



ILO EVALUATION

- Evaluation Title: **Independent Final Evaluation: ILO/Korea Partnership Programme Towards the Realization of the Asian Decent Work Decade (June 2009 – May 2014)**
- ILO TC/SYMBOL: **RAS/13/60/ROK; RAS/12/58/ROK; RAS/11/55/ROK; RAS/10/55/ROK; RAS/09/50/ROK**
- Type of Evaluation : **Final**
- Country(ies) : **Regional**
- Date of the evaluation: **October 2013-February 2014**
- Name of consultant(s): **Christoph David Weinmann**
- ILO Administrative Office: **Regional Office-Bangkok**
- ILO Technical Backstopping Office: **DWT-Bangkok, ROAP**
- Date project ends: **May 2014**
- Donor: country and budget US\$ **Government of Korea (US\$ 5,151,000)**
- Evaluation Manager: **Pamornrat Pringsulaka**
- Evaluation Budget: **US\$ 23,501**
- Key Words: **labour migration, partnership building, social protection, skills**

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.



FINAL REPORT

Independent Final Evaluation

ILO/Korea Partnership Programme Towards the Realization of the Asian Decent Work Decade

(June 2009 - May 2014)

July 2014

Christoph David Weinmann

TABLE OF CONTENTS

LIST OF TABLES, FIGURES AND CHARTS.....	5
1 ACKNOWLEDGEMENTS	6
2. Executive Summary	7
3 PROGRAMME BACKGROUND	11
4 EVALUATION BACKGROUND.....	12
5 METHODOLOGY.....	13
6 EVALUATION FINDINGS	14
6.1 Relevance and strategic fit	14
6.2 Validity of design	14
6.3 Programme achievements and effectiveness.....	17
6.4 Efficiency of resource use	21
6.5 Effectiveness of management arrangements	23
6.6 Impact orientation and sustainability of the project.....	28
6.7 Partnership	29
7 CONCLUSIONS.....	32
8 RECOMMENDATIONS.....	34
9 LESSONS LEARNT	36
ANNEX	37
A.1 Expected Outcomes and Milestones in the 6 Primary Focused Target Countries - Status December 2013	37
A.2 Korean ODA-priority countries and countries involved in ILO/ Korea Partnership programme.....	52
A.3 Example: Employee Injury Insurance in Cambodia.....	54
A.4 Example: Employee Injury Insurance in Sri Lanka.....	56
A.5 Example: Skill Standards in Laos.....	56
A.6 List of persons met.....	57
A.7 Itinerary	60
A8. LESSONS LEARNT	63
A.9 Terms of reference.....	68

LIST OF ACRONYMS AND ABBREVIATIONS

ADWD	Asian Decent Work Decade
AECO	ASEAN Economic Community
ASEAN	Association of Southeast Asian Nations
CO	Country Office
DFID	Department for International Development (United Kingdom)
EDCF	Economic Development Cooperation Fund (Korea)
EII	employee injury insurance
EPS	Employment Permit System (Korea)
HRD Korea	Human Resources Development Service of Korea
ILO	International Labour Organization
KCOMWEL	Korea Workers Compensation & Welfare Service
KOICA	Korea International Cooperation Agency
KOSHA	Korea Occupational Safety and Health Agency
LDC	least developed country
MLLR	Ministry of Labour and Labour Relations (Sri Lanka)
MLSW	Ministry of Labour and Social Welfare (Lao PDR)
MoEL	Ministry of Employment and Labor (Korea)
MYASD TVEC	Ministry of Youth Affairs & Skills Development, Technical and Vocational Education Commission (Sri Lanka)
M&E	monitoring and evaluation
NGO	non-government organization
NSSF	National Social Security Fund (Cambodia)
NTUF	National Trade Union Federation (Sri Lanka)
ODA	official development assistance
OECD	Organization for Economic Cooperation and Development

OSH	occupational safety and health
ROAP	Regional Office for Asia and the Pacific
TVET	technical and vocational education and training
UN	United Nations

LIST OF TABLES, FIGURES AND CHARTS

Item	Title	page
G.1	Horizontal logic in project planning	18
T.1	Korean ODA-priority countries and countries involved in ILO/ Korea Partnership programme	50
T.2	Employee Injury Insurance (Cambodia)	51
G.2	Employee Injury Insurance (Cambodia)	51

1 ACKNOWLEDGEMENTS

The results of evaluations, understood as joint learning exercises in a process of continuous improvement, essentially depend on the attitude and participation of key stakeholders.

The fact that it was possible to collect a fair amount of relevant information on the ILO/Korea Partnership Programme during the short time period allocated to this exercise, as a basis for formulating specific recommendations, therefore, is mainly a result of

- the positive attitude to sharing information and discussing the status of implementation by all stakeholders that were available for meetings during the evaluation period, notably the Korean experts seconded to the ILO ROAP and the different ILO specialists involved with the implementation of the Partnership Programme
- the preparation of a summary of milestones achieved by the ILO/ Korea Partnership Programme team at the ILO ROAP
- the broad availability of programme documentation for perusal

The independent consultant deployed to lead this evaluation exercise reiterates his highest appreciation to all concerned for the valuable support provided to this mission.

All errors and omissions remain at the entire responsibility of the consultant.

2. Executive Summary

The ILO/Korea Partnership Programme strives to contribute to the realization of Decent Work in Asia through creating enabling environment to foster sustainable and productive growth (Development Objective). Immediate Objectives are:

- By the end of the Programme, participating countries will have improved their information, knowledge and policy frameworks on sustainable productivity and growth, incorporating improved protection towards vulnerable workers (Research and Policy Framework).
- By the end of the Programme, selected countries will have enhanced their capacity to formulate and implement coherent policies and frameworks to improve protection of vulnerable workers, and support sustainable productivity and growth (Capacity Building).

The Programme, moreover, works with three components: 1) competitiveness, productivity and jobs; 2) labour market governance and social protection, and 3) labour migration management.

The Strategy emphasizes capacity building as a main vehicle for achieving the objectives. The Programme is mainly based at the ILO ROAP, where Korean experts and ILO specialists jointly design and organize the implementation sub-projects that contribute to the objectives in many countries of the region.

The ILO/Korea Partnership Programme is organized in 5-year frameworks and is relatively young. The current 5-year framework ends in 2014. The independent evaluation was to inform the Executive Committee of the Partnership Programme on any potential for improving the current programme based on findings in the field.

Methodology of evaluation

An independent consultant was asked to evaluate the Programme on the basis of existing documentation, field visits (Cambodia, Lao PDR, Sri Lanka), and discussions with ROAP and key Korean stakeholders. The evaluation does not claim full coverage and is based on selective (non-random) probing, determined by availabilities of counterparts and travel constraints.

Main Findings and Conclusions

The ILO/Korea Partnership Programme

- is fully relevant to the different processes supported in the target countries as well as to ILO and Korean higher-level strategies -- relevance of project design is ensured both by ILO specialists, ILO Country Offices and the Partnership Programme coordination at the ROAP
- has been effective in delivering its planned outputs, though not across the board and with room for improvements
- could increase its efficiency by adjusting a number of features of its operations
- could enhance effectiveness, sustainability, and impact by becoming more selective and focused in its approach and deepening the assistance provided to specific processes

The ILO/Korea Partnership Programme is unique and bears significant potential for up-scaling if additional resources can be mobilized. Alternatively, it needs to be more selective in order to avoid "scattering" the resources generously made available by the Korean side.

The specific shortfalls of the ILO/Korea Partnership Programme may be characterized as teething problems of a young and dynamic partnership of both mutual and regional benefit.

Both the ILO and the MoEL should feel encouraged to continue this partnership and increase its effectiveness, its efficiency, the sustainability of its results, and its impact in a spirit of continuous improvement.

Recommendations

Major recommendations emerging from this evaluation:

- 1) ILO and MoEL need to recognize that the ILO/Korea Partnership Programme currently is perceived in the context of a story line where an LDC has become an OECD member, and need to mitigate against potential misapprehensions resulting from this perspective by actively seeking to place knowledge sharing by the Korean side in proper development context and by supplementing knowledge sharing with country-specific, tailor-made technical assistance.
- 2) ILO and MoEL should ensure that sufficient funds are available to achieve sustainable impact in a given development context. This can be done by increasing the funding available, or by limiting the number of projects funded under the programme (so as to increase the funding available to specific projects), or both.
 - Opening up to stronger cooperation with KOICA (cf. 3.13) may lead to mobilization of additional funds (while retaining a high degree of visibility of Korea).
 - Reducing the number of partner countries (e.g. to developing member countries of ASEAN) or the fields of intervention (e.g. "only OSH and skills") is another option.
- 3) ILO and MoEL should establish the total budget (expressed in monetary equivalents or in other suitable units, e.g. expert-months, or a mix of both) of the ILO/ Korea Partnership Programme so as to better acknowledge the full amount of the Korean contribution and so as to establish a sound basis for any programme or project cost benefit calculations.¹
- 4) ILO and MoEL should make all efforts to ensure that the programme's implementation is not being held up by Korean budget processes.
A three-year budget cycle would be appropriate to most projects respectively project phases for long-term development processes.
- 5) If ILO and MoEL need to ensure that indicators are not only formulated, but that they are sufficiently specified (including quantity, time, and location) to allow for measurement.
 - A smaller set of specified (and hopefully reliable) indicators at outcome and impact levels should inform the Executive Committee.
 - Monitoring of output indicators and activities is part of programme management. It provides information that facilitates management decisions and allows managers to anticipate whether planned outcomes and impact are likely be reached during the

¹ Note that normally even the contributions by the beneficiary countries need to be calculated for an accurate assessment.

time frame agreed. This information is not essential for Executive Committee decisions, but may be drawn on selectively as appropriate to provide background information and to test the validity of the intervention logic.²

- 6) If ILO and MoEL wish to continue supporting a relatively large number of relatively small projects in a larger number of countries, reporting formats need to be adapted accordingly. They would adopt more graphic and tabular information and make use of color codes for quick identification of problem areas so as to reduce the cost of monitoring. Deviation reporting is also an option that may facilitate monitoring.
- 7) ILO and MoEL should probe more deeply into the assumptions that come with specific project strategies (intervention logics), in particular whether assumptions at the output and outcome levels lead to any risks for achieving outcome and impact. If so, either the intervention logic needs to be adapted accordingly, or, if these assumptions entail a high level of risk that cannot be mitigated for, the respective project should be canceled and the resources allocated to other projects.
- 8) ILO and MoEL need to ensure that agreed higher level goals of the ILO/Korea Partnership Programme are being met independent of the availability of ILO specialists in order to maximize effectiveness. Where certain activities cannot be implemented as originally anticipated, programme and project managers must redesign the project in such a way that the agreed outcome can still be achieved (subject to a reasonable cost of the alternative design and its implementation).
- 9) ILO and MoEL should ensure that all activities of the ILO/Korea Partnership Programme are coordinated with the ILO Country Offices (or Coordinators) in the respective countries at all times. This is particularly important for the organization of fellowships where the programme may benefit from the Country Office's intimate knowledge of the country's constituents and where small misunderstandings may occasionally lead to unnecessary frictions.
- 10) ILO and MoEL should ensure that all experts deployed, on a short-term or a long-term basis, under the ILO/Korea Partnership Programme are being prepared for and supported during their deployment. The cost of any induction trainings for experts seconded on a long-term basis will be quickly recovered by a high speed of integration into the ongoing programme. In locations where Korean long-term experts face higher cost compared with Korea, they should be compensated for the additional cost so as to not incur financial losses from their deployment.
- 11) ILO and MoEL should actively and regularly interact and form pragmatic alliances with KOICA in the different countries involved in the ILO/Korea Partnership Programme in order to enhance impact and visibility.
- 12) ILO and MoEL should ensure that any potential language issues are systematically anticipated when deploying experts under the ILO/Korea Partnership Programme.

² Note that normally the programme management should have the autonomy to adjust inputs and outputs if it finds such adjustment will enhance the achievement of the agreed outcome.

Lessons learnt

1. Avoid scattering resources even when your ambition is to achieve impact in a larger region. The odds are that impact will be minimal and your efforts may even go unnoticed. Furthermore, the likelihood that your impact will be sustainable is comparably low. This is a lesson learned from trying to assist many Asian countries achieving the goals of the Asian Decent Work Decade where we involved some 20 countries with a donor budget that amounted to ca. USD 5 million.
2. When labor-related departments of ILO member governments make available funds for TC projects to the ILO, they may ignore TC projects that other departments of the same government are already implementing in recipient countries. It may be mutually beneficial for both departments to cooperate in the field, however, and TC projects can benefit from such a joining of forces. ILO should encourage such cooperation to increase its leverage.
3. If we are keen on learning about the efficiency of our projects and programs, the first step is to correctly know about our cost. Efficiency relates to the relationship between inputs (activities) and outputs (results). Benefits sometimes are difficult to measure because not all of them can be expressed in monetary form, and some cannot be quantified. However, costs can always be expressed in monetary form, and we should always be able to fully account for them. Otherwise we lack the denominator of our fraction and cannot assess benefits in proportion.
4. Unless result indicators are properly specified according to quality, quantity, time, and location, it is not possible to measure whether objectives and results leading to the achievement of objectives have been reached. Some projects and programs appear to stop short of this specification. While appropriate indicators have been identified, the last step in making them operational has remained unfinished. This possibly points to insufficient attention or insufficient allocation of resources to indicator specification or monitoring and evaluation more generally.
5. Specifying and monitoring assumptions is an important task, no less important than specifying results and activities. For any project or program, careful thought not only needs to be given to the sequencing of activities and results, but also to the assumptions which go with the respective activities and results. They are inseparable elements of the same equation in a strategy designed to achieve outcomes. The logframe of the project or programme cannot go without assumptions. In our case, experts occasionally assumed that lectures and fellowships would be sufficient to trigger specific developments in the partner countries. Had these assumptions been spelled out from the start, stakeholders in partner countries and specialists could have signaled early on that this may not be sufficient in the cases concerned.

3 PROGRAMME BACKGROUND

The ILO/Korea Partnership Programme strives to contribute to the realization of Decent Work in Asia through creating enabling environment to foster sustainable and productive growth (Development Objective). This contribution is to manifest itself in reaching two Immediate Objectives:

- 1) By the end of the Programme, participating countries will have improved their information, knowledge and policy frameworks on sustainable productivity and growth, incorporating improved protection towards vulnerable workers (Research and Policy Framework).
- 2) By the end of the Programme, selected countries will have enhanced their capacity to formulate and implement coherent policies and frameworks to improve protection of vulnerable workers, and support sustainable productivity and growth (Capacity Building).

The five-year framework, moreover, distinguishes 3 components:

- 1) competitiveness, productivity and jobs,
- 2) labour market governance and social protection, and
- 3) labour migration management.

The Programme Strategy emphasizes capacity building as a main vehicle for achieving the objectives. It consists of the following elements:

- Promotion of a more informed debate involving the tripartite groups on the employment and protection of vulnerable workers.
- Promotion on how best to provide national workers with better employment options and opportunities at home and abroad.
- Contributions to the effectiveness of groups advocating the ILO's principles in the reform of policy and administration. Worker's and employer's organization, civic groups, migrant's associations and other organizations that can effectively push for reform are to be targeted for assistance under the Programme.
- Dedication of considerable Programme resources to promoting multilateral, bilateral and local level consultations, on how to deal with practical problems in policy implementation.

Each year, the Ministry of Employment and Labour (MoEL) and the ILO meet to discuss the Programme's work and consider new interventions. The meeting takes the form of an Executive Committee made up of the Korean Government, their partner institutions and ILO officials and technical specialists from the ILO's Regional Office for Asia and the Pacific. The group exchanges experiences, lessons learned, reviews the status of on-going project activities and then agrees on the forthcoming year's implementing plan. Although the thematic areas of work have remained unchanged, each year guidance is provided by the Government of Korea for the annual implementation including the size of the funding based on the delivery rate of the respective projects.

Based upon the countries' needs identified, their readiness i.e. local capacity and past experience particularly on performance and outputs which could bring about positive change in the above-mentioned areas, Bangladesh, Cambodia, China, Mongolia, Sri Lanka and Viet Nam have been identified as priority countries for this five-year framework, while other countries in Asia will be involved in a certain activities. During the five-year Programme, changing and/or adding target countries is discussed depending on the Programme's progress and local needs. Other countries in Asia are involved in certain activities, such as fellowship programmes and multilateral fora organized by the Programme.

A number of problems have been identified which cannot all be addressed with the same set of strategic interventions in each target country. However, the common interventions represented by the Programme consist of capacity building of the constituents in participating countries for formulating coherent and comprehensive policies on several areas, in particular, employment creation, industrial relations, health and income protection, social inclusion and labour migration management. The Programme aims to enhance capacities of those who take part in implementing the comprehensive policies to effectively administer them.

A major forum is foreseen twice during the five-year Programme duration. One was held in 2011, the second is scheduled for 2014 in Republic of Korea to open opportunities for concerned stakeholders in different countries to share their experience, lessons learned as well as good practices from the Programme implementation in different areas.

The implementation of the (Asia and Pacific part of the) Programme which this evaluation is focused on, is based on the establishment of a Programme team at the ROAP which includes a full-time coordinator from MoEL, as well as long-term experts from Korean partner organizations in selected fields and support staff. These are being supplemented by specific Korean short-term expert deployments and the organization of fellowship training of beneficiary country participants in Korea. The Programme benefits from the inputs of the ROAP's ILO specialists who significantly contribute to the design and implementation of the sub-projects implemented.

Annex A.1 provides an overview of the Programme's implementation (major activities and events).

4 EVALUATION BACKGROUND

The main purpose of the evaluation is to assess progress against the objectives of the five-year framework the Programme is operating under,

the strategic use and leverage of ILO/Korea funds in support of regional priorities and the Decent Work Country Programmes at country level

results/ impact of activities funded under the framework; and the effectiveness of the ILO-Korea partnership. In assessing progress against the five-year framework's objectives, the evaluation is meant to assess the extent to which partnership commitment has been met (by both ILO and Korea and partners) and by indicators set out in the framework.

In assessing the results of the activities funded under the framework, the evaluation was to assess the extent to which the objectives specified in the 5-years framework have been met; take into account the likely results to be achieved by the end of the framework; identify any factors that materially impacted on project implementation and achievement of project objectives;

identify the lessons learned. Policy consistency, policy rationale for the partnership, effectiveness of the partnership, effectiveness of management of the partnership and the operational framework including the financial leverage were to be included.

In practice, the evaluation's scope was limited by the resources available and the countries that could be visited during the time slot available for the exercise. Essentially, the evaluation focused on that share of the activities which were specifically implemented in collaboration with the ROAP and that could be assessed in the field at the time of the evaluation.

The evaluation mission ultimately occurred according to the following sequence (travel time excluded):

26-28 November:	ROAP
29 November:	Cambodia
2-3 December:	Korea
4-6 December:	Sri Lanka
9-10 December:	Lao PDR
11 December:	ROAP

Clients of the evaluation are the stakeholders to the ILO/Korea Partnership Programme, notably MoEL and Korean partner organizations, and ILO ROAP.

