newsletters provide an additional means of communication to share the results of the ETE project with a wider audience.

Within the framework of the ETE project no follow-up is done on monitoring the dissemination and use of these publications and seminars and as a result it is not possible to make an assessment if and what degree these publications have contributed to a wider impact in sharing of results, let alone if this sharing has resulted in use of insights in other situations and contexts.

The ETE project has not included activities and mechanisms to develop and share lessons learned between the four pilot countries. Although some of the project inputs (such as training) were centrally developed and rolled out, results of workshops and research have not been shared in international learning activities with the four ETE countries. Some of the national level research has been included in the two core publications of the project.

The ETE project results are important for policy process on trade and development, but links between the two are still at an early stage and need to be further developed.

Links of the ETE project on processes of policy development and preparation of FTA's or EPA's have been established, particularly through the direct relationships and cooperation with staff at the Ministries of Employment and Trade. Through the SAM training specific inputs were prepared on FTA of Indonesia with China, India and Australia. Also through the PWG's inputs for policy development are mobilised. However, one can observe that these links still need further strengthening and more specific follow-up support is needed to translate research findings and the use of models in trade policies and agreements. A specific point of attention here is to ensure that also Employer's and Worker's organisations are supported with specific and tailored technical assistance to play their respective partners in the tri-partite social dialogue around trade and employment. The ETE provided a start for this, but more still needs to be done.

Great interest of EC and EU delegations in the ETE countries for further follow-up on the experiences gained in the ETE project.

In the three ETE pilot countries visited in this evaluation the local EU delegations have expressed a keen interest in the ETE project and in all cases they state they have been involved in several activities, seminars and PWG's during the project implementation. The EU delegations also indicate that the ETE project is strategically important to the EU political relations and development cooperation in these countries. The EU and ETE countries are involved in trade negotiations or talks on EPA's and the ETE project provides relevant input for these negotiations and they also contribute to greater capacities of national counterparts in these negotiations.

Although EU delegations in Benin and Bangladesh indicated that trade promotion is not among the development priorities anymore from 2014 onwards, they indicate at the same time that within priorities such as food security (agricultural development), infrastructure support and education (TVET) there are sufficient possibilities for linking specific trade and employment related issues with EU interventions, e.g. the STED approach of ILO can be integrated in education projects and the development of agricultural value chains can be linked with food security and social clauses and decent work principles can be linked with human rights and governance projects. In Indonesia the EU is ending its development relation, because Indonesia has entered the Middle Income Countries range. But also here, trade negotiations will continue and therefore the trade and employment activities of ILO and partners remain relevant.

While the EU delegations express interest in continued efforts of ILO in the area of trade and employment, the EC also is interested in continued cooperation with ILO in this area. It is indicated that the research results and increased capacities of partners in the area of trade will contribute to a better trade dialogue between EC and partner countries and it will contribute to greater coherence of EU's trade policies and the contents of EPA's and FTA's between the EU and partner countries.

Appreciation of influence of the ETE project on trade policies and agreements by local stakeholders

The influence of the ETE project results and outputs on the development of comprehensive trade and employment policies is considered important by the local stakeholders in the project. While the responses to questions on this aspect in the survey in Bangladesh and Benin indicate that the ETE project has considerable influence on policies and trade-negotiations, the scores on this aspect are the most critical in the entire survey, which indicates a certain concern of local stakeholders on this aspect.

In Bangladesh this item was scored with a 3 on the 4-point scale, while in Benin this score was 3.2. In general the local stakeholders state that ETE project findings are integrated in national policy development but the influence on the contents of trade agreements is more limited. The average scores on influence of ETE on policies and agreements, though still rather high, are the lowest scores in the entire survey, which indicates that national stakeholders think that improvement in achieving more influence at the policy and trade-agreements level is still possible and needed.

The local stakeholders in the ETE project generally express a clear wish for the continuation of the project by ILO and state that the time-frame and scope of the project until present has not been enough to ensure independent and sustainable continuation of the project. They also express the hope that the EC will continue to support activities and technical cooperation in this area of trade and employment.

4 Conclusions, Good Practices and Lessons Learned

This chapter presents the conclusions on the ETE project and some key lessons learned during its implementation. First, general and overall conclusions are presented that are relevant at the global level of the ETE project.⁵ In the second section, the evaluator presents conclusions related to the management and implementation aspects of the project. Key lessons learned and emerging good practice in the ETE project that can be derived from these conclusions are presented in Annex 3 of this evaluation report.

4.1 Conclusions

1. **The ETE project is highly appreciated by the Ministries of Labour and Trade and the social partners in the ETE countries.** The project has produced a good volume of high quality research and training products on trade and employment and by doing so it has also produced new questions and challenges for further research and capacity development on the relationship between trade and employment;

On relevance and strategic fit of the intervention

2. **The issue of trade and employment is highly relevant for developing countries**, as their place and integration in international markets is changing with new trends and developments and shifting balances in an increasingly globalised economy. The recent global economic crisis has shown that developments can be volatile and relations between trade and employment can be contradictory. Although the research generated by ETE clearly shows these important relations, the project also shows that more research is needed, not only on quantitative effects of trade on employment but also qualitative effects. **A better understanding of the effects of trade on employment requires continued and more focused approach on competitiveness of specific sectors and sub-sectors, specific target-markets, specific regional economic communities;**
3. **The ETE project has chosen a theoretical and technical perspective on trade and employment.** While this perspective is relevant, this perspective creates difficulties for Trade Unions and Employer's Organisations to participate in the project and to make effective use of the knowledge and tools developed by it. In the local context of the ETE pilot countries, these social partners often face other priority challenges to increase their effectiveness to participate in social dialogue (on trade and employment) and they need more practical tools to do so. **While the technical contents of the ETE project is used by technical staff in Ministries, this content has leaked away from the Trade Unions and Employer's Organisations;**
4. **The ETE project has been well aligned with policy priorities of pilot countries and strategies of development partners.** Particularly the EU delegations have expressed a keen interest in the ETE project as this project is very complementary to ongoing dialogue and negotiations on FTA's and EPA's and it equips partners to be better prepared in participating in this dialogue. **The combination of quantitative and qualitative perspectives on the effects of trade on employment is considered**

⁵ For country specific findings and conclusions the reader is referred to annex 4 of this report.

important to achieve coherent policies and strategies and resulting trade and partnership agreements.

On validity of intervention design

5. **The combination of the three components of research and development of (training) tools and instruments, training and social dialogue in the ETE project was well thought and the phased approach** from developing knowledge, capacity development, dialogue and policy development **has led to a logical and comprehensive design of the project.** The implementation of the project has been smooth along these components and steps in the project;
6. The set-up of the Policy Working Groups and their regular meetings to digest and further develop outputs of the ETE project into items for policy dialogue and development on trade and employment was very welcome. **The PWG's were embraced by the partners and the meetings have provided a constructive and effective environment for practicing social dialogue, often in a general context where social dialogue was not yet well established;**
7. Although the original design of **the ETE project was focusing on quantitative and economic aspects** of trade and employment, **social aspects have been increasingly integrated in project activities and research.** The social impact and quality of work generated by trade is equally if not more important than economic growth and employment figures. Developments, such as the collapse of the Rana Plaza RMG factory in Dhaka, have illustrated the importance these social aspects;
8. The ETE project is a multi-country intervention, but **this multi-country nature was not incorporated in the design and implementation of the project.** The fact that the project is implemented in multiple countries leads to some gains in efficiency and effectiveness by being able to have central technical support to multiple countries and replication of activities in different countries. However, apart from including research inputs from different countries in central publications, no joint activities, exchange of knowledge was done. **The choice of countries in the ETE project has not been enabling to do so, considering the different contexts, languages and insertion in international trade of these countries.**

On intervention progress and effectiveness

9. **The ETE project has achieved objective 1** to develop global knowledge tools that can support the formulation of coherent trade and labour market policies at the national level, based on sound data and diagnosis, with the involvement of the social partners, **but it was less effective in reaching the second objective** to strengthen the capacity of policy makers, researchers and the social partners in pilot countries to assess the effects of changes in trade policy on employment and to design effective and coherent policies that enable countries mitigate any negative effects and expand employment. **While technical insights obtained in the ETE project are implemented at the technical level in the Ministries of Employment and Trade, the use of results at the policy level and in trade-negotiations is not yet secured by the project and partners indicate that more efforts and support in this area is still needed;**
10. **Social partners indicate that they have more difficulties in using the insights of the project effectively** because the technical content of the research is more difficult to grasp for them, particularly for the Trade Unions. Practical application of tools and

instruments is difficult and requires good (macro)-economic background of participants of training courses. Additionally **the social partners indicate that they face many challenges in being better prepared for social dialogue on trade and employment issues and are in need of more comprehensive and more practical and applicable tools and instruments**

11. The ETE project has provided training courses and in the case of the SAM training, follow-up training and support was given in a series of workshops format. While this follow-up training is useful for digesting the acquired knowledge and applying it in practice, this was only successful in Indonesia where the SAM training trajectory resulted in SAM modelling reports on three FTA's. In the other ETE countries no such results were produced. Although there are no details available on the continued participation of different participants in the SAM follow-up workshops, interviews suggest that drop-out was considerable, particularly in the case of Trade Unions and Employers. **The approach in the project focused on training courses and workshops, but other alternative mechanisms and instruments to enable on-the-job training and practical application of tools were not used**, with the exception of the SAM follow-up in Indonesia;
12. Quality of data and availability of recent data to be used in economic analysis and simulation exercises is a challenge in all ETE pilot countries. The simulation and modelling exercises were done based on old and possibly incomplete and not completely reliable data. While this in itself is not an immediate problem in training activities, it is in generating useful results for ongoing and future policy development and FTA negotiation processes. **The quality and successful application of research findings and training instruments depends on good quality and timely data collection. This aspect was not included as a project component in the ETE project**, but it seems an important feature to increase the usability of the results of the project;
13. **The planning, realisation and publication of research in the framework of the ETE project has been effective and timely.** All planned deliverables in the project have been produced and this was also done timely. The management, implementation and outsourcing of these activities were done by the central ETE and the country ETE teams of ILO and not in partnership or delegated to local stakeholders. The other side of the coin of this effectiveness of the ETE project is that **opportunities to increase ownership and to invest in capacity development of local partners in preparing and contracting research activities have been missed out in the project**, while this would have been an important capacity development tool for local partners.

On efficiency of resource use

14. **The management and implementation of the ETE project has been good and generally effective and timely.** Central management and support and de-central coordination and implementation was well aligned and no mayor problems were encountered in the realisation of the ETE project. The only bottleneck encountered in implementation is in sometimes slow bureaucratic procedures around transfers on requests for budgets for activities. Particularly in countries where ILO has no country office, the local ETE teams have no petty-cash available to realise sometimes very small activities and have to wait until money is disbursed through national UNDP offices.

On effectiveness of management arrangements

15. **The intervention logic and the monitoring framework of the ETE project, in spite of repeated recommendations in the Monitoring and MTR reports, have not dealt with the lack of the outcome level in the project design and this has created difficulties in assessing the project's progress and results against outcomes.** The ETE project has achieved all its activities and outputs, but this is in itself not a guarantee that outputs and results are effectively used and implemented. This evaluation concludes that particularly under the second objective of the project, there are still challenges in achieving outcomes. However, as there are no formal outcomes and corresponding indicators defined in the project a formal and final assessment is not possible;
16. **The time frame of the ETE project with four and a half years was too short to ensure that objective 2 could be fully realised.** There are still considerable challenges in increasing the use of results and insights of the ETE project in policy development processes and in developing sustainability of PWG's. Particularly where capacity development of local partners is concerned a longer-term time perspective is needed to ensure that sustainable results can be achieved at the end of the project duration.