5 METHODOLOGY

The methodology³ of the evaluation has largely been determined by the time constraint resulting from a planned Executive Committee meeting in early January 2014 which led to considerable time pressure for the organization of the evaluation. This, for example, excluded any surveys or specific data collection for the evaluation (which need extensive preparation), as well as the extraction and processing of any significant amounts of data that could have been sourced from multiple reports (which would have required many cross-checks to ensure consistency). It also influenced the total number of interviews which effectively could be organized in the field (due to the short notice period prior to schedule interviews).

³ See also the TOR in Annex A.8 which detail the conceived methodological approach.

The main methodological elements of this evaluation therefore consisted of a desk review of programme documents, meetings with available stakeholders (including Korean partner institutions involved), group discussions, field visits to Cambodia, Lao PDR, and Sri Lanka, semi-structured interviews (following the standard project evaluation criteria set), triangulation of observations in the field, as well as informed judgment.

Given a lack of comparable data sets readily available, scoring, ranking or rating techniques have consciously been abstained from because they would have signaled an amount of accuracy that could not be delivered.

Due to the high number of countries involved in the ILO/Korea Partnership Programme and the multiple areas of intervention, the evaluation generally avoids discussing progress in areas where it was not possible to corroborate document reviews in the field. This, by definition, was going to limit the number of findings, but at the same time was going to ensure that findings would not be simply inferred from document review. The direct findings from the field therefore are limited to the countries and sub-projects visited while findings relating to programme management are likely to be valid for the whole of the programme.

Preliminary findings of the evaluation were presented to the ROAP following the field visits. Feedback to the presentation was included in the draft evaluation report which was drawn up in a special format, for ease of reading in preparation of the scheduled Executive Committee meeting.

The final report responds to feedback received on the draft report, and rearranges the contents according to standard ILO report formats.

6 EVALUATION FINDINGS

6.1 Relevance and strategic fit

The 5-year framework of the ILO/Korea Partnership Programme was relevant to the priorities and needs of ROAP and of COs. ROAP specialists and COs have taken care to ensure relevance and the fit with country strategies and DWCPs.

Bearing in mind the volume of the Programme and its scattered nature over many countries (cf.6.3 below), measuring the extent of relevance would amount to an academic exercise and therefore has not been attempted.

6.2 Validity of design

Annex 1 provides an overview of the status of implementation of the 5 year framework. One noteworthy feature is that many changes have been made to activities. This may both reflect unrealistic assumptions with regard to the situation on the ground as much as adaptation to the needs and changed situations. On the basis of the field visits undertaken and the discussions held, it is difficult to assess which of these reasons may have been predominant.

Generally, the intervention logic of the overall Programme is weak. Spelling out that intermediate objectives are to be reached by capacity building is too unspecific to be considered an intervention strategy. It actually describes much more the principles guiding the implementation of the Programme -- which resembles much more a funding concept (comparable, for example, to challenge funds) than a strategy.

The general emphasis on capacity building, arguably, cannot be seen in isolation from Korea's more general concept of knowledge sharing. And these efforts are highly important in a global ODA context.

Korea's rise from a LDC to an OECD country on the basis of its own government-led processes and strategies which in many ways contradicted development approaches advocated by numerous other OECD countries and international financial institutions is, no doubt, something to learn from. Korea's development underlines that even on the dawn of the 21st century different paths to development do exist, that there is no one-size-fits-all approach to economic and social development, and, arguably, no one-size-fits-all approach to promoting jobs and protecting people during such development processes.

Historically, even purely technical innovations (which are easier to copy than socio-economic processes) did not spread uniformly across the world, but usually required adaptation to local conditions.⁴ Therefore, as with other more recent development "models" that have been marked by a recognizable level of success (e.g. Soviet industrialization, diverse "economic miracles" as Germany's or Mauritius', Japan's economic development, small Asian "tigers" or "dragons", China's economic rise and success in poverty alleviation), the Korean "model" will also not be directly transferable to other countries.

This implies that Korean knowledge sharing will need to be complemented by other efforts if it is to achieve more significant impact in diverse countries that are not endowed with the same resources, have different legal traditions, operate different political systems, or are confronted with other development challenges.

It will require a much higher level of mutual learning and experimentation. It will need to increasingly integrate expertise developed in or with experts of other countries. (Partnering with the ILO provides excellent opportunities for this.) At the same time, it is certainly bound to retain its Korean flavor.

Technically speaking, specifications such as promoting "more informed debate involving the tripartite groups on the employment and protection of vulnerable workers" and "how best to provide national workers with better employment options and opportunities at home and abroad" and contributing to "effectiveness of groups advocating the ILO's principles in the reform of policy and administration", or dedicating considerable programme resources to "promoting multilateral, bilateral and local level consultations on how to deal with practical problems in policy implementation" certainly do limit the range of activities that may be considered. However, they do not constitute any intervention logic or strategy for achieving the objectives because the causal links are not described in sufficient detail.

⁴ Cf. the research into economic history by Fernand Braudel. (Some researchers of technological change, as Gustav Ranis, would even argue that all technological activity is by definition indigeous.)

The specification of the target groups, worker's and employer's organization, civic groups, migrant's associations and other organizations that can effectively push for reform, may be seen in the same light.

This lack of intervention logic is exacerbated by the fairly large number of interventions and countries included in the programme. In fact, it is difficult to establish a coherent intervention logic which is valid over a set of different countries which usually all have unique contexts and needs.

If the ILO/Korea Partnership Programme is understood as a funding exercise much more than a technical cooperation programme, expectations for a fully-fledged intervention logic, both coherent and realistic, need to be downscaled.

As a matter of fact, in practice, most activities implemented under the Programme are being thoroughly prepared with the assistance of ILO specialists and ILO Country Offices. These technical inputs ensure that the activities of the Programme may effectively contribute to achieving the intermediate objectives of the Programme. In other words, intervention logic(s) is (are) being created during implementation.

That being said, the incomplete design entails difficulties for measuring success. Specialists have gone a long way in identifying the specific indicators that should be monitored in order to measure the achievements of the projects implemented under the ILO/Korea Partnership Programme. This is good practice. But it stops slightly short of the needs.

According to the prevalent jargon in the monitoring and evaluation business, indicators should be "SMART" (an acronym constructed from the following qualities: **s**pecific, **m**easurable, **a**chievable, **r**eliable, and **t**ime bound; or similar, depending on the wording preferences). Many of the indicators identified in project documents have not been sufficiently specified (according to quantity, time and location) to be used for assessing progress or the level of success.

For example, an indicator such as

Number of cases of abuse and exploitation of migrant workers in target countries with comprehensive procedures documented.

lacks the following specifications:

- The specific number of cases.
(How many cases can we expect to document on the basis of the programme strategy and with the resources available to us?)
- The time periods during which these cases are expected to be documented.
(E.g. end of year 1: 3 cases per country; end of year 2: 30 cases per country; end of year 3: 150 cases each for countries A and B, and 80 cases for country C.)
- The specific target countries.
(e.g. Azerbaijan, Myanmar, and Solomon Islands)
- The expected quality of the documentation.
(E.g., what qualifies as abuse or exploitation in this context, what standard are we measuring against, what level of detail or quality of proof is expected for the documentation?)

Only if this type of specification is available in the early stages of the implementation can monitoring actually become a meaningful exercise. As long as the indicator is not fully specified, collection of indicator data may occur, but there is no threshold defined that needs to be achieved, and therefore there is no way of establishing whether the project is on track.

Given that agreement on indicators and indicator construction is not always a straightforward exercise and requires considerable technical discussion, it is not surprising that numerous indicators are insufficiently specified in the ILO/Korea Partnership Programme. In fact, the more (sub-) projects there are, the higher the number of indicators required in order to keep track of progress. This increases monitoring cost unless monitoring occurs at a higher level (with information collected on a respectively smaller number of indicators).

As a consequence, at this time, there is no specific monitoring system in place for the ILO/Korea Partnership Programme. Once indicators are sufficiently specified,⁵ then monitoring them will make sense and come naturally. The selection of the indicators and the number of indicators to monitor, however, still needs to be solved, depending on the future priorities and shape agreed for the ILO/Korea Partnership Programme.

At this stage, relevant and useful indicators and means of verification exist, but they lack sufficient specification to be used in practice.

Last not least, given the little strategy designed upfront, a strategy for sustainability of impact has also not been clearly defined at the design stage of the programme.

6.3 Programme achievements and effectiveness

Assessing the ILO/Korea Partnership Programme programme achievements and effectiveness is not straightforward. Besides the questions of an absence of a spelled-out strategy and indicator specification (as mentioned in the preceding sub-chapter, there is a general impression by stakeholders that the programme is scattered over many countries ("water can principle") which may lead to a slower pace of achievements and lower overall effectiveness. There are indications that the amount of expert (and sometimes administrative) input required to achieve an output in the field is occasionally underestimated leading to incomplete achievements and lower effectiveness than desired. Furthermore, language capabilities may have occasionally reduced the effectiveness of the Programme.

In the absence of more complete indicator specification, progress made towards achieving the planned immediate objectives as per the relevant indicators is currently not measurable. Therefore, it is also difficult to assess to which extent the Programme is likely to achieve the planned immediate objectives. The same would go for Programme contributing to achieving the regional

⁵ Note that it is legitimate and pragmatic to approve projects where success indicators have not been fully specified yet (as long as the objectives and the intervention logic have been sufficiently sketched and agreed) because it sometimes is too early to specify them sufficiently during the design stage of a project, e.g. because a baseline study has not yet been conducted. Such indicators must, however, be specified as early as possible during implementation phase.

priorities and relevant DWCP outcomes, though contributions may be more easily measured at country level.

Asian countries that have been involved in the ILO/Korea Partnership Programme amount to almost 20. When resources amounting to roughly USD 1 million p.a. are distributed over ca. 20 countries, this amounts to an average investment of USD 50,000 per country p.a. Over the 5-year period of the current ILO/Korea Partnership Programme, this would equal USD 250,000 per country. Even if resources were not spent as uniformly as suggested by the mean value, it is obvious that investments of this magnitude are usually not going to lead to any major impact in the countries concerned.

When limited resources are spread over many beneficiaries, this is often compared to the watering of plants ("water can principle"). The more plants are being watered with the same amount of water, the higher the risk that none of the plants will have sufficient water to grow fruits that may be reaped, or to even survive. The water is "scattered". This risk is inherent in the current structure of the ILO/Korea Partnership Programme. In other words, the major constraint of the Programme is its lack of constraint.

This is not to say that small amounts of investments cannot have any impact. To the contrary, crafting appropriate policies for key areas of development, for example, may require a relatively limited amount of funds but trigger strong effects in the whole system (if the time is ripe and absorption and implementation capacities are sufficient). The effective roll-out of the changes, usually, takes more time, is fraught with more difficulties than approving a policy, and visible impact therefore will not be immediate.

While it is normal for programmes with a more regional vision to distribute resources across several countries, there is a trade off between the distribution and the achievement of impact and sustainability due to lack of resources for deepening and follow-up.⁶

As mentioned in the preceding sub-chapter, the current setup of the ILO/Korea Partnership Programme somewhat resembles a reserve or a challenge fund which is a common mechanism for financing small-scale activities by NGOs or local development stakeholders. Project proposals are being submitted by specialists, approved by the fund, and involve different technical fields and many countries.

These projects all appear to be useful and may complement other ongoing activities (as a reserve fund would).⁷ They are all in line with ILO policies. There is generally no harm in implementing these projects. But, again, they are unlikely to lead to immediately visible impact.

⁶ Another downside to "scattering" is that programme management resources need to be stretched across a relatively high number of projects. Usually, this reduces capacities to go deeper into planning and supervision of project activities, including, arguably, within the scope of the present evaluation. In such cases, to remain pragmatic, oversight usually stays at a higher level in order to ensure that as a minimum, procedures are being adhered to, and monitoring and evaluation is limited to random or selective probing. Projects are essentially left to themselves.

⁷ The likelihood to secure any challenge fund type benefits (where only the best projects out of a large number of competing project applications are being selected) is minimal, however, because it is impractical and inefficient in the ROAP setting to call for a higher number of proposals than necessary.

What, if any, alternative strategy would have been more effective in achieving more of the immediate the objectives?

If the ILO and MoEL intend to achieve attributable and possibly unique results carrying high visibility on the basis of the Partnership Programme (or would like to see this aspect enhanced), it will be useful to increase the focus of or increase the resources available to the ILO/Korea Partnership Programme.

It would also be possible to retain a certain proportion of the funds (e.g. 25%) available for activities that by definition are of a regional and therefore more "scattered" nature (e.g. EPS, regional skills standards) while defining a more specific focus for the bulk of the action coming under this programme.

That being said, based on the discussions held with participants in Cambodia, Lao PDR, and Sri Lanka, it is certain that programme activities have benefited the enhancement of the capacity of counterparts. The question is really whether quantity and quality of the outputs produced can be rated as satisfactory or not.

Generally, counterparts and partners were satisfied with the quality of tools, technical advice, training and other activities delivered by the programme. However, there are indications that the amount of expert (and occasionally administrative) input required to achieve an output in the field is occasionally underestimated and therefore insufficient to be fully effective.

Some partner organizations, in their own understanding, do need more than a presentation by an expert how things are being organized in Korea. They seek closer and deeper interaction with the experts (guidance, sparring, on-the-job advice) in order to adapt the insights gained to their own working environment.⁸

Essentially, this issue can be solved by reviewing specific logframes for each project and more systematically applying the so-called "horizontal logic" to them to take proper account of assumptions. Given that project design and implementation by their nature usually consist of an iterative process, it is perfectly legitimate to adapt logframes when new information is collected that has implications for assumptions and the logic of intervention.

⁸ Some interlocutors, in fact, consider the use of complementary resources to be a key issue in the Programme, *inter alia*, because of reluctance to use Korean funds for additional expertise -- while attempts to bring in additional resources from Korea seem to not always yield the expected result.

Intervention logic	Objectively verifiable indicator	Means of verification	Assumptions
Goal, development objective [impact], e.g. number of work-related accidents reduced, number of jobs created			
Purpose, immediate objective [outcome] e.g. knowledge and skills applied, new mechanism put into place			e.g. agreed legislative changes are approved in due course
Results [outputs], e.g. capacity built, new mechanism agreed, increased awareness			e.g. consensus on permanent funding can be achieved with Ministry of Finance
Activities [inputs], e.g. expert deployment, workshop, fellowship			e.g. key partner staff is available for workshop during 2 nd half of 2012

G.1 Horizontal logic in project planning (in any typical logframe):

- If activities are implemented and the respective assumption holds true, then the result is achieved.
- If results are achieved and the respective assumption holds true, then the purpose is achieved.
- If the purpose is achieved and the respective assumption holds true, then the outcome will contribute to achieving the goal. The exact terms used ("goal", "objective", etc.) and the exact placement in the table usually vary between agencies, but the horizontal logic principle is inherent to all logframes.

In other words, if the assumptions held by the experts and/ or the team about the capacity of partner organizations to absorb and implement expert advice and adapt the advice to local circumstances as required do not hold true, then additional measures may be required to ensure that the results can be achieved. This would lead to a redesign or an adjustment to the planning.⁹

This highlights the importance of spelling out the Programme strategy and sufficiently specifying indicators in advance, including the assumptions that are being made, in order to ensure effectiveness, or, more generally, to strive to adhere more to the general technical cooperation quality assurance framework.

At a very operational, however not negligible, level, another factor seems to occasionally influence the effectiveness of the Programme. Highly qualified technical experts do not always come with sufficiently strong language capabilities.

It is a common issue in bilateral ODA programmes that language capabilities of experts are not always at the same level as the technical expertise that we usually wish to tap. That is absolutely normal because these experts usually only need to communicate in their own language on the job. This issue so far has been mainly addressed on an ad-hoc basis (with mixed results and losses in efficiency and effectiveness).

⁹ In this context, it should be noted that the logframe used for the ILO/Korea Partnership Programme itself, does not fully live up to all logframe quality criteria. In particular, it makes assumptions about management arrangements which actually are internal to the programme and therefore are under the full control of the programme. (Assumptions can only be made about factors that are external and cannot be controlled by the programme.) The ILO/Korea Partnership Programme is not the only programme suffering from such deficiencies, but it is good to correct them as the Programme continues.

The issue may be of lesser importance when the official language of the bilateral donor is English because this language is spread fairly wide, and interpreters are more easily found. For less popular languages as Korean (although its popularity has increased in recent years), interpreters are not as easily found. Using English language interpreters as a substitute is only feasible if the deployed experts are sufficiently proficient in the English language.

Including international experts who speak several languages proficiently in the implementation of the ILO/Korea Partnership Programme is one way of dealing with the language issue. However, this is not going to be a solution for the majority of cases because it forgoes the benefit of sharing specifically Korean knowledge, and because it will not always be possible to mobilize an alternative international expert for every Korean expert under consideration. Such an approach would, in fact, significantly shrink the expertise that can be pooled and tapped under this programme.

The only way of dealing with this problem is to actively address it during implementation. When deploying Korean experts, potential language issues should be systematically anticipated (and openly discussed since there is no general obligation to be proficient in foreign languages) in order to ensure that partners receive a maximum benefit from the fielding of the experts concerned.¹⁰

This also implies systematically allocating a reasonable amount of funds to interpretation and establishing a pool of interpreters that can be drawn on more regularly in the beneficiary countries. These interpreters need to be briefed on the relevant technical terms and issues prior to the deployment of the experts concerned and then should be able to ensure vouch for quality of interpretation.

As far as the mainstreaming of gender considerations throughout the project cycle (design, planning, implementation, M&E) is concerned, it has not come to the attention of the consultant that gender considerations were not properly taken account of. However, it would require a more thorough research into the implementation of the different activities to establish sufficient confidence that gender aspects were not overlooked. It is therefore not possible to establish whether benefits accrue equally to men and women without further research.

6.4 Efficiency of resource use

Efficiency of resource use is influenced both by inputs made and by outputs delivered. Depending on the characteristics of the benefits (outputs, outcomes, impact), methods to determine efficiency usually include cost-benefit analyses (benefits can be monetized), cost-effectiveness analyses (benefits cannot be monetized but units of benefit can be quantified) and least-cost analyses (when benefits are technically difficult to quantify). The values resulting from such calculations are highly dependent on local circumstances, and comparisons of such efficiencies (for identical or similar benefits) between countries are therefore usually not valid.

¹⁰ For experts to be seconded, if necessary, pre-deployment language training (or refreshment) is a practical option. However, so far, seconded experts were sufficiently fluent in English.

Given the high number of participating countries, the high number of different types of activities undertaken (benefits generated), and the low overall budget of the ILO/Korea Partnership Programme, any such calculations are not only cumbersome, but will provide little useful insight beyond the discussion relating to effectiveness above.¹¹

Whether resources been used efficiently and cost-effective for each component, whether the results achieved justify the cost incurred, whether the same results could be attained with fewer resources, or whether the selected implementing partners provide good value for money in delivering services is therefore difficult to answer, and would moreover need to be answered separately for each activity in each country.

The major observation to be made in relation to cost is that the ILO/Korea Partnership Programme is significantly larger in volume than it appears from the project documents.