On impact orientation and sustainability of the intervention

17. The PWG's, as was already observed in a previous conclusion, have been very important to involve and commit local stakeholders in a tri-partite dialogue and cooperation. However, **in spite of the active involvement of the Ministries of Labour and Trade and the social partners during the process of realising the PWG meetings, the sustainability and continuity of this important instrument at the end of the ETE project is not secured.** None of the national partners in the ETE project have yet indicated to continue with this activity with own efforts. Additionally, partners indicate that the convening power of ILO is still needed to bring the stakeholders together and that continuation is still depending from this coordinating role and convening power of ILO;
18. **The impact of the ETE project at the end of its implementation is limited, in spite of the large output of good quality research publications:** a) at the pilot-country level, because the project has not yet not invested sufficiently in ensuring that research results, training tools and instruments are effectively used by stakeholders in processes of policy development and in trade negotiations. The project's scope and time-frame were also rather limited to achieve more impact beyond the dissemination of research publications and reports; b) at the international level, because no international activities and exchange were organised in the framework of the project to contribute to joint and cross-country learning. The choice of countries in the ETE project has probably contributed to this, because the contexts and realities of the four ETE projects are too different to serve as a useful platform for exchange and joint learning.

4.2 Emerging Good Practices and Lessons Learned

Good Practices

During the implementation of the ETE project some emerging good practices could be identified in this evaluation. These are described below:

Policy Working Groups are a good instrument to promote tri-partite social dialogue

The establishment of the PWGs in the ETE project has been very important for the local partners to engage in a constructive policy dialogue in a sometimes otherwise not conducive or even hostile environment for such a dialogue.

In many developing countries, the mechanisms and forums for tri-partite social dialogue are not yet well established and if they exist, sometimes the different social partners have not yet developed relationships of trust and willingness to engage in a constructive dialogue.

The fact that social dialogue is exercised in the ETE project on a specific subject and with an important role of ILO as a neutral convenor and facilitators has enabled the partners to engage in an open and constructive dialogue on trade and employment issues.

The PWG meetings in the ETE project have been regular and have had continuous participation from the different stakeholder groups. The reports illustrates the rich contents of the PWG meetings and during the evaluation the stakeholders have confirmed that the meetings were useful as a forum for information gathering and exchange and for joint learning and at the same time to build more trust between the social partners.

Replication of this instrument of PWG's is possible, but is still too much dependent on the convening power of ILO. In further replication ILO should make an effort to transfer the PWG's to local partners (Ministries of Labour and or Trade) and make sure that they convene participants and ensure continuation of these meetings. This requires linking up with national policy and strategy development processes in relevant areas. If this is done ILO could still maintain its role as independent facilitator as long as deemed necessary by participants in the PWG's.

Bringing more ministries together in a project is positive for inter-ministerial coordination

The ETE project has brought together Ministries of Employment and Trade in cooperation around an issue of common interest: effects of trade on employment. This cooperation leads to increased mutual understanding and better inter-ministerial cooperation on the longer term.

In many countries inter-ministerial coordination and cooperation is not yet common and if it exists it is mostly around concrete and urgent issues and not around longer-term policy and strategy development processes. The ETE project is enabling such cooperation around trade and employment.

Participating Ministries in ETE have indicated that they have gained more mutual understanding and now see more value in cooperation and joint policy development.

Conclusions

Although the involvement of more ministries around an issue of common interest is not yet common, it is already done in other ILO projects, such as projects on child labour and education. There is room for further replication in other projects with multiple stakeholders.

Inter-ministerial coordination and cooperation will lead to increased coherence of (trade) policies and can therefore include decent work principles. It will also lead to increased capacity of ministries in social dialogue and multi-stakeholder cooperation.

Branding of activities and products increases visibility of the project and ILO

The ETE project has generated clearly branded research publications and has worked on wide dissemination of these publications in national and international seminars and on the ILO Web-site.

The approach in publishing research in clearly branded papers can be replicated in other ILO projects with a research component. This replication will contribute to more recognition of the work of ILO in the area of research (and in this case research on trade and employment).

The production of good quality research and the development of tools and instruments based on research will increase effectiveness and outcomes of projects and through these effects will make a higher contribution to ILO goals.

Lessons learned

The ETE project also produced some lessons learned that will still require follow-up to turn them around into good practices. Suggestions for this are made in the following chapter of recommendations.

Trade and Employment need to combine quantitative and qualitative research perspectives

The ETE project has shown that assessing and addressing trade and employment relations requires looking at both quantitative and qualitative aspects and effects. The globalised economy and the current economic crisis exercise increasing pressure on quality of work in developing countries, with disasters as the most dramatic outcome, but also more general in relations to export processing zones outside normal labour legal regimes.

Increased attention for social clauses and decent work aspects in coherent trade policies and trade negotiation can better balance quantitative and qualitative aspects of employment effects.

Follow up on the ETE project needs to put more effort in balancing quantitative and qualitative analysis of trade and employment effects and include more specific in-depth studies.

An international project needs to be more than only a collection of countries

The international dimension of the ETE project was not well developed but experiences and feedback from partners indicate that this international dimension is important to deepen understanding of trade and employment relations.

Conclusions

The four selected countries in the ETE project had limited characteristics in common and therefore international exchange of experiences and learning was not so relevant.

Linking up with relevant international and regional developments and issues will increase the relevance of the ETE project in developing countries and will result in better conditions for international exchange and learning, which will increase interest and ownership of participating partner in the project.

Follow up on the ETE project needs to include an approach, strategy and actions to enable more international exchange and joint learning.

Social partners need more practical and applicable knowledge and skills to effectively deal with trade and employment

The theoretical approach in the ETE project has been relevant and useful for technical staff in Ministries, but much less for social partners that struggle with grasping the contents and also are facing other priorities.

The participation of Trade Unions and Employers in the ETE project was active, but in some cases this participation dropped over time and these partners are less inclined to make active use of the research and training provided to them in the ETE project.

When more practical and applicable training contents for Trade Unions and Employers Organisations are developed it is likely to greatly increase their active participation in the project and use of its results.

In follow up to the ETE project more attention should be given to tailored training courses and other more continuous capacity development support, based on a good capacity building needs-assessment among all local partners.

5 Recommendations

This section presents the recommendations of the independent evaluator. Although these recommendations are based on specific insights obtained in the ETE project, it is believed that most of them are more widely applicable. As the ETE project, at the time of this evaluation, was already finalised, the recommendations are formulated in such a way that they can be considered in other projects of the Trade and Employment programme and Employment Section of ILO, including possible direct follow-up interventions on the ETE project.

The recommendations in this section are related directly to the conclusions in section 4. At the end of each recommendation, the number(s) of the specific to which they related are presented between brackets.

- I. **ILO and EC are recommended to continue their dialogue and cooperation in the area of trade and employment** and follow-up on the recommendations of this independent final evaluation of the ETE project and, where relevant and possible, integrate them in the design and inception of possible follow-up projects and programmes in the area of trade and employment (1);
- II. **ILO's Trade and Employment programme, in the design of follow-up projects in the area of trade and employment, is recommended to develop research and training interventions that allow a more specific and focused approach** to allow acquiring a deeper insights in specific relations between trade and employment issues. This requires to develop research perspectives that focus on specific sectors and sub-sectors in specific countries, to look more at specific relations between target-markets and exporting countries, processes and resulting new social-economic arrangements in emerging economic communities. This increased focus at the same time requires a more expanded geographic perspective to allow for comparative perspectives and changing relations between countries. The choice of priority sectors should be tailored to specific contexts. For example, the issue of free movement of labour and migrant workers is extremely important in Asian countries, while agriculture export development is very relevant for Africa (2);
- III. **ILO's Trade and Employment programme, in the development of follow-up activities on ETE in the area of research and particularly training, is recommended to provide specific and tailored capacity development support to the different partners in tri-partite social dialogue.** The supply of capacity development services should be based on a training needs assessment among these different partners. As a general rule, theoretic aspects of trade and employment relations and macro-economic modelling and simulation are clearly relevant to technical staff in Ministries of Employment and Trade. Trade Unions and Employer's organisations express other needs, more related with effective dialogue and negotiation. While they obviously also need access to macro-economic research, simulation and modelling exercises, these partners might be better served in developing capacities to contract researchers and to interpret results from research that the actual process of doing research. Where possible, more practical and sector-focused research and training will help to concretise issues that otherwise might be too abstract to be grasped (3 and 10);
- IV. **The EC and ILO and Ministries of Employment and Trade in developing countries are recommended to continue to explore possibilities for capacity development interventions in the area of trade and employment that can provide a more direct**

good quality input in the development of coherent trade policies and in dialogue and negotiation around FTA's and EPA's. The combined quantitative macro-economic and qualitative social-economic perspective has proved to be the basis for such comprehensive policy development. The joint dialogue between all partners will have to contribute to greater coherence of trade policies and trade agreements, integrating not only economic growth and employment target but also social clauses and decent work principles (4 and 7);

- V. **ILO's, Trade and Employment programme is advised to continue with the design and implementation of projects that combine the components of research and generation of knowledge, training and (tri-partite social) policy dialogue.** In the development of steps and phases in such projects, more comprehensive and longer-term capacity development support should be included to ensure more sustainable transfer of technical knowledge. More time and effort is also needed to ensure that research outputs and technical expertise is effectively integrated in the development of policies. This can be done by linking and aligning trade and employment projects such as ETE to existing national policy development processes. This will require to invest in proper scoping and inception of the ETE project in the start-up of phase (5);
- VI. **ILO and national Ministries and social partners in the ETE pilot countries are recommended to explore possibilities to continue the practice of meetings of the PWG's,** because these are highly appreciated as a constructive and safe environment for social dialogue around a concrete issue of common interest, even in otherwise not conducive environments. ILO is recommended to include the instrument of PWG's in the design of future projects, but with a stronger approach and focus to ensure sustainability and continuation of the PWG's after ending projects. This also requires the development of an exit- and sustainability strategy at the start of these projects (6, and 17);
- VII. **ILO and EC are recommended to explore possibilities to develop thematic and multi-country projects (in trade and employment, but also other themes) that include a substantive component to ensure cross-country, regional and international exchange and joint learning between countries.** This will also require a proper identification and selection phase to ensure that a multi-country is not just a collection of different countries but a coherent group of countries among which it makes sense to work on exposure, exchange and joint learning. Some criteria that are helpful for such a process of country selection are presented in recommendation 2 above (8 and 18);
- VIII. **ILO's Trade and Employment programme, in the process of developing new follow-up projects, is recommended to review its approach under the second objective of the ETE project.** Under this objective the effective use and integration of knowledge and inputs from the ETE project in policy development processes was not sufficiently included. This requires resolving weaknesses in design of the project to **ensure that outcomes for effective use of results of the project are included in the project as well as to ensure that activities are added to project to work on policy development.** Follow-up interventions or projects are needed in the ETE pilot countries to ensure that the ETE project's results are used in policy development on trade and employment (4, 9, 15 and 18);
- IX. **ILO and ITC-ILO are recommended to explore possibilities to offer more comprehensive capacity development packages to target-groups that are tailored to their needs and based on proper needs-assessment, instead of the more**

standardised approach that was followed in the ETE project. The training on macro-economic modelling and simulation (SAM) offered in ETE included such an element in the form of a follow-up series of workshops after an initial training, but these follow-up trainings have not been effective in all ETE countries. A further reflection on the technical training contents of this training is required to improve its design and contents so it becomes relevant for all participant groups (3 and 11);

- X. **Access to recent and good quality statistical data is required to ensure that research and training can be focused on actual use in development of trade policies and in trade negotiations.** However, in many developing countries the availability of such statistical information is still poor. ILO is recommended to investigate possibilities to add a component in trade and employment related project to ensure that the quality and timeliness of data-provision and use in the project can be improved and capacities of local partners in this area can be strengthened (12);
- XI. **ILO's Trade and Employment programme and local counterpart Ministries of Employment and Trade are recommended to include in the design and implementation of follow-up projects and programmes more possibilities of joint management and implementation of activities in the projects to ensure that capacities can be transferred to local counterparts.** While such an approach might affect the overall effectiveness of management arrangements, it is more in line with ILO's role to support capacity development of local partners and it is also beneficial for local commitment and ownership of projects and programmes (13);
- XII. **ILO's Trade and Employment programme should improve the quality of the intervention logic in follow-up projects on ETE** and avoid that the flaws in design of the ETE-project logical framework are repeated. This recommendation also includes that ILO's Trade and Employment programme should address more systematically the recommendations of mid-term monitoring or review exercises. **The logical framework of future projects should include a clear results/outcome level with corresponding indicators.** The ETE project only contained overall and specific objectives and activities. Measuring progress and results of the ETE project against its own results and outcomes is not possible and has required evaluators to (re)construct the intervention logic of the project in order to be able to make such an assessment (16);

ANNEXES

Annex 1: List of people interviewed and overview of country visits

Annex 2: Documents reviewed

Annex 3: Lessons Learned and Emerging Good Practice

Annex 4: Results of Survey among ETE stakeholders

Annex 5: Evaluation methodology and research instruments

Annex 6: ToR.