Most programme documents specify the financial contributions made available by the MoEL to the ILO under the partnership programme. There are, however, significant in-kind contributions by Korea and the ILO that are not referred to in the normal project documentation. This tends to substantially understate the investment made by the Korean side in this partnership.

- The three seconded Korean long-term experts at ROAP are not being "accounted" for.
- Korean partner organizations are using some of their own funds (or additional funds provided by the MoEL) to supplement activities,¹² e.g. when deploying short-term experts.

The cost of these in-kind contributions should be estimated in order to ensure proper recognition of the amount of resources the Korean side is investing in the Partnership Programme.

Similar considerations apply to the ILO side. For example, ILO ROAP's specialists and ILO country offices are significantly contributing to the success of the ILO/Korea Partnership Programme.¹³ However, their time spent on programme activities, their in-kind contribution, is also not being estimated or separately recorded.

Last not least, contributions made by beneficiaries, be they constituents of the ILO participating in the Programme or any particular beneficiaries among the target groups who usually also make substantial contributions in kind, may not be neglected.

When it comes to the allocation of resources to different components and activities, the allocation decisions have generally been made on an administrative basis.¹⁴ This is not surprising given that the intervention logic was not fully spelled out.

¹¹ Effectiveness usually deals with the benefit side of things, i.e. it is not so much concerned about the ratio between costs and benefits.

¹² One Korean partner organization estimated its contribution amounted to ca. USD 40,000 per year, another estimated it at USD 20,000 per year. (Rough estimates made during discussion.)

Note that Korean partner institutions also have generously assumed charges for additional fellows to those invited on the basis of the ILO/Korea Partnership Programme.

¹³ Cf. 3.10 for cases where their in-kind contribution failed to materialize.

¹⁴ This also includes the shares of the budget accorded to ILO Geneva and ILO ROAP.

As far as leveraging the ILO/Korea Partnership Programme with other sources of funds, little leverage has been actively sought. However, leverage is likely to have occurred in a number of cases as a result of effective coordination of activities with other development agencies, e.g. in Cambodia where there are contributions of European and German bilateral assistance that build on the Programme's work when supporting the expansion of the National Social Security Fund. Similar situations may hold for other activities. Surprisingly, however, no further Korean leverage was mobilized (cf. 6.7 below).

As far as the timeliness of the disbursement of funds and implementation of activities are concerned, the issue is covered in the following sub-chapter.

6.5 Effectiveness of management arrangements

Generally, management arrangements have been effective. The deployment of several long-term staff from Korea (one coordinator from MoEL, and specialists from different Korean partner institutions, assuming technical responsibility in the fields they are usually responsible for in Korea) at the ROAP provided for a solid basis for effective Programme implementation. Specific support staff has been made available, and the Programme has been integrated at the ROAP. ILO specialists at ROAP provided substantial technical inputs, as well as clearing with ILO Country Offices and counterpart institutions. Roles and responsibilities are well understood by all concerned.

The setup of the Executive Committee is conducive to proper management of the Programme. The Executive Committee meetings, usually held at the ROAP, also see the participation of the different ROAP specialists and therefore act as a useful conduit for a regular sharing of all technical views on implementation.

Monitoring and evaluation is mainly concerned with monitoring and evaluating the implementation of activities. Given the absence of specification of higher level benefit indicators, it is not surprising that monitoring focuses on operational matters. However, the scattered nature of the Programme also increases the need to focus on monitoring activities.

Expecting any stronger M&E system with this type of Programme and volume of resources would be unrealistic. The different fields of intervention and the high number of countries involved by definition increase the relative cost of collecting quality baseline information as well as of developing monitoring and evaluation systems that meet higher quality standards. Nevertheless, where data is being recorded regarding beneficiaries, it can usually be disaggregated by sex.

There are several issues that influence the effectiveness of Programme management, however, which would merit improvement. These are notably the influence of annual budget processes on implementation, a strong level of dependence on the availability of ILO specialists, reporting formats, and the deployment conditions of Korean experts. Also, there have been concerns that management of fellowships occasionally is not always as effective as could be.

Planning dominated by annual budget processes

ILO/Korea Partnership Programme management has suffered somewhat from annual budget approval procedures which have influenced the implementation of project activities to the extent that late approvals (3-4 months) confined implementation of annual plans to those months still remaining in the respective year, effectively curtailing implementation periods by one-third.¹⁵

The specific reasons for these delays could not be fully determined during this evaluation.¹⁶ Annual guidelines issued by the Korean side generally did not change over the years with the exception of specifying Korean institutions participating in the respective year. While the guidelines appear to constitute a formal requirement, possibly with respect to fiduciary responsibilities vis-à-vis the Korean parliament, their practical value for implementation of the ILO/Korea Partnership Programme is very limited.

Be it as it may, such budgeting procedures are bound to influence the perceptions of teams implementing the partnership programme and its projects, ultimately leading to a certain focus on implementing short-term action as opposed to achieving medium or long-term results.

Moving away from annual budget approval procedures to mid-term planning and budgeting (e.g. 3 years) will allow for smoother implementation flow and allow a stronger focus on achieving medium-term outcomes (as opposed to short-term outputs). It should also enable the programme to better anticipate and prepare for sustainability issues.

Korean budget procedures should normally be able to ensure that a minimum of funds of the next budget year are clearly earmarked for the programme even if final spending decisions occasionally may turn out lower than originally planned. Spending one-twelfth of the originally submitted annual budget on a monthly basis while final approval is pending would usually be able to keep the programme running without serious interruptions and be in line with many governments' budget execution procedures.

Reporting formats not conducive to follow-up

The dominant format of the ILO/Korea Partnership Programme is of a narrative nature with many narrative sections reappearing in every single report.

This is a typical reporting format for relatively complex projects which require both proper analysis and justification, including alignment with higher level strategies and principles. It also facilitates communicating about the programme and projects at higher echelons of the hierarchy where nobody is sufficiently acquainted with programme or project detail. (All basic information is contained in any report one may select to look at.)

¹⁵ See also the delays highlighted in Annex A.1-

¹⁶ There are, in fact, other donors which operate under similar constraints. These usually are spending ministries or organizations operating directly under a spending ministry. Some have elaborate managerial procedures to deal with the respective downsides.

The more "scattered" the programme activities are, however, the more unsuitable the narrative format becomes because it requires multiple analyses and justifications for parallel processes which are not necessarily connected or inter-related and work towards different objectives. Tabular formats are better than narratives. But even they can become cumbersome to work with as the length of the tables increases with every new project added.

If the scattered structure is to remain in the future, reporting for the purpose of monitoring implementation should therefore be supplemented (if not replaced) with graphic information for rapid intake. (It is possible to fit up to 30 legible graphs onto a single A4 size page if a reasonable effort is invested in preparing the format.) Reporting should also make use of color codes facilitate the perception of the current status.

Another possibility is to introduce deviation reports. Deviation reports are only issued when there is a deviation from the plan that requires action and/ or information. They ensure that deviations receive proper attention and are not being overlooked in a sea of information. (The rationale of deviation reports is: As long as the project is on track, there is no effective need to report.)

Agreed actions depending on availability of ILO specialists

Some stakeholders have expressed a feeling that ILO specialists are sometimes too busy to provide the necessary support. While this impression may be a result of unfortunate coincidences, there is more to the relationship between ILO specialists and the implementation of agreed actions.

There are two areas which have suffered from the transfer and the retirement of ILO specialists: industrial relations and disability related activities. This is not only disappointing but it is ineffective. Moreover, it demobilizes some of the Korean organizations that have been successfully mobilized at the outset for the participation in this programme.¹⁷

If programme activities are allowed to stand or fall with the availability of ILO specialists, this casts a certain amount of doubt on the importance accorded to the activities planned and implemented under the ILO/Korea Partnership Programme. Are they really meant to make a difference? Are they not important enough to be finalized independent of the availability of specific individuals?

While it is natural that the shapes activities take are somewhat inter-related with the human resources available for their implementation at the time of planning, implementation of activities should never be tied to any particular individuals. Moreover, often there are several ways of achieving a specific output or outcome. Therefore, if ILO specialists are not available as originally foreseen, the programme should have found other specialists or other ways of continuing with the implementation.

It should be noted that Korean experts (other than those seconded to the ROAP) also are not always available, for example when there are adjustments to time schedules. This, however, is normal and should not be a cause of major concern unless it turns out that their general availability is significantly more limited than expected.

¹⁷ At this time, unfortunately only COMWELL, HRD Korea, and KOSHA are fully participating.

Supplementing the ILO/Korea Partnership Programme with more external expertise (e.g. international and national consultants) may provide the additional human resources needed to sustain support to agreed activities. This will possibly require additional financial resources or a reallocation of resources to different budget lines, but it should be both more effective and efficient than canceling activities that were begun earlier and as a consequence are not reaching the agreed outcome.

Moreover, it would be important to better spell out assumptions about the availability of ILO specialists. So far, it appears that their in-kind contributions have been assumed to be made at negligible cost and/ or that their function somewhat resembles beneficiaries (at the intermediary level) of the ILO/Korea Partnership Programme because the programme contributes to the outcomes the specialists are working for in the Asia-Pacific region. Whether such a role is appropriate is open to discussion.¹⁸ However, proper clarification will ensure that measures to mitigate for the specialists' availability risk are effective.

Korea's experts rooted in their respective Korean organizations

ODA and multilateral assignments are not the core business of the Korean experts deployed under the ILO/Korea Partnership Programme. This is not unusual for programmes that are supported by bilateral donors who seek to share their own experiences with other countries. This approach also has a potential for being very effective as bilateral programmes are often able to mobilize the "best" technical experts available in the donor country (because they may not be in a position to refuse requests for participation, and because they sometimes can only be released by their respective organizations on the basis of higher level agreements), experts who are usually firmly rooted and connected in the respective sending institutions -- for the benefit of the partner countries.

The limited exposure of such experts to ODA and other countries in general, however, limits their effectiveness during the initial phase of their deployment. This is unrelated to the professional level and the technical capabilities of the experts themselves and only reflects on the organizational features of the ILO/Korea Partnership Programme.

Organizing of proper induction training for seconded experts (prior to secondment), including key aspects of "development studies" would accelerate the integration of seconded experts at the ROAP and contribute to efficiency and effectiveness of programme implementation. Developing specific standardized briefing material for "first-time" short-term experts from Korea may also smooth implementation and make their missions more effective from the first day in the field.

¹⁸ In particular, ILO specialists should normally allocate their time in line with the DWCPs of partner countries, and not necessarily with any partnership programme priorities. That being said, the ILO/Korea Partnership Programme should normally also strive to be in full alignment with the DWCPs of the countries where the Programme is being implemented.

Also, it could be argued that for technical cooperation projects usually the country offices take the lead. If the country offices took similar leads with partnership programmes, this also would change the role of the specialists.

In this context, it is important to note that Korean experts who are seconded to the ROAP according to the agreement between the MoEL and the ILO, at this time, are effectively being lent (and not seconded) to the ROAP, at least according to UN inter-agency terminology.¹⁹ In other words, they remain on the payroll of their employers in Korea while they are being deployed at the ROAP.

This procedure is most likely to be cost-efficient for the Korean partner organizations. To the extent that Korean partner organizations usually do not deploy their experts abroad on long-term assignments, however, they should carefully review their "lending" procedure²⁰ so as to ensure that Korean experts do not incur any losses as a result of their deployment.

Location costs (accommodation, food, transport, school fees, etc.) vary across the world. The long-term feasibility and success of the ILO/Korea Partnership Programme will significantly depend on the ability of the Korean side to make a secondment (loan) to the location Bangkok sufficiently attractive to Korean experts. While Korean experts, certainly, are able to benefit professionally from this posting (in terms of gaining first-hand experience in a multilateral organization), their financial bottom lines need to be properly calculated and their needs should be fully met. Otherwise, it will become increasingly difficult to mobilize the right experts for the programme.

Improvement in fellowship management will enhance effectiveness

Fellowships in Korea are an important tool in the ILO/Korea Partnership Programme in order to build the capacity of beneficiaries. Fellowship opportunities including the interaction with colleagues from other countries during the fellowships are highly appreciated by fellows.

ILO Country Offices usually are in an excellent position to assess the qualification of candidates to participate in the programmes as well as the usefulness of their participation (e.g. with regard to their influencing or dissemination capacities), and the ILO/Korea Partnership Programme is meant to benefit from that.²¹ Good coordination with a Country Office on fellowships also enables to increase the impact of fellowships given that some of the candidates are most likely also involved in other activities implemented with the assistance of the ILO and/ or related to DWCP implementation. For example, reports submitted by fellows on their fellowships in Korea usually are internalized by the respective organizations and not shared with a wider circle. However, ILO Country Offices are able to follow up more specifically to ensure that the knowledge obtained during the fellowships is more evenly disseminated in the beneficiary countries.

That coordination was not always perfect emerged from discussions in the field, in particular where the Country Office is called on for urgent assistance with travel-related formalities by the ILO/Korea

¹⁹ Cf. Inter-Organization Agreement concerning Transfer, Secondment or Loan of Staff among the Organizations applying the UN Common System of Salaries and Allowances, 1 January 2012.

²⁰ For seconded staff, the sending organization or government usually transfers a salary and benefit package according to UN standards to the agency the staff is seconded to and the individual concerned switches to the payroll of that agency. Note that it is not the object of this report to discuss the all potential issues relating to loan arrangements, but merely to highlight a key risk associated with them.

²¹ Usually, the principle of subsidiarity is the most efficient one for operational decision making, particularly in professional organizations, i.e. the decision is taken at the closest (or lowest) technically most suitable, best informed level of the hierarchy. In the case of these fellowships, however, the ILO specialist is best placed to assess the technical qualification required and the ILO Country Office is best placed to assess the personal qualifications and potential of the candidates as well as their ability to influence their work environments and institutions. On balance, where country impact is of concern, that should normally favor a decision to be taken at the level of Country Office with a possible veto by the specialist to screen out technically not sufficiently qualified candidates.

Partnership Programme (while unaware of the fellows and the respective selection process). This may also occur if there is not sufficient follow-up pressure on counterpart institutions to submit their nominations in due course. The Programme management team is aware of these issues and has worked to solve them were they arise.

In the same context, some fellowships appear to have been formally limited to government representatives based on the Korean distribution of responsibilities. Although this cannot be judged independently of the content of the courses, it is likely to have limited the effectiveness of the fellowships, particularly when the prevailing approach in the partner country involves more constituents than in Korea. Furthermore, it may be counter-productive if the understanding and consent of the tripartite constituents is a basis for implementing similar approaches in the country concerned. Again, in these cases, the ILO Country Offices are ideal partners for the ILO/Korea Partnership Programme because they are able to contribute to the proper selection of fellows, including the respective partner country organizations that need to be included.²²

6.6 Impact orientation and sustainability of the project

The ILO/Korea Partnership Programme has a particular appeal because of Korea's status as a recipient-turned-donor. Korea's "heritage" as a former LDC appears to facilitate mutual understanding and generates a high level of curiosity and interest in absorbing knowledge from Korea.

The ILO/Korea Partnership Programme is also recognized as an "Asian" programme in the countries visited -- suggesting there are certain cultural affinities that come to play.

The relationships between Korea and the vast majority of other Asian countries are untainted by the history of the Second World War and any previous conflicts or colonial ambitions that would resonate strongly with beneficiary countries.

These different factors compound each other and provide an excellent basis for achieving sustainable results.

Measurable impact with a high likelihood for sustainability has been achieved, for example

- in Cambodia where increasing participation in an employee injury insurance (EII) scheme has led to increasing benefits for victims of accidents in the workplace or while commuting (cf. Annex A.3).
- in numerous countries of the region where the Employment Permit System (EPS) apparently has become a reference model for labor migration management and where continuous dialog under the ILO/Korea Partnership Programme is deepening trust and understanding between the different countries concerned.²³

²² Normally, with the exception of countries without a Country Office, following the draft of the overall concept and agreement with the Korean institution by the ROAP specialist as to the timing, the Country Offices are requested by ROAP to invite nominees from the institutions concerned. The Country Office sends the official invitation to the counterpart, and also forwards the nominations made to ROAP. In cases where social partners are involved, Governing Body clearance is sought in line with general ILO procedures, and the respective social partner secretariats/ bureaus specify the organizations to be invited.

²³ This conclusion is made on the basis of documentation, discussions at ROAP and secondary informants in

In other areas, outputs and outcomes have been achieved that have a potential of achieving significant impact if the support of the ILO/Korea Partnership Programme can be sustained.

- Efforts at generating green jobs in Indonesia seem to be coming close to achieving measurable impact.²⁴
- National skills standards formulated in Laos may provide a basis on which skills training and technical and vocational education and training could expand.

To which extent measurable impact has been achieved in other areas is unclear. This is due, mainly, to the rather "scattered" nature of the interventions (cf. 6.3).

Some of the planned interventions have not been completed at this stage, some have been canceled according to the current programme status.

On the whole, given the geographically dispersed structure of the programme, the multifaceted interventions, and the focus on activity based monitoring, it is therefore difficult to establish an overview of the impact of the ILO/Korea Partnership Programme without additional research. It would also not do the programme any justice if any further impact were inferred for the whole Programme from the limited probes that could be drawn during the course of the evaluation exercise.

As far as exit strategies are concerned, no visible issues have surfaced during the evaluation. The Programme's scattered nature may have, in fact, contributed to the fact that there is no particular need for exit strategies: The rather limited resources and light-weight interventions have ensured that no artificial dependence on the Programme has been created in the beneficiary countries.

6.7 Partnership

When it comes to the additionality derived from the Partnership approach, two major points need to be made. For one, the basic setting for the ILO/Korea Partnership Programme is right. Secondly, more could be made of leveraging further Korean assistance.

As to the effectiveness of the partnership with regard to contributing to the ADWD's objectives, lack of better information on impact would forbid inferring any specific conclusions. At the same time, no evidence has emerged that the Programme would have contradicted or negatively contributed to the ADWD objectives.

the field, but could not be directly corroborated with key informants in the field for lack of opportunity. Moreover, the EPS approach itself is considered to be of convincing, if not compelling, practical design by the author of this report.

²⁴ Conclusion based on documentation and discussions at ROAP because travel schedule did not permit corroboration in the field.

The basic setting for the Partnership is right

ILO and MoEL as well as participating Korean organizations as organized under the MoEL are a good fit, if not a best-possible fit. This is an important observation in the light of a recent multilateral aid review by a major and influential donor government in the field of ODA which has stirred up some anxiety regarding the performance of the ILO as an implementing agency for contributions by donors, including ministries of labor.²⁵

However, the assessment of ILO's fit under that review does not apply to the ILO/Korea Partnership Programme because the objectives of the other donor are not congruent with those of MoEL. In fact, had the ILO been considered a good fit for that donor, the ILO would most likely not have been a good fit for MoEL.

The Korean MoEL assumes the function of a Deputy Government member of the Governing Body of the ILO.

MoEL's mission is to guarantee people's right to work, improve the quality of people's working lives, and to help to promote national competitiveness. Its strategic goals are to entrench cooperative industrial relations, secure labor market dynamics and "flexicurity", offer more employment opportunities, improve working conditions for vulnerable groups of workers, creating a safe and healthy workplace, and delivering a creative labor administration that serves the people.