Annex 1: List of people interviewed and overview of country visits

Geneva, Brussels and per Skype:

| Date | Name | Position | Organisation |
|-----------|-------------------------------|--|----------------|
| 17-7-2013 | David Cheong | Chief Technical Adviser ETE project, Employment Sector | ILO |
| | Anne-Laure Henry-Gréard | Technical Cooperation Officer, Focal Point European Commission, Dept. Partnerships and Development cooperation | ILO |
| | Carla Henry | Senior Evaluation Officer, Evaluation Management and Administration Sector | ILO |
| | Bolormaa Tumurchudur-Klok | SKILLS, Trade and Employment Programme | ILO |
| | Marion Jansen | Counsellor Economic Research and Statistics Division | WTO |
| | Stephan Ulrich | Training, Monitoring and Evaluation Officer SCORE, SME programme (evaluation manager for ETE project) | ILO |
| | Con Gregg | SKILLS, Trade and Employment programme | ILO |
| | José Manuel Salazar-Xirinachs | Executive Director Employment Sector | ILO |
| 7-8-2013 | Alba Riobó Souto | Programme Officer | EC - DEVCO -D3 |
| 16-8-2013 | Carlos Linares Palma | National Coordinator ETE project | ILO, Guatemala |

Benin (5-7 August, 2013):

| Date | Name | Position | Organisation |
|----------|----------------------------------|---|--|
| 5-8-2013 | Mercy ATHIOU TOHI, | National Coordinator ETE project | ILO, Benin |
| | Davy PADONOU | Administrative Officer ETE project BIT/ECE | ILO, Benin |
| | Amzat Bissiriou SALAMI | Director | Cellule d'Appui Technique au Programme de la Relance du Secteur Privé / Ministère du Commerce |
| | Epiphane ADJOVI | Director | Cellule d'Analyse des Politiques de Développement / Ministère du Développement (CAPOD) |
| | Maixent DJEIGO and team | General Director | Agence Nationale Pour l'Emploi / Ministère de l'Emploi (ANPE) |
| | Florent KPATINDE | Head of Department | Benin Agency for Trade Promotion/ Ministère de l'Industrie, du Commerce, des petites et moyennes Entreprises |
| 6-8-2013 | Charles DOSSOU | Programme Officer Economy Section | European Union Delegation in Benin |
| | Félicien Donat ACCROMBESSY | Poverty Economist | World Bank |
| | Euloge VIDEGLA and Azziz ABUTTON | Chief Section Analysis & Sectoral Forecasting and Assistant | Direction de la Programmation et de la Prospective / Ministère en Charge de l'Agriculture |
| | Rabiou SALOUF and m. ADOUKONOU | Vice Executive Director, Legal Advisor | Conseil National du Patronat Bénin (CNP-Bénin) |

| | | | |
|----------|--|---|---|
| | Roger LOUMEDJINOU | Chief Section Regional and International Commercial Relations | Direction Générale du Commerce Extérieur / Ministère du Commerce |
| 7-8-2013 | Salanon GUEZODJE | Treasurer | Confédération des Organisations syndicales Indépendantes du Bénin (COSI-Bénin) |
| | Léopold Dossou TOTON and team | Project Coordinator Support to Business Promotion Centre | Programme des Nations Unies Pour le Développement/ Projet d'Appui aux Business Promotion Center (PNUD) |
| | Debriefing and Discussion on Evaluation findings | 8 participants from the different partners visited during the mission | At ILO office |
| | Marie Louise AKATI, | Consultant, Expert en Commerce International | Direction Générale du Commerce Extérieur / Ministère du Commerce Direction Promotion Economique/ Ministère de l'Economie |
| | Mercy ATHIOU TOHI and Davy PADONOU | National Coordinator ETE project & Admin Officer ETE project BIT/ECE (debriefing) | ILO |

Bangladesh (20-22 August, 2013):

| Date | Name | Position | Organisation |
|-----------|--|--|--|
| 20-8-2013 | Hasina Begum | National Coordinator ETE | ILO, Bangladesh |
| | Abdullah Mohammad Tawsif | Financial and Administrative assistant ETE project | ILO, Bangladesh |
| | Srinivas B. Reddy | Country Director | ILO, Bangladesh |
| | T.I.M Nurunnabi Khan | Senior Programme Officer | ILO, Bangladesh |
| | Razequzzaman Ratan, Shakil Akhter, Chowdhury Hurif Khan, Sukkur Mahnauel | General Secretary SLF, Joint Secretary BLF, Presidents BFTIC & Sramin League | National Coordination Committee for Workers' Education (NCCWE) |
| | Masud Ali Khan | Executive Director | INCIDIN |
| 21-8-2013 | Faizur Rahman | Joint Secretary | Ministry of Labour and Employment |
| | Fabrizio Senesi and Rubayat Jesmin | Programme manager Governance, Human Rights and Senior programme officer | European Union Delegation to Bangladesh |
| | Faizul Islam and Taibur Rahman | Deputy Chief General Economics Division and Senior Assistant Chief | Planning Commission |
| | Shaqib Quoreshi and Moksud Belal Siddiqui | Secretary and Senior Economist | Bangladesh Employer's Federation |
| 22-8-2013 | Debriefing workshop | 8 participants from the different partners visited during the mission | Conference Room Chilis |
| | Mohammad Farhad | Research fellow | Bangladesh Foreign Trade Institute |
| | Hasina Begum | National Coordinator ETE project | ILO, Bangladesh |
| | Khondaker Golam Moazzem | Senior Research Director | Centre for Policy Dialogue |
| | David Flemming, Christopher Broxholme | Team Leader and Trade Policy Expert | Bangladesh Trade Policy Support Programme |
| | Ferdous Ara Begum | Chief Executive Officer | Business Initiative Leading Development (BUILD) |

Indonesia (August 26-28, 2013):

| Date | Name | Position | Organisation |
|--------------------|---|---|--|
| 26-8-2013 | Rakhmadina Rakhmadina | ETE project administrative and financial assistant | ILO, Indonesia |
| | H. Sjukur Sarto | General Chairman | KSPSI |
| | M. Roostiawati | Head of Centre for Administration of International Coordination | Ministry of Manpower and Transmigration |
| | Mudhofir Sulistri | Deputy President | KSBSI |
| | Dimal Hakim and Arif Rahmat Widiyanto | Head of Section for Health Trade in Services and Section head for Financial Services | Ministry of Trade |
| | Emma Allen | Technical Officer, Labour market Economist | ILO, Indonesia |
| 27-8-2013 | Diah Widarti | National Coordinator ETE project (prev.) | ILO, Indonesia |
| | Hassanudin Rachman | Head | APINDO |
| | Djuharsa MD, Taofik Hidayat, Henky Irzan, Iwan Darmawan | Head of Research Development and Information Board and team | Ministry of Manpower and Transmigration |
| 28-8-2013 | Rahma Iryanti | Director for Manpower and Employment Opportunities Development | Ministry of National Development Planning /National Development Planning Agency (BAPPENAS) |
| | Juan Casla | Programme Manager Economic Cooperation | EU delegation to Indonesia |
| | Shafel and Arif | Technical officer KSPSI and Section head for Financial Services (MoT) (on SAM training) | At ILO office |
| | Raldi Hendro Koestoer | Senior Advisor | Coordinating Ministry for Economic Affairs |
| 30-8 and 1-9, 2013 | Peter van Rooij | Country Director (by Skype and email) | ILO, Indonesia |

Annex 2: Documents reviewed

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|---|
| Adjovi E. : Analyse de quelques mesures de politique économique au Bénin à l'aide de la Matrice de Comptabilité Sociale, Programme Commerce et Emploi du BIT, no date |
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| ILO Bangladesh and Indonesia, ETE project newsletters, 2012-2013 |
| ILO Bangladesh, BANGLADESH Decent Work Country Programme 2012 – 2015, ILO November 2012 |
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| ILO, ETE project annual reports 2010, 2011, 2012 |
| ILO, 317th Session of the Governing Body (Geneva, 6–28 March 2013) Policy Development Section Employment and Social Protection Segment. Trilingual transcript of the recorded debate of the second sitting Thursday, ILO, 14 March 2013 |
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Annex 3: Lessons Learned & Emerging Good Practice

The following lessons learned were identified during the course of the evaluation. Further background and explanation can be found in section 4 (conclusions) of the evaluation report. Lessons Learned refer to aspects of the ETE project that can be improved. See section 5 (recommendations) on concrete recommendations on how to tackle lessons learned and transform them into emerging good practices.

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| Summary of lesson learned | The ETE project has shown that assessing and addressing trade and employment relations requires looking at both quantitative and qualitative aspects and effects. |
| Context and any related preconditions | The globalised economy and the current economic crisis exercise increasing pressure on quality of work in developing countries, with disasters as the most dramatic outcome, but also more general in relations to export processing zones outside normal labour legal regimes. |
| Targeted users / Beneficiaries | Policy makers and social partners in developing countries and their international trade partners. |
| Challenges /negative lessons-causal factors | Trade and employment relations are strong, but complex and contradictory and require more in-depth understanding. |
| Success / Positive Issues-causal factors | Increased attention for social clauses and decent work aspects in coherent trade policies and trade negotiation can better balance quantitative and qualitative aspects of employment effects. |
| ILO administrative issues | Follow up on ETE project needs to balance quantitative and qualitative analysis of trade and employment effects and include more specific in-depth studies. |

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| Summary of lesson learned | The international dimension of the ETE project was not well developed but experiences and feedback from partners indicate that this international dimension is important to deepen understanding of trade and employment relations. |
| Context and any related preconditions | The four selected countries in the ETE project had limited things in common and therefore international exchange of experiences and learning was not so relevant. |
| Targeted users / Beneficiaries | Policy makers and social partners in developing countries. |
| Success / Positive Issues-causal factors | Linking up with relevant international and regional developments and issue will increase the relevance of the ETE project in developing countries and will result in better conditions for international exchange and learning, which will increase interest and ownership of participating partner in the project. |
| ILO administrative issues | Follow up on ETE project needs to include an approach, strategy and actions to enable more international exchange and joint learning. |

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| Summary of lesson learned | The theoretical approach in the ETE project has been relevant and useful for technical staff in Ministries, but much less for social partners that struggle with grasping the contents and also are facing other priorities. |
| Context and any | The participation of Trade Unions and Employers in the ETE project |

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| related preconditions | was active, but in some cases this participation dropped over time and these partners are less inclined to make active use of the research and training provided to them in the ETE project. |
| Targeted users / Beneficiaries | Policy makers and particularly social partners in developing countries. |
| Challenges /negative lessons-causal factors | The effects of some of the research and particular training activities have been limited in relation to the investments made in them. |
| Success / Positive Issues-causal factors | When more practical and applicable training contents for Trade Unions and Employers Organisations are developed it is likely to greatly increase their active participation in the project and use of its results. |
| ILO administrative issues | Develop more tailored training courses and other more continuous capacity development support, based on a good needs-analysis (to be taken up by ILO and ITC). |

The following emerging good practices were identified during the course of the evaluation. Further background and explanation can be found in section 4 (conclusions) of the evaluation report. These emerging good practices have already been realised during the ETE project implementation and these practices deserve wider replication in other ILO projects.

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| Summary of the good practice | The establishment of the PWGs in the ETE project has been very important for the local partners to engage in a constructive policy dialogue in a sometimes otherwise not conducive environment. |
| Relevant conditions and Context | In many developing countries, the mechanisms and forums for tri-partite social dialogue are not well established and if they exist sometimes the different social partners have not yet developed relationships of trust and willingness to engage in a constructive dialogue. |
| Cause-effect relationship | The fact that social dialogue is exercised in the ETE project on a specific subject and with an important role of ILO as a neutral convenor and facilitators has enabled the partners to engage in an open and constructive dialogue. |
| measurable impact and targeted beneficiaries | The PWG meetings in the ETE project have been regular and have had continuous participation from the different stakeholder groups. The reports illustrates the rich contents of the PWG meetings and during the evaluation the stakeholders have confirmed that the meetings were useful as a forum for information gathering and exchange and for joint learning and at the same time to build more trust between the social partners. |
| Potential for replication and by whom | Replication is possible, but seems still dependent on the convening power of ILO and the neutral facilitation role of ILO. In further replication the PWG's should be transferred to local partners (Ministries of Labour and or Trade), to convene participants and to ensure continuation of these meetings. This requires linking up with national policy and strategy development processes in relevant areas. If this is done ILO could maintain its role as independent facilitator as long as deemed necessary by participants in the PWG's. |
| Upward links to higher ILO Goals | The mechanism of PWG's should be shared at the level of the Employment Sector and with other Sectors in ILO, because the tri-partite working groups provide a generally functional way to use results of ILO projects and it are directly linked with ILO's mandate to strengthen tri- |

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| | partite social dialogue. |
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| Summary of the good practice | The ETE project has brought together Ministries of Employment and Trade in cooperation around an issue of common interest: effects of trade on employment. This cooperation leads to increased mutual understanding and better inter-ministerial cooperation on the longer term |
| Relevant conditions and Context | In many countries inter-ministerial coordination and cooperation is not common and if it exists it is mostly around concrete and urgent issues and not around longer-term policy and strategy development processes. The ETE project is enabling such cooperation around trade and employment. |
| Cause-effect relationship | Participating Ministries indicated that they have gained more mutual understanding and now see more value in cooperation and joint policy development. |
| measurable impact and targeted beneficiaries | Although there are linkages through the ministries involved with coherent trade policy development and with trade negotiations, the ETE project has not yet produced a clear and measurable contribution to these policy processes. The project has also not monitored these effects. |
| Potential for replication and by whom | The involvement of more ministries around an issue of common interest is not yet common, but it is already done in other ILO projects, such as projects on child labour and education. There is room for further replication in other projects with multiple stakeholders. |
| Upward links to higher ILO Goals | Inter-ministerial coordination and cooperation will lead to increased coherence of (trade) policies and can therefore include decent work principles. It will also lead to increased capacity of ministries in social dialogue and multi-stakeholder cooperation. |

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| Summary of the good practice | The ETE project has generated clearly branded research publications and has worked on wide dissemination of these publications in national and international seminars and on the ILO Web-site. |
| Relevant conditions and Context | The ETE project has commissioned research in different countries and at international level on relevant issues related with trade and employment and on specific themes and sectors. |
| Cause-effect relationship | This research was brought together in two core publications of the project at central level and several papers at the country levels. All these publications are clearly recognisable and branded. |
| measurable impact and targeted beneficiaries | Although the publications are clearly visible and there is also information on the dissemination of these publications on seminars, the project has not conducted monitoring of the effects and use of these publications at target-group level and as a result there is no clear measurable impact. |
| Potential for replication and by whom | The approach in publishing research in clearly branded papers can be replicated in other ILO projects with a research component. This replication will contribute to more recognition of the work of ILO in the area of research (and in this case research on trade and employment). |
| Upward links to higher ILO Goals | The production of good quality research and the development of tools and instruments based on research will increase effectiveness and outcomes of projects and through these effects will make a higher contribution to ILO goals. |

Annex 4: Results of survey among ETE stakeholders

During the realisation of the field-work it was possible only to administer a small survey to a limited amount of stakeholders and it could only be done in Bangladesh and Benin.

Therefore the results of this survey should be considered with care and not statistically reliable. They provide only an initial impression on how different stakeholders look at the ETE project.

Most of the respondents of the survey were government representatives, but there were also some opinions of Employers and Trade Unions. The respondent groups were too small to conduct a comparative analysis of appreciations of the different stakeholder groups.

The summary results of the survey are presented in the table below:

| Aspects of ETE project | Bangladesh (n=9) | Benin (n=6) |
|---|------------------|-------------|
| Total Average Score | 3,08 | 3,38 |
| 1. Relevance and fit ETE to country contexts | 3,16 | 3,55 |
| 1.1. Relevance ETE to country's challenges in trade | 3,22 | 3,83 |
| 1.2. Relevance ETE to country's challenges in employment | 3,33 | 3,83 |
| 1.3. Fit ETE main objectives with national policy priorities | 2,89 | 3,33 |
| 1.4. Participation stakeholders in preparation and design ETE | 3,14 | 3,40 |
| 1.5. Link ETE with priorities and preoccupations local stakeholders | 3,22 | 3,33 |
| 2. Quality ETE design and inception | 3,05 | 3,36 |
| 2.1. Quality context- and stakeholder analysis ETE | 3,13 | 3,40 |
| 2.2. Match ETE with needs and interests local stakeholders | 3,25 | 3,83 |
| 2.3. Gender awareness and sensitivity in ETE implementation | 2,88 | 2,80 |
| 2.4. Relevance ETE to terms of trade and quality of employment | 3,13 | 3,50 |
| 2.5. Intervention logic and monitoring framework ETE | 2,88 | 3,17 |
| 3. Effectiveness implementation ETE | 3,12 | 3,36 |
| 3.1. Effectiveness of ILO in planning and delivering ETE activities | 3,22 | 3,50 |
| 3.2. Timeliness and pro-activeness ILO in ETE implementation | 2,89 | 3,00 |
| 3.3. Flexibility ILO in anticipating and adapting to changes | 2,86 | 3,00 |
| 3.4. Coordination between ILO & implementing partners in implementation ETE | 3,33 | 3,80 |
| 3.5. Effectiveness ETE in bringing together different stakeholders | 3,22 | 3,60 |
| 4. Influence of ETE on trade policies, agreements & policies | 3,00 | 3,22 |
| 4.1. Quality and contents of international trade agreements | 3,00 | 3,00 |
| 4.2. Quality and contents of national trade policies | 3,00 | 3,17 |
| 4.3. Quality and contents of national employment policies | 3,00 | 3,20 |
| 4.4. Quantitative changes in employment in trade related sectors | 3,00 | 3,33 |
| 4.5. Qualitative changes in employment in trade related sectors | 3,00 | 3,33 |

Annex 5: Evaluation methodology and research instruments

Evaluation Approach and Methodology

The overall approach and methodology for this evaluation can be characterised by the following principles:

- ✓ **Focus on learning** which will lead to the importance of drawing best practices and recommendations that are owned by ILO;
- ✓ **Participatory** as true learning can only be accomplished if key stakeholders are involved throughout the evaluation process (including data collection, analysis and assessment);
- ✓ **Multiple sourcing and cross-checking of data** to ensure the data and findings generated are factual and rich enough for a sound process of analysis.
- ✓ **Looking beyond planned changes at unexpected effects** to ensure that relevant context factors and boundary partners are considered enabling a more comprehensive analytical perspective.
- ✓ **Gender concerns** whereby data will be disaggregated by gender and specific needs of marginalised groups.

In line with the above approach and to answer the **specific evaluation questions** (as stated under in the ToR (p.8,9) the evaluator has developed an evaluation matrix with the evaluation questions, performance criteria (indicators), sources of verification and data collection techniques (including the assurance that the critical partners and stakeholder groups can participate in this evaluation. The evaluation matrix is presented in Annex 2.

Evaluation Steps and Instruments

The following steps and instruments are used to address the research questions in the ToR of this evaluation:

1. Desk-study:

The Desk-study is conducted at three levels:

- c) Overall policy, planning and reporting documents of ILO relating to the ETE project and its embedding in ILO's strategy on trade and employment;
- d) Country specific information: On each of the four countries of the ETE project, a desk-study on specific developments and achievements at the country level will be conducted. In the case of Guatemala the desk-study will be the main instrument for data-collection as during the Mid Term Review this country was visited. The Mid Term Review therefore will be an important document to consider in the desk-review for this specific ETE country. Additionally a Skype conference with the national ETE coordinator will be organised;
- e) The strategy and policy alignment between ILO and EC on trade and employment.

2. Interviews with key informants:

Structured interviews are conducted with key informants that can be grouped in three categories:

- e) *ILO Headquarters*: Relevant staff and managers are interviewed at the HQ, and by phone or Skype. Several interviews were already conducted on July 17, 2013;

- f) *ILO Field Offices/ETE field-staff and consultants*: Relevant staff, managers and consultants in Bangladesh, Benin and Indonesia are interviewed by the evaluator;
- g) *External stakeholders* (International and in the countries of case-studies): Relevant partners (in particular MoL and MoT) and external stakeholders are interviewed in face-to-face interviews (if not in country by Skype, phone or email). A specific category under the external stakeholders is the EC (with whom interviews will be conducted with representatives at the EC and EU delegation level in the three countries for field study).

The interviews are guided by a checklist/format for four different stakeholder groups:

- a) ILO
- b) ETE partners
- c) External stakeholders

For the interview formats, see ANNEX 3.

3. Survey to ETE stakeholders and beneficiaries

During the country visits, in addition to the interviews a small questionnaire will be submitted to the different stakeholders and beneficiaries of the ETE project. These questionnaires are designed to collect their confidential and anonymous opinions on the ETE project and on ILO as the implementing organisation of the ETE project. This small survey will complement findings from the desk-study and interviews and is applied to ensure that stakeholders and beneficiaries opinions and appreciations on ETE can be directly considered in the evaluation process. For the survey format, see ANNEX 4.

4. Country Reviews and country debriefing and presentation meetings

During the country reviews the evaluators meet with all relevant internal and external stakeholders in the ETE project. The country reviews will be done in an intensive period of fieldwork of only 3 days. At the end of each country visit a preliminary presentation of findings on ETE in the respective country will be conducted. This analysis will be elaborated in a PowerPoint presentation only used for a verbal discussion during the meeting. During the debriefing and presentation the evaluator will cross-check the first findings of the evaluation process at the country level. The national ILO directors/managers will decide on who to be invited for these meetings. To ensure a proper preparation of the country field work missions, a briefing note was prepared for each of the three countries to be visited. The briefing note for Benin is presented as an example in ANNEX 5.

5. Skype debriefing on the country visits to EC and ILO

After realisation of the three country visits, the evaluator will conduct a Skype debriefing to the evaluation manager for the ETE project evaluation and a second debriefing with the EC (being the formally requesting organisation of this evaluation). The debriefing to EC will be combined with additional interviewing of EC representatives.

6. Draft Evaluation Report

After the country and Skype debriefing the evaluator will finalise its analysis and it will produce a complete draft evaluation report. This draft evaluation report will be submitted for feedback to be organised and coordinated by the ETE evaluation manager. Within two weeks after submission of the draft evaluation report the evaluation manager of ETE will send a consolidated set of comments and suggestions on the draft report in writing.

7. Final report

ANNEX 5

After the receipt of the final feedback on the draft report the evaluation team will proceed to produce its final report that will be submitted a week after receipt of this feedback.