MoEL's functions relate to developing industrial relations, supervising labor standards, creating an accident-free and pleasant work environment, establishing and coordinating employment policies and strategies, fostering and overseeing employment services, support to vocational training and skills development, promoting equal employment, and actively responding to international labor circumstances through overseas exchanges and cooperation.

The likelihood for ILO to contribute to MoEL's objectives is infinitely larger than for any other international organization or bilateral partner. The likelihood that MoEL's mission is in consonance with the strategic priorities of the ILO is infinitely higher than for any donor organization of the ILO that is not specialized in the field of labor.²⁶

Could the MoEL find international partners which have more organizational strengths in the field of labor than the ILO? Possibly, but only on a much more limited scale for rather specific tasks (e.g. research), and with a much smaller operationally relevant spread across the Asia-Pacific region (or the planet as a whole).

²⁵ DFID (2011). *Multilateral Aid Review: Ensuring maximum value for money for UK aid through multilateral organizations*.

The assessment focused on the potential value for money (efficiency) of multilateral agencies with respect to key priorities of the current UK government, particularly gender, fragile states and climate change. While claiming focus on poor countries, a "need-effectiveness index" was crafted that incidentally ranked 7 former territories of the British empire among the "top 10%" (11 countries) of the countries allegedly most "need-effective". In practical terms, country visits under the DFID assessment collected only limited evidence about ILO and studies consulted did not cover ILO.

²⁶ The ILO has established cooperation programs with labor ministries from other countries, such as Japan or China, for which the same should generally hold. A comparative evaluation of these types of programs may possibly yield additional insight, but is beyond the scope of this assignment.

Could the ILO find donors which have more organizational strengths in the field of international cooperation than the MoEL? Possibly, but none which is able to provide an account of the unique development experience Korea has gone through, none which has a comparable managed labor migration programme, or offers as much interest in sharing its knowledge and developing its ODA know-how.

No sharing of information between the ILO/Korea Partnership Programme and KOICA offices (Sri Lanka, Laos)

The whole-of-government approach to ODA recommended in the context of the aid effectiveness discussions is not always implemented. Korean ODA seems to not be an exception. Neither in Sri Lanka nor in Laos were Resident Representatives of KOICA aware of MoEL's activities (other than from reading about them in the newspaper). Neither communication nor coordination of efforts has been attempted to this date, by either side.

While it is understandable that different government agencies have a natural tendency to independently implement their ODA in their respective administrative territories, this certainly forgoes the mutual benefits that may accrue to the recipient country as well as to the impact and the visibility of the contributions made by the donor country.

In other words, whereas maintaining an administrative territory within the donor country may be efficient (by adhering to an established and presumably efficient and effective division of labor), this does not automatically go for ODA activities. In fact, given the limitation of ODA funds in general, spending agencies actually are well advised to combine their efforts to increase the efficiency of the ODA they are delivering. This is valid even for multilateral coordination of assistance in a specific country (and even when the absorption capacity of the partner country has already been exhausted).

Effectively, opportunities for increasing impact and sustainability by joining forces are foregone, and effectiveness and visibility of Korean ODA is reduced. For example, in both Sri Lanka and Laos, KOICA has been investing in the field of training human resources.

In Sri Lanka, KOICA has completed the establishment of the Jaffna Technical College in 2010, and is upgrading automobile training centers in different locations of the country. Under these circumstances, it should normally be possible for the ILO/Korea Partnership Programme to forge some alliances with KOICA related to skills training, skills standards, and/ or measures related to training relevant for the EPS.

In Laos, KOICA has set up a vocational training center in 2004 and recently has agreed to a second phase for upgrading the center. The center operates under the Ministry of Labor and Social Welfare, i.e. the same partner organization the ILO/Korea Partnership Programme is interacting with regarding the development of national skills standards.

If the ILO/Korea Partnership Programme seized the opportunity of the second phase of the KOICA project in Laos in order to deepen some of the work already conducted and enhance application and sustainability of the skills standards developed, it can only be of mutual benefit because

KOICA's upgrading phase is bound to be more relevant when it is tailored to the skills standards developed.²⁷

Finally, it should be noted that cooperation across administrative territories is generally feasible. HRD Korea, for example, is participating in tenders for other projects launched by KOICA.

7 CONCLUSIONS

Although the ILO and MoEL have cooperated for a number of years, the partnership is still comparatively young and therefore still needs to deal with a number of teething issues.²⁸ The ILO/Korea Partnership Programme is a very special programme in the Asian context and is able to draw on mutual empathy of development partners.

Major conclusions from this evaluation, limited in scope and in time, are the following:

The ILO/Korea Partnership Programme currently is perceived in the context of a story line where an LDC has become an OECD member. This bears a risk of misapprehensions to the extent that knowledge sharing by the Korean side would be sufficient for beneficiary countries to be able to adapt, adjust or improve their own processes in a way that allows them to reach similar levels as in Korea.

1. Currently, funds available to the ILO/Korea Partnership Programme are being distributed over a fairly large number of countries and fields of intervention. This entails a risk that funds are insufficient to achieve sustainable impact in the given development contexts (water can principle).
2. Currently, the total budget (expressed in monetary equivalents or in other suitable units, e.g. expert-months, or a mix of both) of the ILO/ Korea Partnership Programme is underestimated because a number of in-kind contributions are not itemized on a single sheet. This may lead to insufficient recognition of the effective investment Korea is placing with the ILO, and also complicates any assessment of input-output relations.
3. Annual budget processes in Korea (and respective delays) have had their impact on implementation. This has curtailed effective implementation time by roughly one-third and reduced Programme effectiveness.
4. Indicators for measuring progress and success of the Programme currently are not sufficiently specified (including quantity, time, and location). This complicates monitoring and evaluation processes because targets remain unspecific.

²⁷ A feasibility study concerning the upgrading programme is going to be implemented during the first half of 2014. KOICA in Laos is open to any suggestions the ILO/Korea Partnership Programme may have to shape the programme.

That being said, other donors active in technical and vocational education under the Ministry of Education and Sports in Laos would also be happy to build TVET curricula around the national skills standard developed with the assistance of the ILO/Korea Partnership Programme. In other words, there may even be scope to deepen impact in collaboration with further donors.

²⁸ From this perspective ("first things first"), it may be too early to speak of lessons learned. Note that there appears to be a strong potential for emerging good practices, in particular with EPS and migration related dialogs. No field visit was possible during the time of the evaluation mission, however, to corroborate the respective success, and no respective conclusion may be drawn in this section.

5. The current reporting formats are not conducive to monitoring a relatively large number of relatively small projects in a larger number of countries. Essentially, the Programme is reporting according to a common project format with large narrative sections whereas it is implementing or supporting many sub-projects with multiple sub-objectives.
6. Assumptions that come with specific (sub-) project strategies (intervention logics) are not always sufficiently spelled out. This increases the risks for (sub-) projects not to reach their objectives, or not to reach them during the time foreseen.
7. It should not be accepted that specific programme outcomes are not being achieved because ILO specialists happen to not be available. Where certain activities cannot be implemented as originally anticipated, programme and project managers should be encouraged to redesign the project in such a way that the agreed outcome can still be achieved.
8. There have been instances where the organization of fellowships did not pan out as they could have and where fellowship reports are not being submitted as required. Given the importance attached to fellowships in this Programme, this should merit improvement.
9. Not all experts deployed, on a short-term or a long-term basis, under the ILO/Korea Partnership Programme have been specifically prepared for and supported during their deployment. Also, there is a risk that long-term deployment under the ILO/Korea Partnership Programme may place undue financial burden on Korean experts.
10. The ILO/Korea Partnership Programme's activities were not known to KOICA representatives in Lao PDR and Sri Lanka, despite the importance of these countries for Korean ODA. This forgoes significant opportunities to increase the leverage of the Programme.
11. In programs drawing on the expert resources of a specific donor country, there is a persistent risk that language issues may emerge. The ILO/Korea Partnership Programme has not been spared, and this can be mitigated for.

8 RECOMMENDATIONS

As a young partnership, ILO and MoEL should strive to deepen (or possibly expand) the ILO/Korea Partnership Programme, on a basis of a philosophy of continuous improvement. In fact, ILO and MoEL should cultivate the ILO/Korea Partnership Programme as a very special programme in the Asian context so as to maximize the benefit that comes with mutual empathy of development partners.

Major recommendations emerging from this evaluation:

- 1) ILO and MoEL need to recognize that the ILO/Korea Partnership Programme currently is perceived in the context of a story line where an LDC has become an OECD member, and need to mitigate against potential misapprehensions resulting from this perspective by actively seeking to place knowledge sharing by the Korean side in proper development context and by supplementing knowledge sharing with country-specific, tailor-made technical assistance.
- 2) ILO and MoEL should ensure that sufficient funds are available to achieve sustainable impact in a given development context. This can be done by increasing the funding available, or by limiting the number of projects funded under the programme (so as to increase the funding available to specific projects), or both.
 - Opening up to stronger cooperation with KOICA (cf. 3.13) may lead to mobilization of additional funds (while retaining a high degree of visibility of Korea).
 - Reducing the number of partner countries (e.g. to developing member countries of ASEAN) or the fields of intervention (e.g. "only OSH and skills") is another option.
- 3) ILO and MoEL should establish the total budget (expressed in monetary equivalents or in other suitable units, e.g. expert-months, or a mix of both) of the ILO/ Korea Partnership Programme so as to better acknowledge the full amount of the Korean contribution and so as to establish a sound basis for any programme or project cost benefit calculations.²⁹
- 4) ILO and MoEL should make all efforts to ensure that the programme's implementation is not being held up by Korean budget processes.
A three-year budget cycle would be appropriate to most projects respectively project phases for long-term development processes.
- 5) If ILO and MoEL need to ensure that indicators are not only formulated, but that they are sufficiently specified (including quantity, time, and location) to allow for measurement.
 - A smaller set of specified (and hopefully reliable) indicators at outcome and impact levels should inform the Executive Committee.
 - Monitoring of output indicators and activities is part of programme management. It provides information that facilitates management decisions and allows managers to anticipate whether planned outcomes and impact are likely be reached during the

²⁹ Note that normally even the contributions by the beneficiary countries need to be calculated for an accurate assessment.

time frame agreed. This information is not essential for Executive Committee decisions, but may be drawn on selectively as appropriate to provide background information and to test the validity of the intervention logic.³⁰

- 6) If ILO and MoEL wish to continue supporting a relatively large number of relatively small projects in a larger number of countries, reporting formats need to be adapted accordingly. They would adopt more graphic and tabular information and make use of color codes for quick identification of problem areas so as to reduce the cost of monitoring. Deviation reporting is also an option that may facilitate monitoring.
- 7) ILO and MoEL should probe more deeply into the assumptions that come with specific project strategies (intervention logics), in particular whether assumptions at the output and outcome levels lead to any risks for achieving outcome and impact. If so, either the intervention logic needs to be adapted accordingly, or, if these assumptions entail a high level of risk that cannot be mitigated for, the respective project should be canceled and the resources allocated to other projects.
- 8) ILO and MoEL need to ensure that agreed higher level goals of the ILO/Korea Partnership Programme are being met independent of the availability of ILO specialists in order to maximize effectiveness. Where certain activities cannot be implemented as originally anticipated, programme and project managers must redesign the project in such a way that the agreed outcome can still be achieved (subject to a reasonable cost of the alternative design and its implementation).
- 9) ILO and MoEL should ensure that all activities of the ILO/Korea Partnership Programme are coordinated with the ILO Country Offices (or Coordinators) in the respective countries at all times. This is particularly important for the organization of fellowships where the programme may benefit from the Country Office's intimate knowledge of the country's constituents and where small misunderstandings may occasionally lead to unnecessary frictions.
- 10) ILO and MoEL should ensure that all experts deployed, on a short-term or a long-term basis, under the ILO/Korea Partnership Programme are being prepared for and supported during their deployment. The cost of any induction trainings for experts seconded on a long-term basis will be quickly recovered by a high speed of integration into the ongoing programme. In locations where Korean long-term experts face higher cost compared with Korea, they should be compensated for the additional cost so as to not incur financial losses from their deployment.
- 11) ILO and MoEL should actively and regularly interact and form pragmatic alliances with KOICA in the different countries involved in the ILO/Korea Partnership Programme in order to enhance impact and visibility.

³⁰ Note that normally the programme management should have the autonomy to adjust inputs and outputs if it finds such adjustment will enhance the achievement of the agreed outcome.

- 12) ILO and MoEL should ensure that any potential language issues are systematically anticipated when deploying experts under the ILO/Korea Partnership Programme.

9 LESSONS LEARNT

The followings are lessons learnt. The elaboration of each lessons learnt is in the annex 8.

1. Avoid scattering resources even when your ambition is to achieve impact in a larger region. The odds are that impact will be minimal and your efforts may even go unnoticed. Furthermore, the likelihood that your impact will be sustainable is comparably low. This is a lesson learned from trying to assist many Asian countries achieving the goals of the Asian Decent Work Decade where we involved some 20 countries with a donor budget that amounted to ca. USD 5 million.
2. When labor-related departments of ILO member governments make available funds for TC projects to the ILO, they may ignore TC projects that other departments of the same government are already implementing in recipient countries. It may be mutually beneficial for both departments to cooperate in the field, however, and TC projects can benefit from such a joining of forces. ILO should encourage such cooperation to increase its leverage.
3. If we are keen on learning about the efficiency of our projects and programs, the first step is to correctly know about our cost. Efficiency relates to the relationship between inputs (activities) and outputs (results). Benefits sometimes are difficult to measure because not all of them can be expressed in monetary form, and some cannot be quantified. However, costs can always be expressed in monetary form, and we should always be able to fully account for them. Otherwise we lack the denominator of our fraction and cannot assess benefits in proportion.
4. Unless result indicators are properly specified according to quality, quantity, time, and location, it is not possibly to measure whether objectives and results leading to the achievement of objectives have been reached. Some projects and programs appear to stop short of this specification. While appropriate indicators have been identified, the last step in making them operational has remained unfinished. This possibly points to insufficient attention or insufficient allocation of resources to indicator specification or monitoring and evaluation more generally.
5. Specifying and monitoring assumptions is an important task, no less important than specifying results and activities. For any project or program, careful thought not only needs to be given to the sequencing of activities and results, but also to the assumptions which go with the respective activities and results. They are inseparable elements of the same equation in a strategy designed to achieve outcomes. The logframe of the project or programme cannot go without assumptions. In our case, experts occasionally assumed that lectures and fellowships would be sufficient to trigger specific developments in the partner countries. Had these assumptions been spelled out from the start, stakeholders in partner countries and specialists could have signaled early on that this may not be sufficient in the cases concerned.

ANNEX**A.1 Expected Outcomes and Milestones in the 6 Primary Focused Target Countries - Status December 2013**

Observation: Some components plan to cover other countries beyond the 6 primary focused target countries. For example, Employment insurance component plans to cover Malaysia and Thailand (to be confirmed); OSH component to cover India (to be confirmed) and Lao PDR; Labour migration management component to cover Indonesia, Nepal, Pakistan, the Philippines, Thailand, East Timor and Myanmar (to be confirmed); and Skills recognition migrant workers component to cover Indonesia, the Philippines, Thailand plus Nepal or Bangladesh.) *Source:* ILO/Korea Partnership Programme Management.

Countries	Components and key Korean partners	Expected Outcomes and Milestones				
		2010 (Jun 2010 – Dec 2011)	2011 (Jun 2011 – Dec 2012)	2012 (Aug 2012 – Dec 2013)	2013 *(Sep 2013 – Jul 2014)*	2014 (Feb 2014 – Dec 2014)
Bangladesh	Output 2.5: OSH scheme <i>(KOSHA & KLEI)</i>	<ul style="list-style-type: none"> Training materials for OSH in IE developed and tested DONE 	<ul style="list-style-type: none"> National policy to improve OSH in IE workplaces developed in consultation with workers' and employers' organizations DONE - CHANGED TO REGIONAL FELLOWSHIP TRAINING COURSES 	<ul style="list-style-type: none"> OSH training capacities to IE established in a target province DONE - CHANGED TO REGIONAL FELLOWSHIP TRAINING COURSES 	<ul style="list-style-type: none"> OSH training results reviewed in target province for improvement OSH training capacities to IE established in second target province 	<ul style="list-style-type: none"> OSH training systems to IE and SMEs established in two provinces as a national model to improve OSH in IE and SMEs
	Output 2.7: Labour	<ul style="list-style-type: none"> Problems and areas of improvement in recruitment practices and 	<ul style="list-style-type: none"> Information exchange on good practices in labour migration management 	<ul style="list-style-type: none"> Impact assessment on efficiency of EPS management 	<ul style="list-style-type: none"> Documentation of Good Practices in migration management of EPS and 	<ul style="list-style-type: none"> Development of Regional Guidelines and practices on recruitment

Countries	Components and key Korean partners	Expected Outcomes and Milestones				
		2010 (Jun 2010 – Dec 2011)	2011 (Jun 2011 – Dec 2012)	2012 (Aug 2012 – Dec 2013)	2013 *(Sep 2013 – Jul 2014)*	2014 (Feb 2014 – Dec 2014)
	<p>migration management <i>(HRDK)</i></p>	<p>pre- migration under EPS identified (through survey and national workshop)</p> <ul style="list-style-type: none"> Capacity of government officials on management of EPS strengthened (through national training) <p>DONE</p>	<p>encouraged (through Regional Fellowship Programme)</p> <ul style="list-style-type: none"> National guidelines and practices in improving EPS management developed <p>DONE – CHANGED TO REGIONAL RESEARCH WORK ON RETURN & REINTEGRATION MODELS</p>	<ul style="list-style-type: none"> Regional Forum on improving migration management under EPS and beyond <p>DONE – CHANGED TO REGIONAL RESEARCH WORK ON FINANCIAL SERVICES AND REMITTANCES MODELS</p>	<p>publication</p> <ul style="list-style-type: none"> Facilitation of exchange of good practices (through field visits or fellowship program) 	<p>and pre-migration process under EPS between sending and receiving countries: the way forward (through Regional Workshop)</p>
Cambodia	<p>Output 2.4: Employment injury insurance scheme <i>(COMWEL)</i></p>	<p><i>Implementation</i></p> <ul style="list-style-type: none"> Implementation of EII in Phnom Penh <p>DONE</p>	<p><i>Preparation for extension</i></p> <ul style="list-style-type: none"> Plan prepared for extension outside Phnom Penh Increased capacity of NSSF staff for implementation Increased awareness of stakeholders on EII <p>CANCELLED DUE TO THE READINESS OF THE RECIPIENT COUNTRY</p>	<p><i>Extension outside Phnom Penh</i></p> <ul style="list-style-type: none"> Coverage extended to several cities outside Phnom Penh <p>CANCELLED DUE TO THE READINESS OF THE RECIPIENT COUNTRY</p>	<p><i>Extension to all areas in Cambodia</i></p> <ul style="list-style-type: none"> Coverage extended to all major cities in Phnom Penh <p>CANCELLED DUE TO THE READINESS OF THE RECIPIENT COUNTRY</p>	<p><i>Improvements of the scheme</i></p> <ul style="list-style-type: none"> System reforms to be carried out based on implementation experiences (e.g. prevention, contribution rate setting, benefit packages, occupational diseases)
	<p>Output 2.5:</p>	<ul style="list-style-type: none"> National policy to improve OSH in Informal Economy (IE) workplaces developed 	<ul style="list-style-type: none"> OSH training capacities to IE in north-eastern regions established 	<ul style="list-style-type: none"> OSH training capacities to IE in north-western regions established 	<ul style="list-style-type: none"> OSH training capacities to IE established in south regions established 	<ul style="list-style-type: none"> Nationwide OSH training systems to IE established and functioning