Work plan

During the inception phase, the evaluator and the ETE project CTA and assistant have worked on arranging the three country visits in this evaluation. The country visits to Bangladesh and Indonesia can only take place late in the Month of August. In order to create sufficient time for analysis of the country findings, it is suggested to postpone the delivery of the draft and final evaluation reports with one week compared with the original evaluation planning as in the ToR (see Annex 1).

The updated and detailed planning is presented in the table below:

| Activities and Deliverables (in <i>italic</i>) | # Days | 14-20 July | 21-27 July | 28 Jul -3 Aug | 4- 10 Aug | 11- 17 Aug | 18- 24 Aug | 25 - 31 Aug | 1-7 Sep | 8- 14 Sep | 15-21 Sep | 22-28 Sep |
|---|-----------|------------|------------|---------------|-----------|------------|------------|-------------|----------|-----------|-----------|-----------|
| 1. Briefing Meeting | 1 | 1 | | | | | | | | | | |
| 2. Inception Report | 6 | | 1 | 1 | 2 | 2 | | | | | | |
| <i>Inception report</i> | | | 26-jul | | | | | | | | | |
| 3. Desk study | 0 | | | | | | | | | | | |
| 4. Field Visits | | | | | | | | | | | | |
| 4a) Benin | 3 | | | | 3 | | | | | | | |
| <i>debriefing meeting and presentation</i> | | | | | 7-aug | | | | | | | |
| 4b) Bangladesh | 3 | | | | | | 3 | | | | | |
| <i>debriefing meeting and presentation</i> | | | | | | | 22-aug | | | | | |
| 4c) Indonesia | 3 | | | | | | | 3 | | | | |
| <i>debriefing meeting and presentation</i> | | | | | | | | 28-aug | | | | |
| 4d) desk-study and Skype interviews Guatemala | 2 | | | | | 2 | | | | | | |
| 5. Debriefing ILO and EC | | | | | | | | | | | | |
| 6. Draft report writing | 10 | | | | | 1 | 2 | 2 | 5 | | | |
| <i>Draft evaluation report</i> | | | | | | | | | | 8-sep | | |
| 7. Final report writing | 6 | | | | | | | | | | 2 | 4 |
| <i>Final evaluation report</i> | | | | | | | | | | | | 27-sep |
| <i>Evaluation summary</i> | | | | | | | | | | | | 27-sep |
| Total # working days | 34 | 1 | 1 | 1 | 5 | 5 | 5 | 5 | 5 | 0 | 2 | 4 |

EVALUATION MATRIX

| Evaluation area | Core evaluation questions (from TOR, with additions evaluation team) | Evaluation Tools | Information sources |
|--|---|---|--|
| 1. Relevance and strategic fit of the intervention | <ul style="list-style-type: none"> Are the objectives of the intervention consistent with ILO's constituents and beneficiaries' requirements, country needs, global priorities and partners' and the donor's policies? Have the ILO's constituents and stakeholders taken ownership of the project concept and approach since the design phase? Is the project linked to national development strategies and or international development frameworks such as UNDAF, DWCP, ILO's Programme and Budget etc.? | <ul style="list-style-type: none"> Desk-study Interviews Debriefing meetings Survey | <ul style="list-style-type: none"> Project Document Technical Progress Reports Background documents Country reports Publications from the project Project management (CTA, administrative & finance assistant) ETE staff at national level Representatives of participating organisations of PWG's Focal points in EU delegations in 3 countries Other national stakeholders (representatives from ILO constituents) International development partners active in trade and development Representatives of DEVCO |
| 2. Validity of intervention design | <ul style="list-style-type: none"> Were the project strategy, objectives and assumptions appropriate for achieving planned results? Does the project contribute to country programme outcomes and Decent Work Country Programmes (DWCP) and complement other ILO and EC projects in the country? | <ul style="list-style-type: none"> Desk-study Interviews Debriefing meetings Survey | <ul style="list-style-type: none"> Project Document Technical Progress Reports Background documents Project management (CTA, administrative & finance assistant) ETE staff at national level Representatives of participating organisations of PWG's Representatives of DEVCO |
| 3. Intervention progress and effectiveness | <ul style="list-style-type: none"> Has the ETE project achieved its stated objectives? To what extent has the ETE project's strategy been effective in the use of research, knowledge generation and exchange, and capacity building? Are the results of the project, technical quality and usefulness of ILO outputs and contributions recognized by ILO's constituents, core partners and direct beneficiaries? <ul style="list-style-type: none"> Are the conceptual and methodological tools developed and the country-level activities perceived as useful in achieving the ETE project's specific objectives by (i) ILO constituents (Government and social partners); (ii) ILO operational staff and managers in the field; and (iii) ILO operational staff and managers at ILO Headquarters? How suitable is the training and other material developed under the project for the target groups? Is the "Policy Working Group" approach to social dialogue and trade and labour-market policy discussions | <ul style="list-style-type: none"> Desk-study Interviews Debriefing meetings Survey | <ul style="list-style-type: none"> Project Document Technical Progress Reports Background documents Country reports Publications from the project Project management (CTA, administrative & finance assistant) ETE staff at national level Representatives of participating organisations of PWG's Other ILO offices or institutes (e.g. ITC) and ILO-technical specialists that provided inputs to the project Focal points in EU delegations in 3 countries Other national stakeholders (representatives from ILO constituents) International development partners active in trade and development Representatives of DEVCO |

ANNEX 5

| Evaluation area | Core evaluation questions (from TOR, with additions evaluation team) | Evaluation Tools | Information sources |
|--|--|---|---|
| | <p>appropriate to achieving the desired outcomes and to the ILO's core principles such as tri-partism and social dialogue?</p> <ul style="list-style-type: none"> To what extent has the ETE project's strategy been effective in promoting and advancing national policy coherence? To what extent has the ETE project's strategy been effective in collaborating with UN and/or national partners? | | |
| 4. Efficiency of resource use | <ul style="list-style-type: none"> Does the project make efficient use of its financial and human resources? Is the implementation strategy cost-effective? | <ul style="list-style-type: none"> Interviews Budget and Expenditure review Survey | <ul style="list-style-type: none"> Project Document Technical Progress Reports Country reports Project management (CTA, administrative & finance assistant) ETE staff at national level Representatives of participating organisations of PWG's Representatives of DEVCO |
| 5. Effectiveness of management arrangements | <ul style="list-style-type: none"> Is the project manager well organized? Does he respect time frames and work plans? Is the management structure (administratively decentralized country projects, global component providing technical advice) effective? <ul style="list-style-type: none"> Do the country project staff have sufficient authority to execute and manage the project (e.g. technically, financial and administrative management)? Does the global component provide the required technical support and administrative services to the country activities? How effective is the coordination between the project management (global and country level) and ILO regional/country offices? Has the project staff sought and received adequate support/cooperation from the relevant ILO units and offices? To what extent has the project been effective in collaborating with the EC and EU delegations? What is its added value for the ILO-EC cooperation in the areas of trade and employment at the global and country-level? | <ul style="list-style-type: none"> Desk-study Interviews Debriefing meetings Survey | <ul style="list-style-type: none"> Project Document Technical Progress Reports Country reports Project management (CTA, administrative & finance assistant) ETE staff at national level Representatives of participating organisations of PWG's Other ILO offices or institutes (e.g. ITC) and ILO-technical specialists that provided inputs to the project |
| 6. Impact orientation and sustainability of the intervention | <ul style="list-style-type: none"> Has the project made a significant contribution to broader and longer term development? Are ILO's constituents and national partners willing and able to continue the project? Is the project working with partners that have shown interest | <ul style="list-style-type: none"> Desk-study Interviews Debriefing meetings | <ul style="list-style-type: none"> Project Document Technical Progress Reports Background documents Country reports Publications from the project |

ANNEX 5

| Evaluation area | Core evaluation questions (from TOR, with additions evaluation team) | Evaluation Tools | Information sources |
|-----------------|--|------------------|--|
| | <p>in integrating ETE activities in their portfolio?</p> <ul style="list-style-type: none"> Do conditions exist to ensure that the project's results will have lasting effects? | | <ul style="list-style-type: none"> Project management (CTA, administrative & finance assistant) ETE staff at national level Representatives of participating organisations of PWG's Other ILO offices or institutes (e.g. ITC) and ILO-technical specialists that provided inputs to the project Focal points in EU delegations in 3 countries Other national stakeholders (representatives from ILO constituents) International development partners active in trade and development |

Checklists for Interviews

For the realization of the interviews different formats will be used depending on the identity and place and role of respondent's organization in the ETE project.

The interviews will take a maximum of one hour and in case of group interviewing a maximum of two hours. Therefore the formats will not be used as fixed formats: only those items that are most relevant will be picked from the interview format list. Therefore as a preparation for the interviews the consultants will tick the relevant questions in the list, print out the list and take them to the interview. In an interview of 1 hour a maximum of 10 questions can be asked and in all cases the questions on lessons learned and recommendations need to be asked.

Format 1: interviews for ILO (HQ and country level and regional level if applicable)

| Menu of Questions |
|---|
| Is the project relevant to the achievements of the outcomes in the national development plan, UNDAF, Decent Work Country Programme, EU Strategic Plans? |
| How well does it complement other relevant trade related projects (in the country)? |
| What have been effects of the project on national trade and employment policies? |
| What have been effects of the project on capacities of national stakeholders in developing trade & employment policies |
| Are there any recent trade agreements closed and are they different from trade agreements closes before? |
| What links are established/being established with other similar activities of the UN or non-UN international development organizations at country level? |
| What progress has been made towards achieving the outcome/project objectives? |
| Have the quantity and quality of the outputs/results produced been satisfactory? Do the benefits accrue equally to men and women? What outputs have not been implemented and why? |
| To what extent do the outputs contribute to the achievements of the outcomes/ project objectives? |
| Do the operations of the project match with the project work plan and budget? |
| How have country-level activities contributed to the achievement of global activities and vice-versa? |
| How adequate is the participation PWG's in project planning and implementation? How effective is the project in establishing national ownership? |
| What factors have influenced the effectiveness and ownership of the programme? |
| To what extent have the recommendations of the Midterm Review been implemented? |
| Have there been any unintended results of the project? |
| How effective has the (backstopping) support provided by ILO (Geneva) been to the project? |
| Did the project receive adequate political, technical and administrative support from its national partners (in PWG's)? |
| Are the management, monitoring, and governance arrangements for the project adequate? Is there a clear understanding of the roles and responsibilities of all the parties involved? |
| How effectively does the project management monitor project performance and results? |
| Is information being shared and is it readily accessible to all partners/stakeholders? |
| Has a monitoring & evaluation system been in place and how effective was it? |
| Have there been international activities in the ETE and how has international exchange taken place? |
| What are the most important lessons learned? |
| Do you have any recommendations for the future of the ETE programme? |

Format 2: Interviews with national partners in PWG's

| Menu of Questions |
|--|
| Is the project relevant to the country context? (namely to the achievements of the outcomes in the national development plans) |
| Is the strategy and approach of the project still relevant? |
| What have been effects of the project on national trade and employment policies? |
| What have been effects of the project on capacities of national stakeholders in developing trade & employment policies |
| Are there any recent trade agreements closed and are they different from trade agreements closes before? |
| Has the project received adequate political, technical and administrative support from ILO Geneva? |
| How adequate is the participation of stakeholders in project planning and implementation? How effective is the project in establishing national ownership? |
| Does the original Project document foresee a phase-out strategy? |
| How effective were the established linkages/collaborations between other projects working on trade and employment issues in the countries / regions? (i.e. National GOV/UN/EU or NGO development organizations at country level) |
| How effective was the content, quality, scope, cost effectiveness and methodology of the training carried out for capacity building, and how has the trained staff used the gain acquired from training in their countries? |
| Have monitoring & evaluation systems and tools been used? Where they effective? |
| What has been the involvement, contribution, commitment of the Trade and Labour Ministries in developing trade policies? |
| To what extent have the recommendations of the Midterm Review recommendations (Dec 2011) been implemented? |
| Which outputs or activities have not been implemented and why? |
| How is the project progress in relation to the targets set within the project document, and in the country work program? |
| Have there been any unintended results of the project? |
| If the project adopted a phase-out strategy, what progress has been made in this regard? |
| Is there any progress in the project partners' capacity to carry forward the project? |
| Are the project results, achievements and benefits likely to be durable? Are results anchored in national institutions and can the partners maintain them financially at the end of the project? |
| What are the main lessons learnt from the project (country and global level) <i>At least one lesson</i> |
| What good practices can be learned from the project and be applied to similar future projects? <i>At least one good practice</i> |
| What should have been different, and should be avoided in future similar projects? <i>Why?</i> |
| Have there been international activities in the ETE and how has international exchange taken place? |
| Do you have any recommendations for the future of the ETE programme? |

Format 3: Interviews with external stakeholders

| Menu of Questions |
|--|
| Is the project relevant to the country context? (namely to the achievements of the outcomes in the national development plans) |
| What have been effects of the project on national trade and employment policies? |
| What have been effects of the project on capacities of national stakeholders in developing trade & employment policies |
| Are there any recent trade agreements closed and are they different from trade agreements closes before? |
| How effective were the established linkages/collaborations between other projects working on Trade & Employment issues in the countries / regions? (i.e. National GOV/UN/EU or NGO development organizations at country level) |
| How adequate is the participation of stakeholders in project planning and implementation? How effective is the project in establishing national ownership? |

| Menu of Questions |
|--|
| Is the project relevant to the country context? (namely to the achievements of the outcomes in the national development plans) |
| What have been effects of the project on national trade and employment policies? |
| What have been effects of the project on capacities of national stakeholders in developing trade & employment policies |
| Are there any recent trade agreements closed and are they different from trade agreements closes before? |
| How effective were the established linkages/collaborations between other projects working on Trade & Employment issues in the countries / regions? (i.e. National GOV/UN/EU or NGO development organizations at country level) |
| If the project adopted a phase-out strategy, what progress has been made in this regard? |
| Is there any progress in project partners' capacity to carry forward the project? |
| Are the project results, achievements and benefits likely to be durable? |
| Which are the main lessons learnt from the project (country and global level) <i>At least one lesson</i> |
| What good practices can be learned from the project and be applied to similar future projects? <i>At least one good practice</i> |
| What should have been different, and should be avoided in future similar projects? <i>Why?</i> |
| Do you have any recommendations for the future of the ETE programme? |

Format for Survey

Please give your personal opinion/assessment on the following questions referring to the design and implementation of the ETE project by ILO in your country. Provide this assessment from your own individual perspective and don't be afraid to express a critical opinion. Your answers to this questionnaire are strictly confidential and anonymous.

We only ask you to provide information about your background: to which of the sectors mentioned in the table below are you related? Only one answer is possible!

| To which of the sectors below do you belong? | Please tick box! |
|--|------------------|
| Government | |
| Trade unions / Labour Membership Based Organisations | |
| Employers (Private and Public) | |
| Labour NGO's, Civil Society Organisations & Others | |

1. Relevance and strategic fit of the ETE project (in your country context)

1.1. Relevance of the ETE project in the light of the country's main challenges in the area trade.

| Not relevant at all | Not so relevant | Quite relevant | Very relevant | Don't know/ No opinion |
|---------------------|-----------------|----------------|---------------|------------------------|
| 1 | 2 | 3 | 4 | |

1.2. Relevance of the ETE project in the light of the country's challenges in the area employment.

| Not relevant at all | Not so relevant | Quite relevant | Very relevant | Don't know/ No opinion |
|---------------------|-----------------|----------------|---------------|------------------------|
| 1 | 2 | 3 | 4 | |

1.3. Fit of the ETE's project two main objectives with national policy priorities.

| No fit at all | A slight fit | A good fit | A perfect fit | Don't know/ No opinion |
|---------------|--------------|------------|---------------|------------------------|
| 1 | 2 | 3 | 4 | |

- 1.4. Degree of participation of the different national stakeholder groups in the preparation, design and start-up of the ETE project in your country.

| Not at all | A little | Quite a bit | Very much | Don't know/ No opinion |
|------------|----------|-------------|-----------|---------------------------|
| 1 | 2 | 3 | 4 | |

- 1.5. Degree in which the ETE project is linked to specific priorities and preoccupations of your organisation.

| Not at all | A little | Quite a bit | Very much | Don't know/ No opinion |
|------------|----------|-------------|-----------|---------------------------|
| | | | | |

2. Quality of the ETE project design and inception

- 2.1. Quality of the context- and stakeholder analysis at the start-up of the ETE project in your country.

| Very poor | Poor | Good | Very good | Don't know/ No opinion |
|-----------|------|------|-----------|---------------------------|
| 1 | 2 | 3 | 4 | |

- 2.2. Degree in which the ETE project country-level actions and publications are addressing needs and interests of local partners and stakeholders.

| Not at all | A little | Quite a bit | Very much | Don't know/ No opinion |
|------------|----------|-------------|-----------|---------------------------|
| 1 | 2 | 3 | 4 | |

- 2.3. Degree in which the ETE project country-level actions and publications are addressing needs and interests of women and girls (gender sensitivity).

| Not at all | A little | Quite a bit | Very much | Don't know/ No opinion |
|------------|----------|-------------|-----------|---------------------------|
| 1 | 2 | 3 | 4 | |

- 2.4. Degree in which the proposed ETE project country-level actions and publications contribute to structural and substantial improvement in terms of trade and quality of employment your country.

| Not at all | A little | Quite a bit | Very much | Don't know/ No opinion |
|------------|----------|-------------|-----------|---------------------------|
| 1 | 2 | 3 | 4 | |

- 2.5. Degree in which the ETE project has a logical order of objectives, result-areas and activities, which are well translated in measurable indicators for project's progress.

| Not at all | A little | Quite a bit | Very much | Don't know/ No opinion |
|------------|----------|-------------|-----------|---------------------------|
| | | | | |

3. Effectiveness in the implementation of the ETE project

- 3.1. Effectiveness of ILO in planning and delivering ETE project activities and results.

| Not effective at all | Not very effective | Generally effective | Very effective | Don't know/ No opinion |
|----------------------|--------------------|---------------------|----------------|------------------------|
| 1 | 2 | 3 | 4 | |

- 3.2. Timeliness of actions and pro-activeness of ILO in delivering ETE project activities and in troubleshooting.

| Not timely at all | Sometimes timely | Usually timely | Always timely | Don't know/ No opinion |
|-------------------|------------------|----------------|---------------|------------------------|
| 1 | 2 | 3 | 4 | |

- 3.3. Flexibility of ILO in anticipating changes and adapting to them.

| Very inflexible | Inflexible | Flexible | Very flexible | Don't know/ No opinion |
|-----------------|------------|----------|---------------|------------------------|
| 1 | 2 | 3 | 4 | |

- 3.4. Coordination between ILO on the one hand and implementing partners in the joint implementation of ETE activities.

| No coordination at all | Sometimes coordination | Usually coordination | Always coordination | Don't know/ No opinion |
|------------------------|------------------------|----------------------|---------------------|------------------------|
| | | | | |

- 3.5. Effectiveness of the ETE project in bringing together different stakeholders in a national level or in relevant sectors at the social dialogue table.

| Not effective | Sometimes effective | Generally effective | Very effective | Don't know/ No opinion |
|---------------|---------------------|---------------------|----------------|------------------------|
| | | | | |

4. Results and Achievements of the ETE project

- 4.1. Quality and contents of international trade agreements.

| No progress or decline | A little progress | Considerable progress | Achieved fundamental change ^a | Don't know/ No opinion |
|------------------------|-------------------|-----------------------|--|------------------------|
| | | | | |

- 4.2. Quality and contents of national trade policies.

| No progress or decline | A little progress | Considerable progress | Achieved fundamental change ^a | Don't know/ No opinion |
|------------------------|-------------------|-----------------------|--|------------------------|
| 1 | 2 | 3 | 4 | |

- 4.3. Quality and contents of national employment policies.

| No progress or decline | A little progress | Considerable progress | Achieved fundamental change ^a | Don't know/ No opinion |
|------------------------|-------------------|-----------------------|--|------------------------|
| 1 | 2 | 3 | 4 | |

- 4.4. Quantitative changes in employment in trade related sectors.

| Less jobs | Equal # of jobs | More jobs | More structural and long-term jobs | Don't know/ No opinion |
|-----------|-----------------|-----------|------------------------------------|------------------------|
| 1 | 2 | 3 | 4 | |

Annex 5

4.5. Qualitative changes in employment in trade related sectors.

| No progress or decline | A little progress | Considerable progress | Achieved fundamental change ^a | Don't know/ No opinion |
|---------------------------|----------------------|--------------------------|---|---------------------------|
| | | | | |

Thank you for your cooperation

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Annex 6: Terms of Reference

ToR: Assessing and Addressing the Effects of Trade on Employment Final Independent Evaluation

Key facts

| | |
|-----------------------------|---|
| Title: | Assessing and Addressing the Effects of Trade on Employment (ETE) |
| TC Code | INT/07/14/EEC |
| Project administrative unit | ED/EMP/MSU |
| Technical backstopping unit | ILO Trade and Employment Programme |
| Type of evaluation | Final independent evaluation |
| Evaluation manager | Stephan Ulrich |

1. Background Information

1.1 History and Current Status

The “Assessing and Addressing the Effects of Trade on Employment (ETE)” project has its origins in the 2004 *Report of the Director-General on the World Commission on the Social Dimension of Globalization*. In this report, national policies to address globalization and global policy coherence for growth, investment and employment were highlighted as two of six broad policy themes to be reflected upon towards the achievement of Decent Work as a global goal, and not just an International Labour Organization (ILO) goal. The 2008 *ILO Declaration on Social Justice for a Fair Globalization* further established the goal of pursuing Decent Work in the context of global markets as a national and international policy priority. The ETE project was conceptualized and elaborated at the same time as the discussions for and preparation of the *Declaration*.

The ILO has implemented the ETE project since February 2009. The project is funded by the European Commission (EC) with a total budget of EUR 3,397,590 (equivalent to USD 4,494,171 at the time of the Project's approval). The end date of the ETE project is 31 July, 2013. The ETE project has conducted activities at the global level and in four pilot countries: Bangladesh, Benin, Guatemala, and Indonesia. The project is in its final phase of implementation.

1.2 Rationale, Internal Logic and Approach

There is a wide consensus on the need for a strong social dimension to globalization in achieving improved and fair outcomes for all. The *Declaration* states that as trade and financial market policy both affect employment, it is the ILO's role to evaluate those employment effects to achieve the organization's aim of placing employment at the heart of economic policies.

The overall goal of the ETE project is to support the analysis of effective and coherent trade and labour-market policies that address the adjustment challenges faced by workers and employers and expand opportunities for the creation of decent employment in developing countries. The specific objectives of the ETE project are to:

Specific objective 1: **Develop global knowledge tools that can support the formulation of coherent trade and labour market policies** at the national level, based on sound data and diagnosis, with the involvement of the social partners.

Specific objective 2: **Enable the design of effective and coherent trade and labour market policies** that maximize employment-related opportunities created by trade and minimize the adjustment costs of trade-induced economic restructuring.

The ETE approach is to develop methodologies at the global level and implement them in four pilot countries, to strengthen the capacity of policy makers, researchers and the social partners to assess, address and monitor the effects of trade on employment. Conceptual and methodological development at the global level is meant to be combined and informed by empirical work in the four pilot countries. This approach generates knowledge for advising developing-country governments and the social partners on how best to enhance the productive employment content of their own trade regimes. By doing so, the project aims to strengthen ILO's longstanding involvement in the elaboration of national employment strategies and to place productive employment at the heart of national development frameworks. The ETE project also builds analytical capacity in the pilot countries so that the links between analysis and policy can be established autonomously. The ETE project's Policy Working Groups - comprising representatives from the government, employers, and trade unions in each pilot country - will be the forum for social dialogue and translation of the knowledge generated from the project into country-level policy.