Countries	Components and key Korean partners	Expected Outcomes and Milestones				
		2010 (Jun 2010 – Dec 2011)	2011 (Jun 2011 – Dec 2012)	2012 (Aug 2012 – Dec 2013)	2013 *(Sep 2013 – Jul 2014)*	2014 (Feb 2014 – Dec 2014)
	OSH scheme <i>(KOSHA & KLEI)</i>	in consultation with workers’ and employers’ organizations • OSH training capacities to IE established in central provinces DONE	CANCELLED DUE TO TRANSFER OF ILO OSH SPECIALIST	DONE - CHANGED TO REGIONAL FELLOWSHIP TRAINING COURSES	• National OSH training systems to IE reviewed for improvement	
	Output 2.7: Labour migration management <i>(HRDK)</i>	• Problems and areas of improvement in recruitment practices and pre- migration under EPS identified (through survey and national workshop) • Capacity of government officials on management of EPS strengthened (through national training) DONE	• Information exchange on Good Practices in labour migration management encouraged (through Regional Fellowship Programme) • National guidelines and practices in improving EPS management developed 50% DONE – CHANGED TO REGIONAL RESEARCH WORK ON RETURN & REINTEGRATION MODELS	• Impact assessment on efficiency of EPS management • Regional Forum on improving migration management under EPS and beyond DONE – CHANGED TO REGIONAL RESEARCH WORK ON FINANCIAL SERVICES AND REMITTANCES MODELS	• Documentation of Good Practices in migration management of EPS and publication • Facilitation of exchange of Good Practices (through field visits or fellowship program)	• Development of Regional Guidelines and practices on recruitment and pre-migration process under EPS between sending and receiving countries: the way forward (through Regional Workshop)
	Output 2.8: Skills recognition	• Case studies conducted to identify good practices in skills recognition • Skills requirement of	• Systems to manage and develop plus information base on skills migration improved	• Guidelines developed for recognition of skills gained by migrant workers upon return to their home	• Progress reviewed (in 7 countries) to test skills recognition of migrant workers	• Pilot studies conducted (in 7 countries) • Skills recognition system in both receiving and

Countries	Components and key Korean partners	Expected Outcomes and Milestones				
		2010 (Jun 2010 – Dec 2011)	2011 (Jun 2011 – Dec 2012)	2012 (Aug 2012 – Dec 2013)	2013 *(Sep 2013 – Jul 2014)*	2014 (Feb 2014 – Dec 2014)
	for migrant workers <i>(HRDK & KRIVET)</i>	receiving country identified • Support provided for development of monitoring systems 30% DONE	• Certificate of skills gained in receiving country developed • Systems developed for testing skills of returning migrants 40% DONE	countries • National Policy to recognize skills of migrant workers developed 40% DONE	• Regional workshop conducted to plan further coordination	sending countries improved
China	Output 2.5: OSH scheme <i>(KOSHA & KLEI)</i>	• National policy to improve OSH in IE and SMEs developed in consultation with workers' and employers' organizations • OSH training capacities to IE and SMEs established in a target province DONE	• Training materials developed • OSH training coverage to IE and SMEs expanded in target province DONE – CHANGED TO REGIONAL FELLOWSHIP TRAINING COURSES	• OSH training results reviewed in target provinces for improvement • OSH training capacities to IE and SMEs established in second target province CHANGED TO LAO PDR	• OSH training coverage to IE and SMEs expanded in second target province	• OSH training systems to IE and SMEs established in two provinces as a national model to improve OSH in IE and SMEs
	Output 2.6: Industrial relations practices <i>(KLEI)</i>	• New guidelines on wage negotiations prepared in conjunction with improved government wage policy framework • Problems with current approach to collective disputes, particularly strikes, identified DONE	• Capacity of workers' and employers' organizations for wage negotiations strengthened • Other countries' experience of handling collective disputes, particularly strikes, reviewed CANCELLED DUE TO TRANSFER OF ILO IR SPECIALIST	• Alternative legal frameworks for collective bargaining explored • New regulatory framework governing collective disputes and strikes prepared CANCELLED DUE TO TRANSFER OF ILO IR SPECIALIST	• New legal framework for collective bargaining put in place • Workers' and employers' organizations have appropriate capacity to carry out collective bargaining at various levels for mutual benefits • Capacity of conciliators / arbitrators strengthened to deal with collective disputes and strikes CANCELLED DUE TO TRANSFER OF ILO IR	• Disputes including strikes resolved through improved system of labour dispute settlement, and most disputes prevented by social dialogue including collective bargaining at various levels: No of strikes declined, No of wage agreements increased

Countries	Components and key Korean partners	Expected Outcomes and Milestones				
		2010 (Jun 2010 – Dec 2011)	2011 (Jun 2011 – Dec 2012)	2012 (Aug 2012 – Dec 2013)	2013 *(Sep 2013 – Jul 2014)*	2014 (Feb 2014 – Dec 2014)
					SPECIALIST	
	Output 2.7: Labour migration management <i>(HRDK)</i>		<ul style="list-style-type: none"> Problems and areas of improvement in recruitment practices and pre- migration under EPS identified (through survey and national workshop) Capacity of government officials on EPS management strengthened DONE – CHANGED TO REGIONAL RESEARCH WORK ON RETURN & REINTEGRATION MODELS	<ul style="list-style-type: none"> Information exchange on Good Practices in labour migration management encouraged (through Regional Fellowship Programme) National guidelines and practices in improving EPS management developed DONE – CHANGED TO REGIONAL RESEARCH WORK ON FINANCIAL SERVICES AND REMITTANCES MODELS	<ul style="list-style-type: none"> Impact assessment on efficiency of EPS management Regional Forum on improving migration management under EPS and beyond 	<ul style="list-style-type: none"> Documentation of Good Practices in migration management of EPS and publication
Mongolia	Output 2.5: OSH scheme <i>(KOSHA & KLEI)</i>	<ul style="list-style-type: none"> National policy to improve OSH in IE and SMEs developed in consultation with workers’ and employers’ organizations OSH training capacities to IE and SMEs established in central provinces 50% DONE DONE	<ul style="list-style-type: none"> OSH training capacities to IE and SMEs established in southern provinces DONE – CHANGED TO REGIONAL FELLOWSHIP TRAINING COURSES	<ul style="list-style-type: none"> OSH training results reviewed in the target provinces for strengthening capacities OSH training capacities to IE and SMEs established in eastern provinces DONE - CHANGED TO REGIONAL FELLOWSHIP	<ul style="list-style-type: none"> OSH training capacities to IE and SMEs established in western provinces 	<ul style="list-style-type: none"> Nationwide OSH training systems to IE and SMEs established and functioning

Countries	Components and key Korean partners	Expected Outcomes and Milestones				
		2010 (Jun 2010 – Dec 2011)	2011 (Jun 2011 – Dec 2012)	2012 (Aug 2012 – Dec 2013)	2013 *(Sep 2013 – Jul 2014)*	2014 (Feb 2014 – Dec 2014)
				TRAINING COURSES		
	Output 2.6: Industrial relations practices <i>(KLEI)</i>	<ul style="list-style-type: none"> • New law on dispute settlement introduced (as a result of activities in 2009) • A training manual for mediators and arbitrators prepared in local language • Problems with current collective bargaining system identified DONE	<ul style="list-style-type: none"> • Mediators and arbitrators trained for better handling of labour disputes • Alternative approaches to collective bargaining identified and carried out on a pilot basis with a proper training CANCELLED DUE TO TRANSFER OF ILO IR SPECIALIST	<ul style="list-style-type: none"> • Training results reviewed and upgrade training planned for mediation and arbitration • Social partners (CMTU and MONEF) concluded a number of real collective agreements in key sectors of the economy CANCELLED DUE TO TRANSFER OF ILO IR SPECIALIST	<ul style="list-style-type: none"> • Upgrade training carried out for mediators and arbitrators • Problems with current legal framework for collective bargaining identified based upon 2010-2012 experiences and alternative approaches explored CANCELLED DUE TO TRANSFER OF ILO IR SPECIALIST	<ul style="list-style-type: none"> • New legal framework for industrial relations being prepared
	Output 2.7: Labour migration management <i>(HRDK)</i>	<ul style="list-style-type: none"> • Information exchange on practices in labour migration management encouraged (through field visits to the countries of origin - Philippines) • National guidelines and practices in improving EPS management developed DONE	<ul style="list-style-type: none"> • Information exchange on Good Practices in labour migration management encouraged (through Regional Fellowship Programme) DONE – CHANGED TO REGIONAL RESEARCH WORK ON RETURN & REINTEGRATION MODELS	<ul style="list-style-type: none"> • Impact assessment on efficiency of EPS management Regional Forum on improving migration management under EPS and beyond DONE – CHANGED TO REGIONAL RESEARCH WORK ON FINANCIAL SERVICES AND REMITTANCES MODELS	<ul style="list-style-type: none"> • Documentation of Good Practices in migration management of EPS and publication • Facilitation of exchange of Good Practices (through field visits or fellowship program) 	<ul style="list-style-type: none"> • Development of Regional Guidelines and practices on recruitment and pre-migration process under EPS between sending and receiving countries: the way forward (through Regional Workshop)

Countries	Components and key Korean partners	Expected Outcomes and Milestones				
		2010 (Jun 2010 – Dec 2011)	2011 (Jun 2011 – Dec 2012)	2012 (Aug 2012 – Dec 2013)	2013 *(Sep 2013 – Jul 2014)*	2014 (Feb 2014 – Dec 2014)
				•		
	Output 2.8: Skills recognition for migrant workers (HRDK & KRIVET)	<ul style="list-style-type: none"> Bilateral discussions held to improve skills recognition in countries Skills requirement of receiving country identified 30% DONE 	<ul style="list-style-type: none"> Systems to manage and develop plus information base on skills migration improved Certificate of skills gained in receiving country developed CANCELLED DUE TO CHANGE IN ILO REGIONAL SKILLS PROGRAMME STRUCTURE 	<ul style="list-style-type: none"> Guidelines developed for recognition of skills gained by migrant workers upon return to their home countries National Policy to recognize skills of migrant workers developed DONE – CHANGED TO REGIONAL RMCS RESEARCH 	<ul style="list-style-type: none"> Progress reviewed (in 7 countries) to test skills recognition of migrant workers Regional workshop conducted to plan further coordination 	<ul style="list-style-type: none"> Pilot studies conducted (in 7 countries) Skills recognition system in both receiving and sending countries improved
Sri Lanka	Output 2.4: Employment injury insurance scheme (COMWEL)	<i>Feasibility studies</i> <ul style="list-style-type: none"> Feasibility study carried out on introduction of EII POSTPONED TO 2011 PROGRAMME (MAY- JUN 2012) DUE TO READINESS OF THE RECIPIENT COUNTRY 	<i>Consensus building</i> <ul style="list-style-type: none"> Consensus to be built on major design of the scheme and roles / responsibilities of stakeholders Major laws / decrees established DONE 	<i>Planning for implementation</i> <ul style="list-style-type: none"> Plans established for implementation Roles and responsibility of different Government agencies clarified and agreed upon Awareness of major stakeholders increased for implementation Major implementation regulations drafted DONE 	<i>Preparation for the implementation</i> <ul style="list-style-type: none"> Administration procedures, HR plans for administration staff and IT systems developed for implementation Capacities of tripartite partners built for implementation Major implementation regulations established 	<i>Implementation</i> <ul style="list-style-type: none"> Implementation of EII scheme

Countries	Components and key Korean partners	Expected Outcomes and Milestones				
		2010 (Jun 2010 – Dec 2011)	2011 (Jun 2011 – Dec 2012)	2012 (Aug 2012 – Dec 2013)	2013 *(Sep 2013 – Jul 2014)*	2014 (Feb 2014 – Dec 2014)
	Output 2.5: OSH scheme <i>(KOSHA & KLEI)</i>	<ul style="list-style-type: none"> Training materials for OSH in IE and SMEs developed and tested DONE <i>(Regional Materials)</i> 	<ul style="list-style-type: none"> National policy to improve OSH in IE workplaces and SMEs developed in consultation with workers' and employers' organizations DONE – CHANGED TO REGIONAL FELLOWSHIP TRAINING COURSES 	<ul style="list-style-type: none"> OSH training capacities to IE and SMEs established in a target province DONE - CHANGED TO REGIONAL FELLOWSHIP TRAINING COURSES 	<ul style="list-style-type: none"> OSH training results reviewed in target province for improvement OSH training capacities to IE and SMEs established in second target province 	<ul style="list-style-type: none"> OSH training systems to IE and SMEs established in two provinces as a national model to improve OSH in IE and SMEs
	Output 2.7: Labour migration management <i>(HRDK)</i>	<ul style="list-style-type: none"> Information exchange on practices in labour migration management encouraged (through field visits to the countries of origin - Philippines) National guidelines and practices in improving EPS management developed DONE 	<ul style="list-style-type: none"> Information exchange on Good Practices in labour migration management encouraged (through Regional Fellowship Programme) DONE – CHANGED TO REGIONAL RESEARCH WORK ON RETURN & REINTEGRATION MODELS 	<ul style="list-style-type: none"> Impact assessment on efficiency of EPS management Regional Forum on improving migration management under EPS and beyond DONE – CHANGED TO REGIONAL RESEARCH WORK ON FINANCIAL SERVICES AND REMITTANCES MODELS 	<ul style="list-style-type: none"> Documentation of Good Practices in migration management of EPS and publication Facilitation of exchange of Good Practices (through field visits or fellowship program) 	<ul style="list-style-type: none"> Development of Regional Guidelines and practices on recruitment and pre-migration process under EPS between sending and receiving countries: the way forward (through Regional Workshop)

Countries	Components and key Korean partners	Expected Outcomes and Milestones				
		2010 (Jun 2010 – Dec 2011)	2011 (Jun 2011 – Dec 2012)	2012 (Aug 2012 – Dec 2013)	2013 *(Sep 2013 – Jul 2014)*	2014 (Feb 2014 – Dec 2014)
	Output 2.8: Skills recognition for migrant workers <i>(HRDK & KRIVET)</i>	<ul style="list-style-type: none"> Bilateral discussions held to improve skills recognition in countries POSTPONED TO 2011 Skills requirement of receiving country identified 30% DONE 	<ul style="list-style-type: none"> Systems to manage and develop plus information base on skills migration improved Certificate of skills gained in receiving country developed CANCELLED DUE TO CHANGE IN ILO REGIONAL SKILLS PROGRAMME STRUCTURE 	<ul style="list-style-type: none"> Guidelines developed for recognition of skills gained by migrant workers upon return to their home countries National Policy to recognize skills of migrant workers developed 50% DONE 	<ul style="list-style-type: none"> Progress reviewed (in 7 countries) to test skills recognition of migrant workers Regional workshop conducted to plan further coordination 	<ul style="list-style-type: none"> Pilot studies conducted (in 7 countries) Skills recognition system in both receiving and sending countries improved
Viet Nam	Output 2.3: Employment insurance scheme <i>(KEIS)</i>	<i>Implementation of EI</i> <ul style="list-style-type: none"> National implementation of EI Capacities of Government staff improved for administration of a new EI scheme Awareness raised and capacities to be built for workers and employers on EI understanding CANCELLED DUE TO THE CHANGE IN INTEREST AND SITUATION OF RECIPIENT COUNTRY <i>(Workshop conducted in Aug'10, Training video and leaflet developed and</i> 	<i>Implementation of EI</i> <ul style="list-style-type: none"> Capacities of Government staff further improved on implementation of a new EI scheme Services improved for beneficiaries CANCELLED DUE TO THE CHANGE IN INTEREST AND SITUATION OF RECIPIENT COUNTRY 	<i>Assessment of implementation</i> <ul style="list-style-type: none"> Assessment done on implementation of EI Recommendations formulated for improvement of EI Policies formulated for improvement of EI CANCELLED DUE TO THE CHANGE IN INTEREST AND SITUATION OF RECIPIENT COUNTRY 	<i>Preparation of a new improvement</i> <ul style="list-style-type: none"> Necessary legal documents drafted for improvement of EI Capacities enhanced for improved benefits, services and administration of EI Awareness raised for implementation of new improved scheme CANCELLED DUE TO THE CHANGE IN INTEREST AND SITUATION OF RECIPIENT COUNTRY 	<i>Implementation of a improved EI</i> <ul style="list-style-type: none"> Reformed benefits and services implemented Awareness and capacities of tripartite partners further enhanced CANCELLED DUE TO THE CHANGE IN INTEREST AND SITUATION OF RECIPIENT COUNTRY

Countries	Components and key Korean partners	Expected Outcomes and Milestones				
		2010 (Jun 2010 – Dec 2011)	2011 (Jun 2011 – Dec 2012)	2012 (Aug 2012 – Dec 2013)	2013 *(Sep 2013 – Jul 2014)*	2014 (Feb 2014 – Dec 2014)
		<i>distributed to 20,000 beneficiaries in the provinces)</i>				
	Output 2.4: Employment injury insurance scheme (COMWEL)	Policy formulation for reform toward a comprehensive EII system <ul style="list-style-type: none"> Assessment of current EII system and, prevention and rehabilitation policies and implementation Formulation of a new policy of EII CANCELLED DUE TO THE CHANGE IN INTEREST AND SITUATION OF RECIPIENT COUNTRY	Preparation for implementation of a reformed EII <ul style="list-style-type: none"> Legal documents, including laws, decrees and circulars formulated for a reformed EII Implantation plan of new EII formulated Capacity of staff in charge of new EII, including those in charge of preventions and rehabilitation, built for implantation of new EII Awareness raised for employers and employees on new EII CANCELLED DUE TO THE CHANGE IN INTEREST AND SITUATION OF RECIPIENT COUNTRY	Implementation of a reformed EII scheme <ul style="list-style-type: none"> New EII scheme implemented based Capacities of staff further improved, especially in areas of effective linkage among prevention, compensations and rehabilitation Linkage strengthened among prevention, compensations and rehabilitation CANCELLED DUE TO THE CHANGE IN INTEREST AND SITUATION OF RECIPIENT COUNTRY	Assessment of a reformed EII scheme <ul style="list-style-type: none"> Assessment carried out on implementation of a reformed EII scheme, especially on efficiency and effectiveness of benefits and services Recommendations made on improvements of EII scheme CANCELLED DUE TO THE CHANGE IN INTEREST AND SITUATION OF RECIPIENT COUNTRY	Further improvements of EII scheme <ul style="list-style-type: none"> Policies of further improvements made on more efficient and effective services, including effective preventions, adequacies of disability assessments, benefit adequacy and effectiveness of rehabilitation services
	Output 2.6: Industrial	<ul style="list-style-type: none"> Support given to a national center for IR promotion with a view to developing a code of conduct for sound 	<ul style="list-style-type: none"> Government officials and social partners trained in new ways of managing IR and handling labour 	<ul style="list-style-type: none"> Code of conduct revised and updated through full consultation among three parties based upon past 	<ul style="list-style-type: none"> Assistance given to create a specialized raining institute for industrial relations (modeled after 	<ul style="list-style-type: none"> Plan for the training institute completed and actual preparation started