1.3 Fit with ILO Strategic Framework and Links with Partners

The strategy and logical framework of the ETE project are aligned with the ILO Strategic Policy Framework (SPF) 2010-2015. ETE project outcomes are intended to support the achievement of the ILO's Strategic Objective on Employment: "Create greater opportunities for women and men to secure decent employment and income". More specifically, the ETE project is meant to facilitate Outcome 1 ("More women and men have access to productive and decent employment through inclusive job-rich growth") and Outcome 2 ("Skills development increases the employability of workers, the competitiveness of enterprises, and the inclusiveness of growth"). The ETE project is also aligned with the ILO's Strategic Objective on Social Dialogue: "Strengthen tripartism and social dialogue". More specifically, the ETE project aims to be conducive to Outcome 11 ("Tripartism and strengthened labour market governance contribute to effective social dialogue and sound industrial relations").

The ETE project's work has linked smoothly with two important inter-agency initiatives: the United Nations Chief Executives Board (CEB) Inter-agency Cluster on Trade and Productive Capacity⁶ and the OECD-led International Collaborative Initiative on Trade and Employment (ICITE)⁷. The project has collaborated actively on specific activities with UNCTAD, FAO, UNESCO, the Asian Development Bank, and the OECD. For its capacity building component, the ETE project has collaborated with the International Training Centre (ITC-ILO) on training activities and the delivery of a training package.

1.4 Management Set-up

The ETE project is housed within the ILO's Trade and Employment Programme. This programme assists governments and social partners in maximizing the benefits of trade and FDI policies in terms of quantity and quality of jobs through targeted research, trade related technical assistance and policy advice at the national, regional and global levels. The Programme was part of the department known as the Employment Sector of the ILO at the organization's headquarters in Geneva. As the ILO is undergoing reforms and its new structure is yet to be confirmed, the programme's continuation and location are still unknown.

⁶ The UN-CEB cluster is led by UNCTAD and includes UNIDO, UNDP, ITC, FAO, WTO, UNEP, ILO, UNCITRAL, UNOPS and the five UN Regional Commissions. It is dedicated to the coordination of trade and development operations at the national and regional levels within the UN system.

⁷ The ICITE is a joint undertaking of 10 international organisations, including the ILO. It is coordinated by the OECD to seek a better understanding of how trade interacts with employment, promote dialogue on these issues and develop policy-relevant conclusions.

There are nine ETE project staff members, comprising the project manager in Geneva and a national project coordinator and an administrative assistant in each pilot country. Financial administration and technical inputs are delivered mainly from headquarters while the project's field officers are primarily responsible for liaising between the project and constituents in each pilot country, organising training workshops and seminars, commissioning studies, and managing the related logistics as well as follow-up work. The project team has worked closely with line supervisors at ILO headquarters and in the field offices.

1.5 Intervention Timeline and Major Milestones

| | |
|------------|---|
| Global | <p>February 2009 - ETE project begins with inception activities: pilot-country selection, staff recruitment, and commissioning of research to international experts</p> <p>December 2009 - Expert meeting on Assessing and Addressing the Effects of Trade on Employment</p> <p>May 2010 - 1st. edition of ITC training course on "International Trade and Labour Markets"</p> <p>April 2011 - ETE- research presented at the ICITE Asian Regional Conference</p> <p>June 2011 - ETE-sponsored research presented at the ICITE Latin American Regional Conference</p> <p>July 2011 - 2nd. edition of ITC training course on "International Trade and Labour Markets"</p> <p>September 2011 – ETE research presented at the ICITE African Regional Conference</p> <p>October 2011 - Book Launch "Trade and Employment: From Myths to Facts"</p> <p>January 2012 - ILO-UNCTAD Policy Debate on "Trade and Employment: From Myths to Facts"</p> <p>May 2012 - ITC technical training course on "Assessing the Effects of Trade on Employment: SAM-based Multiplier Analysis"</p> <p>August/September 2012 - Presentation of ETE Research "Trade and Employment in Indonesia: CGE Analysis" at the GTAP and ETSG Annual Conferences</p> <p>October 2012 - Circulation of Overview of book on "Shared Harvests: Agriculture, Trade and Employment" at WTO Public Forum, Geneva, Switzerland</p> <p>January 2013 - ITC training course on "Trade, FDI, and Labour Markets"</p> <p>May 2013 - Publication of "Shared Harvests: Agriculture, Trade and Employment".</p> |
| Indonesia | <p>November 2009 - Project Start in Indonesia</p> <p>November 2009 - Presentation of project at UNCTAD course</p> <p>May 2010 - Training for Trade Unions</p> <p>July 2010 - Knowledge Sharing Workshop on "Assessing and Addressing the Effects of Trade on Employment"</p> <p>November 2010 - World Integrated Trade Solution (WITS) Training</p> <p>January 2011 - 1st. Policy Working Group Meeting</p> <p>February 2011 - 2nd. Policy Working Group Meeting</p> <p>February 2011 - Training for Specialists in Indonesia: Assessing the Effects of Trade on Employment</p> <p>June 2011 - 3rd. Policy Working Group Meeting</p> <p>February 2012 - 4th. Policy Working Group Meeting</p> <p>July 2012 - 5th. Policy Working Group Meeting</p> <p>December 2012 - Joint ILO-ADB-OECD policy event on "Trade and Employment in a Globalized World"</p> |
| Bangladesh | <p>January 2010 - Project Start in Bangladesh</p> <p>May 2010 - Training on "Basic Concepts in International Trade and Employment"</p> <p>August 2010 - Tripartite Knowledge Sharing Workshop on "Assessing and Addressing the Effects of Trade on Employment"</p> <p>February 2011 - Training for Specialists in Bangladesh: Assessing the Effects of Trade on Employment</p> |

| | |
|-----------|---|
| | September 2011- Tripartite Workshop on Skills for Trade and Economic Diversification (STED) October 2011 - 1st. Policy Working Group Meeting December 2011- 2nd Tripartite workshop on STED June 2012 - 2nd. Policy Working Group Meeting October 2012 - 3rd. Policy Working Group Meeting March 2013 - 4th. Policy Working Group Meeting |
| Benin | April 2010 - Project Start in Benin January 2011 - Official Project Launch and Tripartite Knowledge Sharing Workshop on "Assessing and Addressing the Effects of Trade on Employment" June 2011 - Training for Specialists in Benin: Assessing the Effects of Trade on Employment March 2012 - 1st. Policy Working Group Meeting May 2012 - 2nd. Policy Working Group Meeting November 2012 - 3rd. Policy Working Group Meeting December 2012 - 4th. Policy Working Group Meeting April 2013- 5th. Policy Working Group Meeting |
| Guatemala | November 2010 - Project Start in Guatemala April 2011 - Official Project Launch and Tripartite Knowledge Sharing Workshop on "Assessing and Addressing the Effects of Trade on Employment" August 2011 - Training for Specialists in Guatemala: Assessing the Effects of Trade on Employment November 2011 - Training for Trade Unions May 2012 - 1st. Policy Working Group Meeting July 2012 - UNESCO-EU-ILO Meeting on Skills, Training and Youth Employment (Extraordinary Policy Working Group Meeting) September 2012 - 2nd. Policy Working Group Meeting November 2012 - 3rd. Policy Working Group Meeting January 2013 - 4th. Policy Working Group Meeting May 2013 - 5th. Policy Working Group Meeting |

1.6 Context of Intervention

The pilot countries of the ETE project (Bangladesh, Benin, Guatemala, and Indonesia) were selected based on discussions between the ILO, the EC, international representatives of the social partners, and governments. The four countries are all developing countries, but have their own geographical, historical, political, economic and social characteristics. A key commonality among the four countries is a high reliance on international trade. Each of the four countries is a WTO member and signatory to multiple bilateral and regional trade agreements. The project was able to commence operations in Indonesia and Bangladesh more easily as the ILO has Country Offices in these two countries. However, with the cooperation of local UN agencies and sub-regional ILO offices, the project managed soon after to begin activities in Benin and Guatemala. The latter was the last to start ETE activities as there were complications with the tense tripartite relations in the country. All four countries have had changes in key line ministries since the beginning of project activities, sometimes resulting in different focal points for the project. This has caused some interruption of activities, but in all cases the intervention has continued. The political and social situation in Bangladesh has been the most problematic, causing severe delays in implementation.

1.7 Context of Evaluation

The tensions in Bangladesh due to political problems and the recent calamities may affect the evaluation process. There will be no national elections in the four pilot countries until the end of the project, so no changes in government are expected for the duration of the evaluation. Benin will conduct municipal elections in June 2013, but this is unlikely to have major consequences.

1.8 Previous Evaluations and Reviews

As part of the overall quality assurance cycle of the EC's aid projects, the ETE project underwent a Results-Oriented Monitoring (ROM) review in August 2010 that was managed by the EC itself. From October to December 2011, the ETE project was subjected to an independent mid-term evaluation. The Terms of Reference and the report for the mid-term evaluation will be made available to the evaluator.

2. Purpose and Objectives of Evaluation

2.1 Reasons for Evaluation and Justification of Timing

As agreed with the donor (EC) in the project contract and in conformity with ILO evaluation policy, the ETE project will need to go through an independent final evaluation before the project ends in July 2013.

2.2 Objectives and Expected Outcomes of Evaluation

The objectives of the final independent evaluation are to:

- Assess results and impact against the project objectives in the logframe
- Assess the ETE intervention, focussing on what has worked, what has not worked, and why this was the case;
- Examine if the best approach was taken, and if it was optimally executed;
- Assess current impacts and the sustainability of the project's activities and where possible, identify evidence of pathways and indicators of long-term impact;

The final independent evaluation is expected to result in the following outcomes:

- Recommendations to support ILO's expansion of its employment policy activities based on the assessment of the key success factors, best practices and constraints faced by the project;
- A clear articulation of the 'lessons learned' and identification of good practices to inform future project development and to contribute to knowledge development of the ILO and project stakeholders.

2.3 Clients of the Evaluation

The evaluation will be for the following clients:

- a) The donor (EC) - close collaboration (such as sharing the Terms of Reference, asking for comments on the draft report and meetings in Geneva) with the donor during the evaluation will ensure that donor requirements are met and no additional, external evaluation by the donor will be necessary;
- b) The ETE project management team, ILO Country Office Directors and other field and headquarter staff;
- c) Tripartite members of the Policy Working Groups and partner organizations in the four pilot countries.

2.4 Use of the Evaluation

The evaluation will be used in the following ways:

- a) Findings and recommendations will inform future project strategy and operations design;
- b) The evaluation report will be disseminated in the ILO for organisational learning through the EVAL's i-Track evaluation database. A summary of the evaluation will be made available through EVAL's website.

3. Evaluation Scope

The evaluation will cover the period from February 2009 to the present, to create an accurate and comprehensive picture of the ETE project's development and impact.

The evaluation will assess the following components:

- ETE global activities
- ETE activities in Bangladesh, Benin, Guatemala, and Indonesia

The evaluation will also study the linkages between the country-level interventions and the global component. The evaluation will generate a set of findings in relation to ETE global activities and an individual set of findings for each pilot country based on the six standard evaluation criteria: (i) relevance and strategic fit, (ii) validity of intervention design, (iii) efficiency of resource use, (iv) effectiveness of management arrangements, and (v) impact orientation and sustainability of the intervention.