Countries	Components and key Korean partners	Expected Outcomes and Milestones				
		2010 (Jun 2010 – Dec 2011)	2011 (Jun 2011 – Dec 2012)	2012 (Aug 2012 – Dec 2013)	2013 *(Sep 2013 – Jul 2014)*	2014 (Feb 2014 – Dec 2014)
	relations practices (KLEI)	industrial relations • Training of trainers programme on collective bargaining developed DONE	disputes in line with code of conduct • Training of trainers programme implemented and workers/employers representatives trained by trainers CANCELLED DUE TO TRANSFER OF ILO IR SPECIALIST	experiences • Training programme evaluated and accordingly adjusted CANCELLED DUE TO TRANSFER OF ILO IR SPECIALIST	KLEI) CANCELLED DUE TO TRANSFER OF ILO IR SPECIALIST	
	Output 2.7: Labour migration management (HRDK)	• Information exchange on practices in labour migration management encouraged (through field visits to the countries of origin - Philippines) • National guidelines and practices in improving EPS management developed DONE	• Information exchange on Good Practices in labour migration management encouraged (through Regional Fellowship Programme) DONE – CHANGED TO REGIONAL RESEARCH WORK ON RETURN & REINTEGRATION MODELS	• Impact assessment on efficiency of EPS management • Regional Forum on improving migration management under EPS and beyond DONE	• Documentation of Good Practices in migration management of EPS and publication • Facilitation of exchange of Good Practices (through field visits or fellowship program)	• Development of Regional Guidelines and practices on recruitment and pre-migration process under EPS between sending and receiving countries: the way forward (through Regional Workshop)
	Output 2.8: Skills recognition for migrant workers (HRDK &	• Bilateral discussions held to improve skills recognition in countries • Skills requirement of receiving country identified 30% DONE	• Systems to manage and develop plus information base on skills migration improved • Certificate of skills gained in receiving country developed CANCELLED DUE TO	• Guidelines developed for recognition of skills gained by migrant workers upon return to their home countries • National Policy to recognize skills of migrant workers developed	• Progress reviewed (in 7 countries) to test skills recognition of migrant workers • Regional workshop conducted to plan further coordination	• Pilot studies conducted (in 7 countries) • Skills recognition system in both receiving and sending countries improved

Countries	Components and key Korean partners	Expected Outcomes and Milestones				
		2010 (Jun 2010 – Dec 2011)	2011 (Jun 2011 – Dec 2012)	2012 (Aug 2012 – Dec 2013)	2013 *(Sep 2013 – Jul 2014)*	2014 (Feb 2014 – Dec 2014)
	KRIVET)		CHANGE IN ILO REGIONAL SKILLS PROGRAMME STRUCTURE	60% DONE		
Region	Output 1.2 & 1.3: Regional Skills Network <i>(HRDK)</i>	<ul style="list-style-type: none"> Increased partner organizations collaborating to share knowledge and experience Website updated Tri-annual Newsletter disseminated (electronic and hard copies) DONE	<ul style="list-style-type: none"> 3rd Regional technical meetings organized to identify and update skills priority issues of partner organizations Website updated Tri-annual Newsletter disseminated (electronic and hard copies) DONE	<ul style="list-style-type: none"> Documentation of Good practices on one of skills priority issues identified in the 3rd regional meeting Website updated Tri-annual Newsletter disseminated (electronic and hard copies) 70% DONE	<ul style="list-style-type: none"> Capacity of partner organizations increased to lead the Network Assessment of the Regional Skills Network for partner organizations conducted Website updated Tri-annual Newsletter disseminated (electronic and hard copies) 	<ul style="list-style-type: none"> Framework of the Network revised and agreed upon Website updated Tri-annual Newsletter disseminated (electronic and hard copies)
	Output 2.8: Skills recognition for migrant workers <i>(HRDK & KRIVET)</i>	<ul style="list-style-type: none"> Manual/Guidelines on skills recognition developed to be used in bilateral discussion (between sending-receiving countries) 40% DONE	<ul style="list-style-type: none"> Research conducted to identify gaps/mismatch between skills qualifications and skills requirements of migrant workers in sending and receiving countries 60% DONE	<ul style="list-style-type: none"> Recommendation to improve skilled migration processes to both sending and receiving countries developed DONE		

Countries	Components and key Korean partners	Expected Outcomes and Milestones				
		2010 (Jun 2010 – Dec 2011)	2011 (Jun 2011 – Dec 2012)	2012 (Aug 2012 – Dec 2013)	2013 *(Sep 2013 – Jul 2014)*	2014 (Feb 2014 – Dec 2014)
<u>ADDITIONAL RECIPIENT COUNTRIES AND AREAS OF WORK BEYOND THE ORIGINAL 5-YEAR FRAMEWORK</u>						
Thailand	Regional Skills Programme		<ul style="list-style-type: none"> Community of Practice (networking of implementers) for Thailand DONE 			
Lao PDR	Regional Skills Programme		<ul style="list-style-type: none"> Development of National Skills Standards in Construction Sector DONE 	<ul style="list-style-type: none"> Development of National Skills Standards in Automotive Sector DONE 	<ul style="list-style-type: none"> Development of National Skills Standards in ICT Sector 70% DONE 	
	OSH		<ul style="list-style-type: none"> National workshop on Asbestos and training of trainers in PAOT DONE 	<ul style="list-style-type: none"> National workshop on Asbestos and training of trainers in PAOT DONE 		
Indonesia	OSH		<ul style="list-style-type: none"> National PAOT & WISE workshop National Chemistry Safety workshop DONE 	<ul style="list-style-type: none"> 		
Region	Social Security		<ul style="list-style-type: none"> 2 Fellowship training courses on EI & EII in Korea DONE 	<ul style="list-style-type: none"> 2 Fellowship training courses on EI & EII in Korea DONE 		

Countries	Components and key Korean partners	Expected Outcomes and Milestones				
		2010 (Jun 2010 – Dec 2011)	2011 (Jun 2011 – Dec 2012)	2012 (Aug 2012 – Dec 2013)	2013 *(Sep 2013 – Jul 2014)*	2014 (Feb 2014 – Dec 2014)
	Regional Skills Progr.		<ul style="list-style-type: none"> 2 Fellowship training courses on skills on vocational training and management of training in Korea DONE 	<ul style="list-style-type: none"> 2 Fellowship training courses on public-private partnership and workplace learning in Korea DONE 		
	OSH		<ul style="list-style-type: none"> 2 Fellowship training courses on national policy framework and working conditions in informal economy in Korea DONE 	<ul style="list-style-type: none"> 2 Fellowship training courses on national policy framework and working conditions in informal economy in Korea DONE 		
	Labour Migration		<ul style="list-style-type: none"> Research on return and reintegration models in Asia DONE 	<ul style="list-style-type: none"> Research on financial services and remittances models in Asia 80% DONE 		
India and Indonesia	Green Jobs		<ul style="list-style-type: none"> Research on Green Industry in India DONE 	<ul style="list-style-type: none"> Indonesian Green Entrepreneurship Program Community of Practice (networking of implementers) in AP region DONE 	<ul style="list-style-type: none"> Indonesian Green Entrepreneurship Program DONE 	
Cambodia, Indonesia,	ASEAN Social		<ul style="list-style-type: none"> Phase I 	<ul style="list-style-type: none"> Phase I 		

Countries	Compo- nents and key Korean partners	Expected Outcomes and Milestones				
		2010 <i>(Jun 2010 – Dec 2011)</i>	2011 <i>(Jun 2011 – Dec 2012)</i>	2012 <i>(Aug 2012 – Dec 2013)</i>	2013 <i>*(Sep 2013 – Jul 2014)*</i>	2014 <i>(Feb 2014 – Dec 2014)</i>
Thailand and Viet Nam	Security Project		30% DONE	DONE		
Indonesia and the Philippines	Industrial Policies Project		• Phase I 30% DONE	• Phase I DONE	Phase II TO BE STARTED	

A.2 Korean ODA-priority countries and countries involved in ILO/ Korea Partnership programme.

priority countries involved (ODA)	priority countries not involved (ODA)	(ODA) non-priority countries involved
Cambodia	Azerbaijan	China
Indonesia	Bangladesh	India
Lao PDR	Solomon Islands	Kyrgyzstan
Mongolia		Kazakhstan
Nepal		Tajikistan
Pakistan		Malaysia
Philippines		Thailand
Sri Lanka		
Timor-Leste		[Myanmar]
Uzbekistan		
Vietnam		

T.1

Korea has identified 26 ODA priority countries for its bilateral ODA. Out of these, 14 are countries in the Asia Pacific region (two left-hand columns of the table above). The ILO/Korea Partnership Programme covers a large number of these priority countries. It also implements activities in or with a number of other Asian countries.

When it comes to the EPS, the selection of countries naturally is different from ODA priority countries because it must be matched with labor demand in Korea and the supply of the respective skill levels (countries marked blue in the table above).

Whether Korean multilateral ODA should focus on bilateral ODA priority countries, is open to question, and there is probably no generic answer to it. However, countries which figure among the ODA priority countries are likely to provide more opportunities for deepening the impact of the ILO/Korea Partnership Programme because of potential synergies and opportunities of direct collaboration with organizations delivering further Korean ODA, such as KOICA or EDCF.

As to the EPS related activities, it may actually be useful to disseminate the successful EPS experience to countries outside the above categories and even beyond the scope of countries attended to under the ROAP, e.g. countries in the Middle East absorbing large flows of migrant labor.

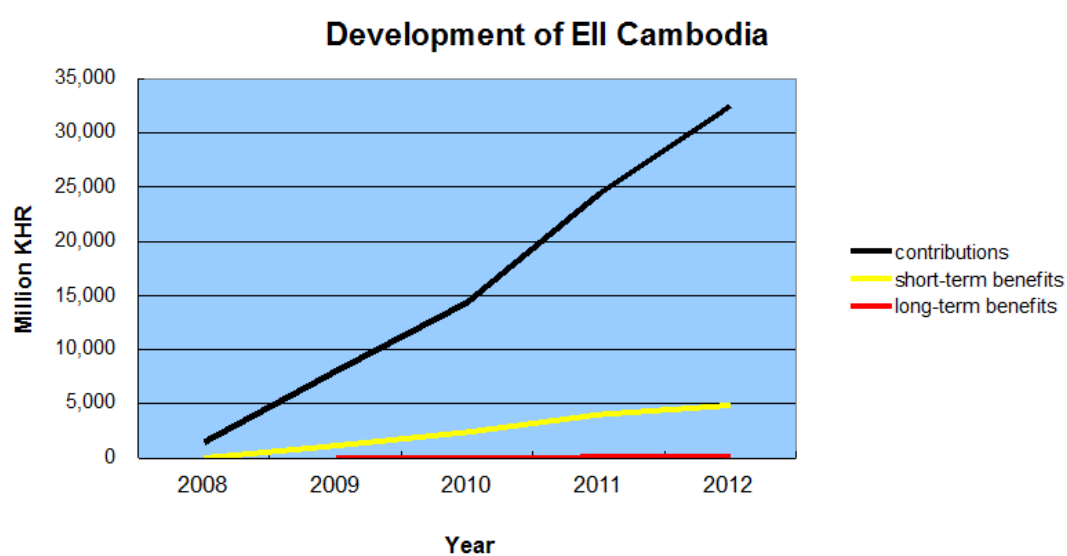
A.3 Example: Employee Injury Insurance in Cambodia.

One example demonstrating the ability of the ILO/Korea Partnership Programme to deliver results is the employee injury insurance scheme introduced in Cambodia.

This was the first employee insurance scheme in the country, and programme activities were able to start on a relatively clean slate. The particular constellation in Cambodia thus allowed for successful replication of a "Korean approach" with relatively few adjustments required.

T.2	2008-09	2010	2011	2012	2013
employees covered	387,046	594,686	674,217	768,134	820,000
enterprises participating	983	1,910	3,105	4,583	5,600
provinces covered	3	8	13	20	24

Source: National Social Security Fund of Cambodia.



G.2. *Source:* Figures provided by National Social Security Fund of Cambodia.

The table and the graph above illustrate the success of the project. Contributions to the scheme, at this time, are more than sufficient to cover short and long-term benefit payments as well as the operation cost of the scheme. The increasing coverage of formal sector employees is impressive.

The project is relevant because it covers an area of social security that previously was not covered. The project is effective because the outcome has essentially been achieved. The implementation and the newly built system are sufficiently efficient. Impact has been achieved as of the first years of implementation and is measurable. The foundation for a sustainable system has been built.

Is it time to withdraw and leave the scheme to itself?

While without any doubt very successful, some issues that may affect future sustainability and the effectiveness of the scheme still remain and merit appropriate follow-up over the coming years in order to secure and improve the results. According to a recent actuarial study, the following questions should be addressed:

- an individual member database has not yet been created, members can only be traced through employer (hospitals have to check against a list of employers)
- reporting of workers and insured wages and payment of contributions is a one-step process (possibilities of under-reporting)
- contributions are based on wage classes with a ceiling (unexplained)
- benefit formulas for permanent disability do not match with the formulas recommended by ILO
- compensation provided to all beneficiaries represents only 13.8 % of total earnings lost
- survivor benefits are generally designed based on the level of the benefit received by the deceased if he had survived, whereas benefits are reduced when the worker has been disabled
- many workers do not have official documents proving their family status and as a consequence surviving dependents often must forgo the receipt of survivor benefits
- medium to large factories operate their own in-house infirmaries staffed with a nurse and/ or doctor (requirement under the labour law) -- it is suspected that the majority of minor injuries are treated on-site in the factory

Some of the issues may be difficult to solve because they relate to the general deficiencies in the administration of identity cards and documentation of family status in Cambodia. However, solutions for other issues should be found.

This underlines the importance of long-term and in-depth commitment to development processes supported. It is not enough to be successful, but there is a need to ensure sustainability.

If the ILO/Korea Partnership Programme seeks to generate a lasting impact, it should seek to commit to specific processes on a long-term basis and with sufficient depth. "Scattering" resources over many countries and projects is not conducive to achieving sufficient depth even if the commitment is long term.

A.4 Example: Employee Injury Insurance in Sri Lanka.

The limitations to the transfer of successful approaches to other countries have become apparent in the project to introduce an employee injury insurance scheme in Sri Lanka.

In this case, there was no clean slate available. Injuries, independent of their cause, are generally being treated by free health care services, covered by the health system. Setting up a parallel system for treating injuries incurred at the work place would therefore not make sense.

At the same time, there is a general interest by constituents in learning about other models of compensation for disabilities resulting from workplace injuries than the prevalent employer liability system.

In the Sri Lankan context, such changes, however, need to be negotiated and agreed with all constituents, notably employers who are currently buying (or not) insurance policies in line with their expected employee injury liabilities.

Employers being weary of agreeing to "yet another officially administered benefit scheme" are not likely to simply approve any proposal submitted unless there is sufficient confidence in the efficiency and effectiveness of the scheme under Sri Lankan conditions.

Therefore, a changeover to a "Korean-style" EII as in Cambodia is unrealistic. The lesson has been learned by the concerned and the assistance delivered by the ILO/Korea Partnership Programme is being adapted to the different requirements of Sri Lanka. And stakeholders in Sri Lanka are standing by for further ILO/Korea Partnership Programme activities in this process.

A.5 Example: Skill Standards in Laos.

Developing national skills standards in Laos is another example for the successful implementation of a project under the ILO/Korea Partnership Programme.

The ILO/Korea Partnership Programme facilitated the development of the first national skills standards in Laos. These were developed for the construction³¹ and automotive sectors with information and communication technologies still to follow (until 2014). This is a significant achievement and provides a good basis both for developing further standards and for aligning training and education to common standards.

In the advent of the creation of the AEC, however, there are certain fears that progress is too slow to be able to show significant and timely impact.

³¹ Incidentally, there is very little effective demand for skills training in the construction sector and it is unlikely to come about with the introduction of the national standard. Automotive and ICT sector demand is sufficient, however, and should therefore be the focus of any further activities.

- Curricula catering to the national standard still need to be developed and tested.
- Respective testing and certification capacities need to be built.
- Teachers need to be (re-) trained to deliver according to the national standard.
- Beneficiaries need to be trained.

This case illustrates the limitations of achieving more significant impact on the basis of supporting small projects under the ILO/Korea Partnership Programme. Unless there is a strong follow-up in all of the above areas, measurable impact will remain elusive.³²

A.6 List of persons met

[by order of duty station, organizational affiliation, and alphabet]

Name	Organization	Function
<u>Cambodia</u>		
BUNNA Keo	NSSF	Director of Benefits Division
OUK Samvithyea	NSSF	Executive Director
SONG Solina	NSSF	Director of Administration Division
<u>Korea</u>		
LEE Misook	HRD KOREA	Manager Global Cooperation Team
YOO Seong-Heui	HRD KOREA	Global Cooperation Team
HONG Sung-Sik	KCOMWEL	General Manager International Relations Team
JO Hyung-Kyu	KCOMWEL	Manager International Relations Team
OH Se-Il	KCOMWEL	Manager International Relations Team
LEE In-Seop	KOSHA	Deputy Director International Cooperation Center
LEE Jaewang	KOSHA	Senior Manager International Cooperation

³² There are possibilities for deepening the impact by collaborating notably with KOICA. Cf. 3.13.

Name	Organization	Function
		Center
HWANG Jong-Chui	MoEL	Director Development Cooperation Division
LEE Eun-Kyeong	MoEL	Deputy Director Development Cooperation Division
Lao PDR		
KWON Young-Eui	KOICA Office in Lao PDR	Resident Representative
CHANTHAVONG, Phouvanh	MLSW	Director General Department of Skills Development and Employment
SOUPHANTHONG, Sourisack	MLSW	
- numerous -	MLSW	Members of National Task Force Committees on the development of national skills standards in construction and automotive sectors
Sri Lanka		
WEERASINGHE, Kanishka	Employers' Federation of Ceylon	Deputy Director-General
HASSENDEEN, Shafinaz	ILO CO Sri Lanka	Senior Programme Officer
LI Donglin	ILO CO Sri Lanka	Country Director Sri Lanka and the Maldives
WEERASEKERA, Pramodini	ILO CO Sri Lanka	Programme Officer
CHO Kyu-Chan	KOICA Office in Sri Lanka	Resident Representative
WIJAYAWEERA, W.J.L.U.	MLLR	Secretary
WIMALAWEERA, Ananda	MLLR	Senior Assistant Secretary Foreign Relations

Name	Organization	Function
- numerous -	MLLR, Labour Secretariat	Fellowship participants
	MYASD TVEC	Deputy Director General
POLWATTE, Ajith	MYASD TVEC	Deputy Director Planning and Research
JAYALATH, Janaka	MYASD TVEC	Director Information Systems
SIVANANTHAN, P.	MYASD	Director Vocational Training
RASSEDEEN	National Association of Trade Unions on Research & Education	General Secretary
SUNDEV DINGEM, M.	NTUF	Assistant Secretary
DEVENDRA, Leslie	Sri Lanka Nidahas Sevaka Sangama	General Secretary
ROAP		
AZIZ, Alex	ILO ROAP	Regional Senior Human Resources Officer
BARUAH, Nelim	ILO ROAP	Senior Migration Specialist
CHRISTENSEN, Ingrid	ILO ROAP	Senior Specialist on Occupational Safety and Health
KIM Kee-Beom	ILO ROAP	Employment Specialist
MANGAHAS, Thetis	ILO ROAP	Deputy Regional Director Policy and Programmes
PRINGSULAKA, Pamornrat	ILO ROAP	Monitoring and Evaluation Officer
SCHIEFER, Wolfgang	ILO ROAP	Head Regional Unit for Partnerships
SCHMITT, Valérie	ILO ROAP	Social Security Specialist
TORRES, Carmela	ILO ROAP	Senior Specialist on Skills and Employability

Name	Organization	Function
UDOMCHAIPORN, Napaporn	ILO ROAP	ILO/Korea Partnership Programme Officer
VILLACORTA, Lorraine Baybay	ILO ROAP	Environment and Decent Work Specialist
KIM Joo-Yung	ILO ROAP/ KCOMWEL	Social Security Officer
PARK Jung-Keun	ILO ROAP/ KOSHA	Expert on Occupational Safety and Health
KIM Hwan-Gung	ILO ROAP/ MoEL	Programme Coordinator ILO/Korea Partnership Programme

A.7 Itinerary

Date/Time	Description
Mon 25 Nov	Arrive in Bangkok
Tue 26 Nov	Briefings with ILO Officials
	Ms Thetis Mangahas, Deputy Regional Director, ILO Regional Office for Asia and the Pacific
	Mr Hwan-Gung Kim, ILO/Korea Programme Coordinator Ms Napaporn Udomchaiporn, ILO/Korea Programme Officer
	Ms Pamornrat Pringsulaka, Monitoring and Evaluation Officer
	Ms Lorraine Villacorta, Environment and Decent Work Specialist
	Ms Carmela I. Torres, Senior Skills and Employability Specialist - Decent Work Team-Bangkok
Wed 27 Nov	Briefings with ILO Officials
	Mr Kee Beom Kim, Employment Specialist -Decent Work Team-Bangkok
	Mr Jooyung Kim, Social Security Officer -Decent work Team-Bangkok <i>(*Seconded official from Korean Workers' Compensation Welfare Service (COMWEL)*)</i>
	Ms Valerie Schmitt, Social Security Specialist -Decent work Team-Bangkok

Fri 29 Nov	Leave Bangkok for Phnom Penh
	Mr Ouk Samvityea, Director, National Social Security Fund Cambodia
Sat 30 Nov	Leave Phnom Penh for Bangkok
	Leave Bangkok for Korea
Mon 2 Dec	Ministry of Employment and Labour (MoEL-ROK)
Tue 3 Dec	Korean Workers' Compensation and Welfare Service (COMWEL)
	Human Resources Development Service of Korea (HRD Korea)
	Korea Occupational Safety and Health Agency (KOSHA) in Incheon
	Leave Incheon for Colombo (via Bangkok)
Wed 4 Dec	Mr Donglin Li, ILO Country Director for Sri Lanka and Maldives
	Meet with Mr Kanishka Weerasinghe, Deputy Director General -Employers' Federation of Ceylon
Thu 5 Dec	Meet with Mr Upali Wijayaweera and team, Ministry of Labour & Labour Relations, Labour Secretariat, Colombo 5
	Meet with Trade Unions
	Mr Leslie Devendra, General Secretary Sri Lannka
	Nidhahas Sevaka Sangama
	Mr Velayudum, President, NTUF
	Mr Rassedeem, General Secretary -National Association of Trade Unions on Research & Education
	Mr M Marimuttu, Ceylon Workers Congress
Fri 6 Dec	Meet with Deputy Director General, Tertiary and Vocational Education Commission
	Meeting with KOICA
Sat 7 Dec 2.25	Leave Colombo for Bangkok
	Leave Bangkok for Vientiane

Mon 9 Dec	Meet with 2 National Task Force Committees on the development of national skills standards in Construction and Automotive sectors
Tue 10 Dec	Meet with tripartite constituents who are involved with the OSH activities
	Leave Vientiane for Bangkok
Wed 11 Dec	Ms Ingrid Christensen, Senior Specialist on OSH DWT-Bangkok Mr Jung-Keun Park, OSH Officer <i>(*Seconded official from Korea Occupational Safety and Health's Agency)</i>
	Mr Nilim Baruah, Regional Migration Specialist
	Mr Wolfgang Schiefer Chief, Regional Partnerships Unit
	Debriefing in Bangkok
Tue 12 Dec	Leave Bangkok for Berlin

Last update: 10/12/2013

A8. LESSONS LEARNT**ILO Lesson Learned Template**

Project Title: ILO/Korea Partnership Programme Towards the Realization of the Asian Decent Work Decade (June 2009 – May 2014)

Project TC/SYMBOL: RAS/13/60/ROK; RAS/12/58/ROK; RAS/11/55/ROK; RAS/10/55/ROK; RAS/09/50/ROK

Name of Evaluator: Christoph David Weinmann

Date: February 2014

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	Avoid scattering resources even when your ambition is to achieve impact in a larger region. The odds are that impact will be minimal and your efforts may even go unnoticed. Furthermore, the likelihood that your impact will be sustainable is comparably low. This is a lesson learned from trying to assist many Asian countries achieving the goals of the Asian Decent Work Decade where we involved some 20 countries with a donor budget that amounted to ca. USD 5 million.
Context and any related preconditions	Our programme was the first of its kind with a new, emerging donor country. Therefore, some of the limitations in our approach may be rated as "teething problems". When working with new donors, it will therefore be important that we all pay more attention to familiarizing everyone with the international discussions on aid effectiveness.
Targeted users / Beneficiaries	Our lesson is independent of the level and types of users and beneficiaries. We have had a multitude of interactions at different levels in different countries.
Challenges /negative lessons - Causal factors	Average donor resources available per country amounted to USD 50,000 per year. At the same time, the management intensity became very high because the programme essentially needed to operate like a funding scheme for small projects which we needed to design individually and tailor to the local circumstances.
Success / Positive Issues - Causal factors	n.a.
ILO Administrative Issues (staff, resources, design, implementation)	We could have possibly prevented some of the scattering by engaging in deeper technical discussions with our donor prior to implementation. Our implementation experience in TC projects should have allowed us to anticipate the shortcomings, and advise our new donors on such issues in the early stages (as long as the donor is open to suggestions).

ILO Lesson Learned Template

Project Title: ILO/Korea Partnership Programme Towards the Realization of the Asian Decent Work Decade (June 2009 – May 2014)

Project TC/SYMBOL: RAS/13/60/ROK; RAS/12/58/ROK; RAS/11/55/ROK; RAS/10/55/ROK; RAS/09/50/ROK

Name of Evaluator: Christoph David Weinmann

Date: February 2014

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	When labor-related departments of ILO member governments make available funds for TC projects to the ILO, they may ignore TC projects that other departments of the same government are already implementing in recipient countries. It may be mutually beneficial for both departments to cooperate in the field, however, and TC projects can benefit from such a joining of forces. ILO should encourage such cooperation to increase its leverage.
Context and any related preconditions	Cooperation can only meaningfully be achieved if several departments of the same donor government actually operate in the same country during the same time. The whole-of-government approach advocated for in international discussions on aid effectiveness (OECD/ DAC) points to the importance of such cooperation.
Targeted users / Beneficiaries	In our case, the international cooperation branch of the same government was very active in developing skills in the countries concerned, albeit with different institutional attachments. There was large potential for achieving stronger impacts for the same beneficiaries.
Challenges /negative lessons - Causal factors	Representatives of the technical cooperation branches in the countries concerned were unaware of the donor role of their own country's labor branch regarding the ILO. The embassy of the country did not coordinate the different interventions.
Success / Positive Issues - Causal factors	n.a.
ILO Administrative Issues (staff, resources, design, implementation)	We could have possibly helped our donor by more directly encouraging such cooperation at the country level. This requires, however, that we actively seek to identify these opportunities for cooperation in discussion with the local embassies and the different branches of the donor government.

ILO Lesson Learned Template

Project Title: ILO/Korea Partnership Programme Towards the Realization of the Asian Decent Work Decade (June 2009 – May 2014)

Project TC/SYMBOL: RAS/13/60/ROK; RAS/12/58/ROK; RAS/11/55/ROK; RAS/10/55/ROK; RAS/09/50/ROK

Name of Evaluator: *Error! No bookmark name given.* Christoph David Weinmann

Date: February 2014

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	If we are keen on learning about the efficiency of our projects and programs, the first step is to correctly know about our cost. Efficiency relates to the relationship between inputs (activities) and outputs (results). Benefits sometimes are difficult to measure because not all of them can be expressed in monetary form, and some cannot be quantified. However, costs can always be expressed in monetary form, and we should always be able to fully account for them. Otherwise we lack the denominator of our fraction and cannot assess benefits in proportion.
Context and any related preconditions	The difficulty of measurement of costs increases as the number of stakeholders contributing to a project or program increases. For example, funding may come from multiple sources (different donors, different budgets). Moreover, many contributions are made by beneficiary stakeholders, notably by participating in activities.
Targeted users / Beneficiaries	Contributions made by beneficiaries are often underestimated. Staff time, office space and other contributions in kind usually do not appear in our reports.
Challenges /negative lessons - Causal factors	In our programme, even substantial contributions by donor organizations were not properly documented. This included the costs of deploying several (lent) long-term experts and part of the costs of fellowships.
Success / Positive Issues - Causal factors	n.a.
ILO Administrative Issues (staff, resources, design, implementation)	Sometimes, it may not be practical to count all of the cost, in particular if this relates to expected stakeholder commitments. Some stakeholders, for example, may be ready to commit, but cannot formally commit to exact cost figures before the project shows it can actually yield benefits or before the next budget is allocated by departments of finance. In these cases, it is important to at least specify expected commitments, for example by specifying quantities (e.g. 36 months of international experts; 18 months of office space at locations X, Y, Z; leveling of ca. 150 ha of ground by members of the local population as in-kind contribution to ...)

ILO Lesson Learned Template

Project Title: ILO/Korea Partnership Programme Towards the Realization of the Asian Decent Work Decade (June 2009 – May 2014)

Project TC/SYMBOL: RAS/13/60/ROK; RAS/12/58/ROK; RAS/11/55/ROK; RAS/10/55/ROK; RAS/09/50/ROK

Name of Evaluator: Christoph David Weinmann

Date: February 2014

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	Unless result indicators are properly specified according to quality, quantity, time, and location, it is not possible to measure whether objectives and results leading to the achievement of objectives have been reached. Some projects and programs appear to stop short of this specification. While appropriate indicators have been identified, the last step in making them operational has remained unfinished. This possibly points to insufficient attention or insufficient allocation of resources to indicator specification or monitoring and evaluation more generally.
Context and any related preconditions	The more facets a project or program has or the more complex its work streams are, the more indicators are required for monitoring and evaluation purposes. Therefore, it is important to take early decisions relating to indicator specification. Also, the costs of monitoring and evaluation need to be estimated in advance.
Targeted users / Beneficiaries	Different stakeholders, depending on their roles, may need different indicators to measure progress. Yet, not everything measurable needs to be reported. Indicator specification needs to be pragmatic and should always consider cost of monitoring the indicators.
Challenges /negative lessons - Causal factors	While ultimately, project management is responsible for monitoring and evaluation, all stakeholders share an interest in monitoring progress and need to make their contributions. Properly anticipating the respective needs goes a long way in avoiding shortcomings at a later stage.
Success / Positive Issues - Causal factors	n.a.
ILO Administrative Issues (staff, resources, design, implementation)	ILO, as a specialized agency, needs to ensure that all indicators are properly specified following their selection and agreement with stakeholders, ideally during the design stage. It is not unusual for specification to be left to early implementation, however, because, for example, a baseline may not yet have been available during the design stage or there was insufficient time to finalize indicator discussions. In these cases, indicator specification is one of the priority tasks of early implementation.

ILO Lesson Learned Template

Project Title: ILO/Korea Partnership Programme Towards the Realization of the Asian Decent Work Decade (June 2009 – May 2014)

Project TC/SYMBOL: RAS/13/60/ROK; RAS/12/58/ROK; RAS/11/55/ROK; RAS/10/55/ROK; RAS/09/50/ROK

Name of Evaluator: Christoph David Weinmann

Date: February 2014

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	Specifying and monitoring assumptions is an important task, no less important than specifying results and activities. For any project or program, careful thought not only needs to be given to the sequencing of activities and results, but also to the assumptions which go with the respective activities and results. They are inseparable elements of the same equation in a strategy designed to achieve outcomes. The logframe of the project or programme cannot go without assumptions. In our case, experts occasionally assumed that lectures and fellowships would be sufficient to trigger specific developments in the partner countries. Had these assumptions been spelled out from the start, stakeholders in partner countries and specialists could have signaled early on that this may not be sufficient in the cases concerned.
Context and any related preconditions	Specifying assumptions is not always straightforward and therefore requires some effort. Assumptions essentially explain what needs to be given outside the influence of the project in order for the activities to lead to results and for results to lead to outcomes. It is important to agree assumptions made with all stakeholders prior to implementation.
Targeted users / Beneficiaries	Different assumptions hold at different levels and usually affect the stakeholders participating at the respective levels, and contributing to the respective activities, results, or outcome levels.
Challenges /negative lessons - Causal factors	Assumptions are made by all of us when we plan for development. Our assumptions are usually based on our previous experience. However, experiences may vary from place to place, time to time, person to person. Sometimes, our projects also venture into new territories for which there is no previous experience. Therefore, every effort needs to be made to reveal our different assumptions and discuss how they may affect implementation.
Success / Positive Issues - Causal factors	n.a.
ILO Administrative Issues (staff, resources, design, implementation)	ILO, as a specialized agency, needs to ensure that all assumptions are properly specified and discussed early during project and program design. Resources need to be made available not only for monitoring indicators, but also for monitoring assumptions. Difficulties in properly specifying assumptions can be overcome by providing decision trees regarding what types of assumptions to include, what type of assumptions not to include, and under which circumstances assumptions will entail a redesign of the intervention logic ("killer assumptions").

A.9 Terms of reference

Independent Final Evaluation

ILO/Korea Partnership Programme Towards the Realization of the Asian Decent Work Decade

(June 2009 – May 2014)

October 2013

TC Symbol	RAS/13/60/ROK; RAS/12/58/ROK; RAS/11/55/ROK; RAS/10/55/ROK; and RAS/09/50/ROK
Geographical coverage	Focus on Bangladesh, Cambodia, China, Mongolia, Sri Lanka and Viet Nam, with other countries in Asia and the Pacific being involved in certain activities

I. INTRODUCTION AND RATIONAL FOR EVALUATION

1. In 2003, the Ministry of Employment and Labour, Korea and the ILO signed a Memorandum of understanding on a Partnership for Development. The focus of the partnership is to realize the objectives set out in the Asia and Pacific Decent Work Decade (2006-2015). These include improving equity and rights, promoting decent employment opportunities and sustainable enterprises, further dialogue on labour migration, extending social protection coverage, and improving labour market governance.
2. Currently the ILO-Korea partnership is implemented through a five-year framework (June 2009- May 2014). The framework highlights the Government of Korea's commitment, along with its partners, to deepening its relationship and working cooperatively with the ILO for the period mid 2009-mid 2014. The partnership framework aims to respond to the regional priorities as follows: 1) *Competitiveness, Productivity and Jobs*, 2) *Labour Market Governance*, 3) *Social Protection*, and 4) *Labour Migration Management*.
3. The five-year framework originally foresaw that US\$ 5 million would be provided to the ILO to implement activities as per the framework. The actual funds allocation per year was as follows: -

Year	US\$
2009	722,000
2010	850,000
2011	1,300,000
2012	1,140,000
2013	1,139,000

4. The importance of this partnership was reinforced in December 2011 at the Fifteenth Asia and the Pacific Regional Meeting in Kyoto, Japan. At a Special Session on Partnerships convened during the Kyoto Meeting, the Government of Korea stated that it had established global partnerships in the Busan declaration and that it would continue to seek every

possibility to enhance its partnerships between the ILO and Korea's ODA programmes internationally, regionally and bilaterally.

5. The government of Korea conducted an assessment in 2012 after 10 years of Korea/ILO partnership programme. The results of the assessment reinforced the importance of the contribution of Korea in the employment and labour sectors. Some recommendations include to strengthening the expertise of Korea partner institutions, improving the effectiveness of project procedure and reinforcing results-based management; reinforce the linkages between ILO specialists and Korea partners institutions and reinforcing the connection between ILO HQ and ROAP in terms of projects and budget.
6. The five-year framework is coming to an end in May 2014. The independent final evaluation of the ILO-Korea programme is undertaken in accordance with the ILO policy guidelines for results-based evaluation, which provides for systematic review of the ILO-Korea partnership agreement and to evaluate the achievement and progress made towards achieving the established objectives of the framework. It also aims at identifying lessons learnt and proposing recommendations for improve effectiveness, delivery of quality outputs, and strengthening the partnership and its future programmes. The evaluation will also be 'forward looking' and will address possible areas of future collaboration.
7. The evaluation will be managed by Ms. Pamornrat Pringsulaka, Regional Evaluation Officer based at ILO Regional Office for Asia and the Pacific (ROAP). The ILO-Korea programme will bear the cost of the evaluation, including the cost of the consultant(s). The evaluation report will be in English. The evaluation will comply with evaluation procedures and standards and follow ethical safeguards, all as specified in ILO's evaluation procedures.

II. BACKGROUND OF THE PROGRAMME

8. The five-year framework is composed of 3 components, covering the above-mentioned regional priorities: 1) Competitiveness, Productivity and Jobs, 2) Labour Market Governance and Social Protection, and 3) Labour Migration Management.

Programme objectives

9. *Development Objective:* To contribute to the realization of the Decent Work in Asia through creating enabling environment to foster sustainable and productive growth. The programme comprises of 2 immediate objectives (*Annex 2 provides information on programme logical framework and its revision, the milestone and target set*)
10. *Immediate Objective 1:* By the end of the programme, participating countries will have improved their information, knowledge and policy frameworks on sustainable productivity and growth, incorporating improved protection towards vulnerable workers (Research and Policy Framework).
11. *Immediate Objective 2:* By the end of the programme, selected countries will have enhanced their capacity to formulate and implement coherent policies and frameworks to improve protection of vulnerable workers, and support sustainable productivity and growth (Capacity Building).