4. Evaluation Criteria

The evaluation will examine the project along the six standard evaluation criteria, taking into account gender equality concerns⁸, tripartism, labour standards and social dialogue. A more detailed analytical framework of questions and sub-questions will be developed by the evaluator:

1. *Relevance and strategic fit of the intervention*

- Are the objectives of the intervention consistent with ILO's constituents and beneficiaries' requirements, country needs, global priorities and partners' and the donor's policies?
- Have the ILO's constituents and stakeholders taken ownership of the project concept and approach since the design phase?
- Is the project linked to national development strategies and or international development frameworks such as UNDAF, DWCP, ILO's Programme and Budget etc.?

2. *Validity of intervention design*

- Were the project strategy, objectives and assumptions appropriate for achieving planned results?
- Does the project contribute to country programme outcomes and Decent Work Country Programmes (DWCP) and complement other ILO and EC projects in the country?

3. *Intervention progress and effectiveness:*

- Has the ETE project achieved its stated objectives?
- To what extent has the ETE project's strategy been effective in the use of research, knowledge generation and exchange, and capacity building?
- Are the results of the project, technical quality and usefulness of ILO outputs and contributions recognized by ILO's constituents, core partners and direct beneficiaries?
 - Are the conceptual and methodological tools developed and the country-level activities perceived as useful in achieving the ETE project's specific objectives by (i) ILO constituents (Government and social partners); (ii) ILO operational staff and managers in the field; and (iii) ILO operational staff and managers at ILO Headquarters?

⁸ Where appropriate, the evaluation will consider gender equality concerns according to the six standard evaluation criteria. In particular, the evaluation will assess how the mainstreaming of gender equality has been integrated into the implementation of the intervention, the effectiveness and efficiency of the project in mainstreaming gender equality, and the outcomes delivered by the project in terms of equality of women and men.

- How suitable is the training and other material developed under the project for the target groups?
 - Is the “Policy Working Group” approach to social dialogue and trade and labour-market policy discussions appropriate to achieving the desired outcomes and to the ILO’s core principles such as tripartism and social dialogue?
- To what extent has the ETE project’s strategy been effective in promoting and advancing national policy coherence?
- To what extent has the ETE project’s strategy been effective in collaborating with UN and/or national partners?

4. Efficiency of resource use:

- Does the project make efficient use of its financial and human resources?
- Is the implementation strategy cost-effective?

5. Effectiveness of management arrangements:

- Is the project manager well organized? Does he respect time frames and work plans?
- Is the management structure (administratively decentralized country projects, global component providing technical advice) effective?
 - Do the country project staff have sufficient authority to execute and manage the project (e.g. technically, financial and administrative management)?
 - Does the global component provide the required technical support and administrative services to the country activities?
 - How effective is the coordination between the project management (global and country level) and ILO regional/country offices?
- Has the project staff sought and received adequate support/cooperation from the relevant ILO units and offices?
- To what extent has the project been effective in collaborating with the EC and EU delegations? What is its added value for the ILO-EC cooperation in the areas of trade and employment at the global and country-level?

6. Impact orientation and sustainability of the intervention:

- Has the project made a significant contribution to broader and longer term development?
- Are ILO’s constituents and national partners willing and able to continue the project?
- Is the project working with partners that have shown interest in integrating ETE activities in their portfolio?
- Do conditions exist to ensure that the project’s results will have lasting effects?

5. Methodology

This evaluation will be carried out by a single evaluator. Verification of the ETE project’s work will be carried out using a combination of assessment of written material; interviews through meetings, phone, or videoconferencing; and internet surveys. The interviews will be with ILO project staff at headquarters and in the field; non-project staff at headquarters and in the field; ILO’s constituents, representatives of the donor, and national stakeholders. For the interviews, a list of persons, titles, and their contact details will be provided later.

The evaluation will be based mainly on qualitative techniques and on primary and secondary data. The main limitation of this approach is the higher influence of subjectivity. However, using any available quantitative indicators of the impact of a project that is mainly on capacity building for policy making may provide a very limited picture.

An inception report by the evaluator will specify the methodology and the evaluation instruments to be used. The inception report will include:

1. Identification of the information needs and possible sources of information;
2. Description of the suggested methods and plan for information gathering and organising (surveys, interviews, case studies, questionnaires, etc.). As much as possible, data collection and presentation should be sex-disaggregated and the different needs of women and men should be considered in evaluation process.
3. Identification of performance criteria by which the project's outcome will be measured.
4. A final work plan including a plan for analysis of data/information;
5. Identification of the conditions and capacities needed to support data gathering, analysis and communication;
6. Plan for critical reflection processes and for quality communication and reporting of evaluation outcomes;
7. Description of the involvement of the key stakeholders in the implementation of the evaluation, and in the finalisation of the report.

The evaluator will familiarise him/herself with the available written project documentation and material produced under the project. .

- Project document
- Progress reports and other material documenting project implementation
- Independent Mid-Term Evaluation Report
- ROM review
- Conceptual and methodological work produced under the project
- Training materials produced under the project.
- Evaluations of workshops and other activities
- Research studies
- Policy Briefs
- Minutes of Policy Working Group Meetings

Interviews will be a key instrument in the evaluation process. A questionnaire will be developed and sent in advance to ILO headquarters and field offices in the four pilot countries. The proposed questionnaire shall be included in the inception report. Face-to-face and long-distance interviews with staff at ILO headquarters, project field staff, and national stakeholders will be conducted in accordance with the evaluator's requests and consistent with these terms of reference. Interviews with and in the field will need to be scheduled in advance, and ILO project staff will facilitate communication and meetings between the evaluator and representatives of tripartite partners involved in the project or otherwise benefiting from and/or using project results in the four pilot countries. At the end of field visits to each country, the Evaluator or Evaluation Team Member will present preliminary findings to the ILO project staff in the country, the ILO Country/Regional Director or other staff designated by the Director and ILO's constituents. Upon completion of the evaluation report, the Evaluator will take part in a teleconference to provide a debriefing to the EC and the ILO on the evaluation findings, conclusions, and recommendations as well as the evaluation process.

6. Main deliverables

The following deliverables are expected by the evaluator (all outputs in English):

1. **Inception Report** outlining the evaluation methodology to be used by the evaluator and a final work plan submitted to Stephan Ulrich, the evaluation manager at the ILO (refer to Annex 1 Checklist: Writing the Inception Report);
2. **Debriefing** in each pilot country (at the discretion of the ILO Regional/Country Director) and to the EC and the ILO.
3. **Draft evaluation report** with specific recommendations for each country submitted to Stephan Ulrich, the evaluation manager at the ILO (refer to Annex 2 Checklist: Preparing the evaluation report);

4. **Final evaluation report** submitted to Stephan Ulrich, the evaluation manager at the ILO within one week after receiving final comments on the draft report. The report will follow EVAL format template, including a title page (refer to Annex 3 Filling in the evaluation title page) and be no more than 50 pages in length + annexes. The quality of the report will be determined based on conforming to the EVAL quality standards (Annex 4 Checklist Rating the quality of evaluation reports).
5. **An evaluation summary** submitted to Stephan Ulrich, the evaluation manager based on the evaluation report executive summary (refer to Annex 5 Writing the evaluation report summary).

Gender equality issues shall be explicitly addressed throughout the evaluation activities of the consultant and all outputs including final reports or events need to be gender mainstreamed.

7. Management Arrangements, Work Plan and Time Frame

7.1 Management Arrangements

The final independent evaluation will be conducted by an Independent Evaluator. The Independent Evaluator (Team Leader) is responsible for conducting the evaluation according to the terms of reference (TOR). S/he shall:

- Review the TOR and provide input, as necessary;
- Review project background materials (e.g., project document, progress reports);
- Review the evaluation questions and refine the questions in collaboration with the evaluation manager as necessary and develop interview protocols;
- Develop and implement an evaluation methodology (i.e., conduct interviews, review documents) to answer the evaluation questions;
- Design and conduct a survey/questionnaire;
- Conduct interviews;
- Undertake a desk review of global activities and in the four pilot countries;
- Conduct an evaluation planning teleconference prior to the evaluation missions;
- Undertake or organize evaluation missions to the four pilot countries;
- Prepare an initial draft of the evaluation report and submit it to the evaluation manager at the ILO. Prepare a final report, reflecting any comments or additional inputs received;
- The team leader is to submit the final evaluation report after the evaluation missions according to the timeline provided below. The other members of the evaluation team should be involved in the drafting of and commenting on the final report.

On the ILO's side, the evaluation will be supervised by the Evaluation Manager (Stephan Ulrich). The Evaluation Manager will:

- Review and approve the final TOR for the evaluation and liaise with the ILO Management Support Unit and EVAL as necessary;
- Review the evaluation questions and work with the donor and the Team Leader to refine the questions, as necessary;
- Assist in the implementation of the evaluation methodology, as appropriate and as approved by the Team Leader (e.g., participate in interviews) and in such a way as to minimize bias in evaluation findings;
- Review and provide comments on the evaluation report.
- Ensure that the evaluation is conducted in accordance with these terms of reference, for the preparation of the draft report of the evaluation, discussing it with the other members of the evaluation team, the beneficiaries and the stakeholders.
- Liaise with ETE project staff wherever their engagement is needed to fulfil the requirements above.

The field offices in the countries to be visited and ETE project staff will help in organizing hotel bookings, arranging meetings and transportation.

7.2 Work Plan

The following is a tentative schedule of tasks and anticipated duration of each output. Contract start date is set for 17 July 2013 and contract end date for 20 September 2013.

| Tasks | Work Days | Proposed dates | Who |
|------------------------------------|-----------|----------------|-----------|
| Geneva briefing | 1 | 17 July | Evaluator |
| Pre-evaluation preparation | 4 | 3-4 week July | Evaluator |
| Evaluation of the Global Component | 2 | 3-4 week July | Evaluator |
| Preparations for missions | 2 | July/August | Evaluator |
| Field visit in Indonesia* | 3 | August | Evaluator |
| Field visit in Bangladesh* | 3 | August | Evaluator |
| Field visit in Benin* | 3 | August | Evaluator |
| Draft Report | 10 | August 31 | Evaluator |
| Finalization including Debriefing | 6 | September 20 | Evaluator |
| Total | 34 | | |

* The sequence of field visits is to be determined.

7.3 Work-days, fees and payment schedule

The consultancy will require 34 w/days. The ILO will reimburse DSA and fees as specified in the table below (deleted from this version). ILO will provide economy class round-trip air tickets for 1. Amsterdam-Gva-Amsterdam; 2. Amsterdam-Cotonou-Amsterdam; 3. Amsterdam-Dhaka-Jakarta-Amsterdam.

7.4 Desired competencies of the evaluator

The evaluator should have

- A minimum of five years of experience conducting evaluations
- Familiarity with international trade and employment issues
- Graduate degree in International Economics (Ph.D preferred)
- Familiarity with the ILO mandate and its tripartite and international standards foundations
- Candidates should also demonstrate solid team work skills, and have excellent written and oral communication skills in English. Oral communication skills in French and Spanish will be a plus.
- Country experience in one or more of the pilot countries under review will be an advantage.
- Geographical proximity of the evaluator (or a team member of the evaluator) to the pilot countries under review may be an advantage.
- Gender balance and knowledge of gender equality issues will be considered in the selection of the evaluator/evaluation team.

8. Legal and ethical matters

This evaluation will comply with UN norms and standards for evaluation and ensure that ethical safeguards concerning the independence of the evaluation will be followed. Please refer to the UNEG ethical guidelines: <http://www.unevaluation.org/ethicalguidelines>.

Annex 6

To ensure compliance with ILO/UN rules safeguarding the independence of the evaluation, the contractor will not be eligible for technical work on the project for the next 12 months and cannot be the evaluator of the further project evaluation.

9. Annexes

- Annex 1: Writing the inception report
- Annex 2: Preparing the evaluation report
- Annex 3: Filling in the evaluation title page
- Annex 4: Rating the quality of evaluation reports
- Annex 5: Writing the evaluation report summary
- Annex 6: List of people to be interviewed
- Annex 7: Detailed list of documents for the desk review