Programme Strategy

12. Each year, the Ministry of Employment and Labour and the ILO meet to discuss the programme's work and consider new interventions. The meeting takes the form of an Executive Committee made up of the Korean Government, their eight partner institutions and ILO officials and technical specialists from the ILO's Regional Office for Asia and the Pacific. The group exchanges experiences, lessons learned, reviews the status of on-going project activities and then agrees on the forthcoming year's implementing plan. Although the thematic areas of work have remained unchanged, each year guidance is provided by the Government of Korea for the annual implementation including the size of the funding based on the delivery rate of the respective projects.
13. Based upon the countries' needs identified, their readiness i.e. local capacity and past experience particularly on performance and outputs which could bring about positive change in the above-mentioned areas, Bangladesh, Cambodia, China, Mongolia, Sri Lanka and Viet Nam have been identified as priority countries for this five- framework, while other countries in Asia will be involved in a certain activities. During the five-year programme, changing and/or adding target countries is discussed depending on the programme's progress and local needs. Other countries in Asia will be involved in a certain activities, such as fellowship programmes and multilateral fora organized by the programme.
14. A number of problems have been identified which cannot all be addressed with the same set of strategic interventions in each target country. However, the common interventions represented by the programme consist of capacity building of the constituents in participating countries for formulating coherent and comprehensive policies on several areas, in particular, employment creation, industrial relations, health and income protection, social inclusion and labour migration management. The programme will then aim to enhance capacities of those who take part in implementing the comprehensive policies to effectively administer them.
15. The programme strategy focuses on the following:
 - Promote a more informed debate involving the tripartite groups on the employment and protection of vulnerable workers.
 - Promote better employment options and opportunities at home and abroad for national workers.
 - Contribute to the effectiveness of groups advocating the ILO's principles in the reform of policy and administration. Worker's and employer's organizations, civic groups, migrants' associations and other organizations that can effectively push for reform would be targeted for assistance under the programme.
 - Dedicate considerable programme resources to promoting multilateral, bilateral and local level consultations, on how to deal with practical problems in policy implementation.
16. A major forum is foreseen twice during the five-year programme duration. One was held in 2011, the second is scheduled for 2014 in Republic of Korea to open opportunities for concerned stakeholders in different countries to share their experience, lessons learned as well as good practices from the programme implementation in different areas.

Project Management

17. The programme is executed by the ILO Regional Office for Asia and the Pacific under the guidance of the Deputy Regional Director. The Programme Coordinator of the ILO/Korea Partnership Programme coordinates and monitors the programme implementation and

reporting requirements, provides administrative and programme support, liaises with the donor and the ILO relevant department on related matters, and coordinates with the Regional Programming Services (RPS) to resolve operational bottlenecks. A Programme Officer and an Administrative Secretary support the work of the Programme Coordinator.

18. An integrated approach is applied as a principle for the overall programme operations from the planning to implementation stages. The ILO designates a lead specialist per key component of the programme to ensure that activities planned and outputs delivered under different components are inter-related and well-coordinated with other initiatives at the country and regional levels, and support the achievements of regional outcomes and DWCPs. The lead specialists coordinate and mobilize support of other specialists in related disciplines (development economist, employment, OSH, working conditions, social security, industrial relations, gender, migration, labour market information, skills etc) for smooth delivery. Partner Institutions are advised on their counterparts for specific programme elements and fully participate in planning and design of programme activities. The lead specialists also coordinate with DWTs, country offices and headquarters technical units for effective delivery of the partnership programmes.

II. PURPOSES AND SCOPE OF THE EVALUATION

Purposes

19. The purpose of this evaluation is to assess the achievement and impact of the five-year framework in order to provide useful recommendations for future programme and partnership between ILO and the government of Korea.
20. The objectives of the evaluation are two folds 1) to evaluate the five-year framework as per ILO evaluation criteria including documenting lessons learnt and; 2) to review the effectiveness of the partnership between ILO and Government of Korea

Scope

21. The final evaluation covers all immediate objectives of the ILO-Korea five years framework. The evaluation includes all outputs that have been produced since the start of the programme up to now. The evaluation will cover all geographical coverage of the programme.
22. The evaluation will be focus on the followings areas:
 - progress against the Objectives of the five-year framework;
 - Strategic use and leverage of ILO-Korea funds in support of regional priorities and the Decent Work Country Programme at the country level
 - results/impact of activities funded under the framework; and
 - effectiveness of the ILO-Korea partnership
23. In assessing progress against the five-year framework's Objectives, the evaluation will measure the extent to which partnership commitment has been met (by both ILO and Korea and partners) and by Indicators set out in the framework.
24. In assessing the results of the activities funded under the framework, the evaluation will:
 - assess the extent to which the objectives specified in the 5 years framework have been met;
 - take into account the likely results to be achieved by the end of the framework;
 - identify any factors that materially impacted on project implementation and achievement of project objectives;
 - identify the lessons learnt.

25. In assessing the effectiveness of the ILO-Korea partnership, the evaluation will assess
- Policy consistency
 - Policy rationale for the partnership
 - Effectiveness of the partnership
 - Effectiveness of management of the partnership and the operational framework including the financial leverage.

Client

26. The primary clients of the evaluation are ROAP, ILO-Korea programme, Government of Korea, DWT-Bangkok. The evaluation process will be participatory. The Office, the tripartite constituents and other parties involved in the execution of the project will use, as appropriate, the evaluation findings and lessons learnt.

III. EVALUATION CRITERIA AND QUESTIONS

27. The evaluation should address the overall ILO evaluation concerns such as relevance, effectiveness, efficiency and sustainability as defined in the ILO Policy Guidelines for results-based evaluation, 2012 (http://www.ilo.org/eval/Evaluationguidance/WCMS_176814/lang--en/index.htm). The evaluation will be conducted following UN evaluation standards and norms.
28. In line with the results-based approach applied by the ILO, the evaluation will focus on identifying and analysing results through addressing key questions related to the evaluation concerns and the achievement of the immediate objectives of the project using data from the logical framework indicators.
29. In general, it is of key importance that the final evaluation stimulates discussion on the engagement of partners, communities, and governmental organizations.
30. The specific issues and aspects to be addressed in the final evaluation were guided by the preliminary consultations with stakeholders. The suggested evaluation criteria and questions are included in Annex 1. Other aspects can be added as identified by the evaluation team in accordance with the given purpose and in consultation with the evaluation manager.
31. The evaluation instrument (as part of inception report) to be prepared by the evaluator will indicate and or modify (in consultation with the evaluation manger), upon completion of the desk review, the selected specific aspects to be addressed in this evaluation.

IV. METHODOLOGY

Consultation and stakeholder engagement

32. Open and transparent consultation will underpin the evaluation. The consultation will be made with the Government of Korea, ILO and relevant tripartite constituents at the stages of the review as set out below.
33. The Government of Korea, ILO and social partners will have the opportunity to comment on the Terms of Reference (ToR) for the evaluation. The ILO will finalise the ToR taking into account the comments of these stakeholders.
34. The independent evaluator will draft a report on the performance and effectiveness of activities under the Partnership Agreement and determine priority areas for future

collaboration. The Government of Korea, ILO and social partners will have the opportunity to provide input and feedback during this process.

35. The Government of Korea and other stakeholders will also be given the opportunity to comment on the draft report, which will be circulated for comment. The comments will be taken into consideration by the independent evaluator in preparing the final report.
36. The final report will be made available to the Government of Korea and relevant stakeholders.

Evaluation techniques and data collection

37. The evaluator will seek to apply a variety of simple evaluation techniques – desk review, meetings with stakeholders (list to be provided), focus group discussions, field visits, informed judgement and possible scoring, ranking or rating techniques.
38. The preliminary findings of the evaluation will be presented during a stakeholder meeting. The evaluation will be based on analysis of empirical evidence to establish findings and conclusions in response to specific questions.

Desk review

39. A desk review will analyse 5 year framework documents, implementation report, and other relevant documentations to be provided by the ILO-Korea team. The desk review will suggest a number of initial findings that in turn may point to additional or fine tuned evaluation questions. This will guide the final evaluation instrument which should be finalized in consultation with the evaluation manager. The evaluator will review the documents before conducting any interviews.

Interviews with key stakeholders

40. The evaluator will undertake number of individual discussions with key stakeholders. An indicative list of persons to interview will be prepared by the ILO-Korea team.

Field visits

41. It will be useful for the evaluator to visit the countries so s/he can meet and do the reality check and also see the real impact of the projects. It is proposed that the field visits take place in two countries, one is South-Asia and the other in South-east Asia e.g. Sri Lanka and Cambodia or Lao PDR? (still to be decided)

V. MAIN DELIVERABLES

42. The main deliverables of this evaluation are 1) an inception report 2) stakeholders workshop; 3) draft evaluation report 4) a final evaluation report with executive summary (in standard ILO format). The contents of the report include:
 - Title page (standard ILO template)
 - Table of contents
 - Executive summary
 - Acronyms
 - Background and project description

- Purpose of evaluation
 - Evaluation methodology and evaluation questions
 - Project status and findings by outcome and overall
 - Conclusions and recommendations
 - Lessons learnt and potential good practices (please provide also template annex as per ILO guidelines on Evaluation lessons learnt and good practices) and models of intervention
 - Annexes (list of interviews, overview of meetings, proceedings stakeholder meetings, other relevant information)
43. The main evaluation report should be concise and not exceed 35 pages excluding annexes (supporting data and details can be included in annexes).
44. All draft and final outputs, including supporting documents, analytical reports and raw data should be provided in electronic version compatible with WORD for Windows. Ownership of the data from the evaluation rests jointly with the ILO and the ILO consultants. The copyright of the evaluation report will rest exclusively with the ILO. Use of the data for publication and other presentation can only be made with the agreement of ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

7. MANAGEMENT ARRANGEMENTS AND WORK PLAN

45. **Evaluator:** An external consultant who has experience in evaluating development projects/programmes will be hired to undertake the evaluation and will be responsible for the task and outputs set out in this TOR. The external consultant is responsible for leading the evaluation and for drafting and finalizing all the required outputs. The external consultant will conduct a participatory and inclusive evaluation process. He/she will be a highly qualified senior evaluation specialist with extensive experience from evaluations.
46. **Management arrangements:** The Evaluation Manager is responsible for the overall coordination and management of this evaluation. The manager of this evaluation is Ms. Pamornrat Pringsulaka of ILO Regional Office for Asia and the Pacific (ROAP) whom the evaluator reports to.
47. **Stakeholders' role:** All stakeholders in COs, DWT-BKK, and DWT-New Delhi, ILO ROAP and ILO HQ, and Donor will be consulted and will have opportunities to provide inputs to the TOR and to the draft Evaluation Report.
48. **The Tasks of ILO-Korea Team:** The ILO-Korea team will provide logistic and administrative support to the evaluation throughout the process, ensuring project documentation is up to date and easily accessible, and providing support to the evaluator during the evaluation mission.
49. **Work plan and Timeframe:**

Task	Responsible Person	Time Frame
Preparation ToR	ILO-Korea/Evaluation Manager	By Sep 13, 2013
Sharing the TOR with all concerned for comments/inputs	Evaluation Manager	By Sep 25 2013
Finalization of the TOR	Evaluation Manager	Oct 16, 2013
Approval of the TOR	EVAL	Oct 30, 2013

Selection of consultant and finalisation	Evaluation Manager/ROAP and EVAL	Nov 15, 2013
Draft mission itinerary for the evaluator and the list of key stakeholders to be interviewed	ILO-Korea	Nov 19, 2013
Ex-col contract based on the TOR prepared/signed	ILO-Korea	Nov 20, 2013
Brief evaluators on ILO evaluation policy	Evaluation Manager	Nov 22, 2013
Inception report submission	Evaluation team	Nov 29, 2013
Evaluation Mission	Evaluator	Nov 26-Dec 10, 2013
Debriefing ILO–Korea team meeting	Evaluator/Project Manager	Dec 9, 2013
Drafting of evaluation report and submitting to the Evaluation Manager	Evaluator	Jan 3, 2014
Sharing the draft report to all concerned for comments	Evaluation Manager	Jan 6-12, 2014
Consolidated comments on the draft report, send to the evaluator	Evaluation Manager	Jan 24, 2013
Finalisation of the report	Evaluator	Jan 31, 2013
Review of the final report	Evaluation manager/ROAP	Feb 5, 2014
Submission of the final evaluation report	Evaluation Manager	Feb 7, 2014
Approval of the final evaluation report	EVAL	Feb 20, 2014
Follow up on recommendations	Management of ILO-Korea and ROAP	March 2014

50. *Budget:* Costs of final evaluation will be borne by the project. These costs are:

- An external consultant (fee + travelling cost and DSA)

51. *Qualification of the Independent Evaluator:*

- A minimum of 7 years experience in design, management and evaluation of development projects
- Experience in designing evaluation tools that fit the need of the exercise, conducting desk reviews and evaluation missions, drafting of evaluation reports
- Experience in evaluations of ILO programmes and projects and/or evaluations of UN System would be an asset
- Experience or knowledge in the region is an advantage.
- Ability/ experience in facilitating an evaluation stakeholders' workshop will be an advantage
- Ability to write concisely in English

7. LIST ANNEX

Annex 1: The suggested evaluation criteria and questions are included in Annex 1

Annex 2: Project logical framework and M&E matrix

Annex 3: Suggested organization and persons to meet (to be prepared by ILO-Korea)

Annex 4 : Key Documentation List

- 4.1 Project Agreement
- 4.2 Project Document
- 4.3 Assessment of Korea/ILO 10 years partnership
- 4.4 etc

Annex 5: all relevant ILO EVAL guidelines, checklist and standard templates

- 5.1 Code of conduct form
- 5.2 Checklist No. 3 Writing the inception report
- 5.3 Checklist 5 Preparing the evaluation report
- 5.4 Checklist 6 Rating the quality of evaluation report
- 5.5 Template for lessons learnt and Emerging Good Practices
- 5.6 Guidance note 7 Stakeholders participation in the ILO evaluation
- 5.7 Guidance note 4 Integrating gender equality in M&E of projects
- 5.8 Evaluation title page (standard template)
- 5.9 Evaluation summary (standard template)

ANNEX 1: The suggested evaluation criteria and questions

1. Relevance and strategic fit
1.1 To what extent has the 5 years framework relevant to the priorities and needs of ROAP and of COs?
2. Validity of design
2.1 Are the 5 year framework (objectives, outputs, activities) relevant and realistic to the situation on the ground? To what extent it is adapted to need and changed situation?
2.2 Is the intervention logic coherent and realistic? <ul style="list-style-type: none"> - Do outputs causally link to the intended outcomes that link to broader impact? - What are the main strategic components of the programme? How do they contribute and logically link to the immediate objectives and development objective? How well do they link to each other? - What are the main means of action? Are they appropriate and effective to achieve the planned immediate objectives? - On which risks and assumptions is the project logic built? How crucial are they for the success of the project? How far can the project control them?

<p>- Which strategies has the project undertaken to address challenges and which other strategies should be adopted for the remaining project period?</p>
<p>2.3 How relevant and useful are the indicators and means of verification described in the project document and the M&E matrix for assessing the programme's progress, results and impact? Are the targeted indicators' value realistic and can be tracked? Are indicators gender sensitive? Are the means of verification appropriate?</p>
<p>2.4 Is the strategy for sustainability of impact defined clearly at the design stage of the programme?</p>
<p>3. Programme achievements and effectiveness</p>
<p>3.1 What progress has been made towards achieving the planned immediate objectives as per the relevant indicators? Is the project likely to achieve the planned immediate objectives? How is the programme contributing to achieving the regional priority and relevant DWCP outcomes?</p>
<p>3.2 Have the quantity and quality of the outputs produced so far been satisfactory? Do the benefits accrue equally to men and women? Are the counterparts and partners satisfied with the quality of tools, technical advice, training and other activities delivered by the programme?</p>
<p>3.3 Determine the major difficulties and constraints, both internal and external, that affected the results, analyze how these interact with enabling factors, note negative constraints that need to be removed.</p>
<p>3.4 Assess how gender considerations have been mainstreamed throughout the project cycle (design, planning, implementation, M&E) Has the programme, where appropriate, adopted approaches and mechanisms to ensure its relevance to women as well as men. What is the impact of gender mainstreaming?</p>
<p>3.5 Is the implementation strategy used by the programme effective to enhance the capacity of the counterparts? What, if any, alternative strategy would have been more effective in achieving the objectives?</p>
<p>4. Efficiency of resource use</p>
<p>4.1 Have resources (funds, human resources, time, expertise etc) been allocated strategically to each component? What was the basis for allocation of resources? To what extent the ILO leverage the ILO-Korea fund with other source of funds to achieve the ADWD's goal?</p>
<p>4.2 Have resources been used efficiently and cost-effective for each component? In general, do the results achieved justify the cost incurred? Could the same results be attained with fewer resources? Do the selected implementing partners provide good value for money in delivering services?</p>
<p>4.3 Have the funds and activities been delivered in a timely manner? If not, what were bottlenecks encountered?</p>
<p>5. Effectiveness of management arrangements</p>
<p>5.1 Does project management facilitate good results and efficient delivery? Is there a clear understanding of roles and responsibilities by all parties involved?</p>
<p>5.2 How effectively does the project management monitor project performance and results?</p>

<ul style="list-style-type: none"> - Is there an M&E system in place and how effective is it? - Have appropriate means of verification for tracking progress, performance, and achievement of indicator values been defined? Is relevant information and data systematically being collected and collated? Has quality baseline information been collected? Is data disaggregated by sex? - Is information being regularly analyzed to feed into management decisions? To what extent is monitoring information used to facilitate the delivery of technical and operational assistance of project partners?
5.3 How effective is the Executive Committee in supporting the implementation of the programme? How effective is communication among the ILO and Government of Korea and the implementing partners?
6. Impact orientation and sustainability of the project
6.1 What has been the overview of the impact of ILO-Korea five-year framework? Direct and indirect benefits?
6.2 To what extent the benefits generated from ILO-Korea five-year framework can be sustained?
6.3 How effective and realistic is the exit strategy of the programme's interventions? Is the knowledge and experience effectively transferred to national partners? How could this be improved?
1. Partnership
7.1 Policy consistency: (to what extent is the partnership approach consistent with the ILO and Government of Korea's existing strategies and policies?)
7.2 Policy rationale for the partnership: what is the purpose of the partnership? Could the objective be achieved without the ILO-Korea partnership?
7.3 Effectiveness of the partnership: to what extent is the partnership contributing to the ADWD's objectives?
7.4 Effectiveness of management of the partnership and the operational framework, including the financial leverage

Annex 2:



Annex 2.doc

Annex 5: All relevant ILO evaluation guidelines and standard templates

5.1 Code of conduct form (To be signed by the evaluator)

http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm

5.2 Checklist No. 3 Writing the inception report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm

5.3 Checklist 5 Preparing the evaluation report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm

5.4 Checklist 6 Rating the quality of evaluation report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm

5.5 Template for lessons learnt and Emerging Good Practices

http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm

http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm

5.6 Guidance note 7 Stakeholders participation in the ILO evaluation

http://www.ilo.org/eval/Evaluationguidance/WCMS_165982/lang--en/index.htm

5.7 Guidance note 4 Integrating gender equality in M&E of projects

http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm

5.8: Template for evaluation title page

http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm

5.9 Template for evaluation summary: <http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>