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Evaluation Unit (EVAL)

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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.

Table of Contents

Executive summary	4
Background and context	4
Purpose, scope and clients of the evaluation	4
Methodology of evaluation	5
Main findings and conclusions.....	5
Conclusions	5
Recommendations	8
Lessons learned and emerging good practice	9
Acronyms	10
1. Background and project description.....	11
Context.....	11
Development objective.....	12
Management arrangement.....	12
Implementation arrangements.....	12
2. Evaluation background	13
Purposes.....	13
Scope.....	13
Clients.....	13
3. Evaluation methodology and evaluation questions	14
Evaluation questions.....	14
Methodology.....	15
4. Project status and findings by outcome and overall	17
Relevance of the project and strategic fit.....	17
Relevance to the needs of the ASEAN countries	17
Relevance to ILO objectives and activities.....	20
Validity of design (to what extent the design is logical and coherent).....	21
Project progress and effectiveness.....	22
Achievement of objectives.....	23
Involvement of stakeholders	26
Gender equality	27
Lessons learnt and good practices.....	27

Efficiency of resource use	27
Effectiveness of management arrangements (including monitoring and evaluation)	28
Project management.....	28
Implementing partners	29
Cooperation with other ILO projects	29
Communication.....	30
Sustainability and impact of the project.....	30
Impact	30
Exit strategy and handover to national partners	31
Sustainability	32
5. Conclusions and recommendations.....	34
Conclusions	34
Recommendations	36
Annex 1: Progress against performance indicators	38
Annex 2: Meeting and interviewees	42
Annex 3: Implementation of activities.....	44
Annex 4: Lessons learned and emerging good practice	50
Annex 5: Term of reference for evaluation	52

Executive summary

Background and context

The project sought to support ASEAN governments in setting up measures to guarantee income replacement and access to decent re-employment opportunities for the unemployed and working poor. It also aimed to raise awareness among the social partners (workers' and employers' organizations) of the importance of unemployment benefits and other income security programmes. The project's support focused particularly on Viet Nam where the implementation of the UI scheme started in 2009, with first benefits paid in January 2010.

The objective of the project was to increase awareness and interest among ASEAN countries as well as to provide support in the design, implementation and proper operation of unemployment insurance combined with a range of employment services.

Immediate objective 1: A platform to extend income-security measures (for those workers who lose employment or whose income is reduced) and employment services for workers in ASEAN countries is strengthened through awareness raising activities and research.

Immediate objective 2: Unemployment Insurance scheme in Viet Nam functions effectively, with improved financial sustainability and overall management and increased population covered.

Immediate objective 3: A network of expertise among ASEAN countries on unemployment insurance schemes and employment services is strengthened.

The project had three mutually supportive components, namely knowledge development and awareness raising, capacity building and knowledge sharing, and support and lessons learnt from Viet Nam experience in implementing unemployment insurance.

The project was nested under the Regional Office for Asia and the Pacific, and implemented in close collaboration with the Decent Work Team for South-East and East Asia (DWT-Bangkok). Country-level activities for Viet Nam were relayed by a national project officer based in Hanoi, reporting to the Chief Technical Advisor (CTA) of the project located in Bangkok who was responsible for regional coordination as well as country-level activities in Viet Nam.

Purpose, scope and clients of the evaluation

The final evaluation examines the relevance, effectiveness, efficiency, impact and sustainability of the project. It focuses on whether the project has delivered the expected outcomes in light of time and budget. The evaluation also provides recommendations for similar technical cooperation initiatives, in particular a second phase of this project. The evaluation was carried out from October 2013, with a final report being available in December 2013. The results of the evaluation will be presented to the donor, the Ministry of Labour, Welfare and Health of Japan, during the Annual Review Meeting, late January 2014.

The evaluation examined the period of project implementation since project inception until end of November 2013. It covers both activities in Viet Nam and at the ASEAN level. The three project components are addressed, i.e. (i) awareness raising and research, (ii) support to the UI scheme in Viet Nam, and (iii) capacity building and knowledge sharing. The evaluation also integrates gender equality as a crosscutting concern throughout its methodology and all deliverables, including some recommendations in the final evaluation report.

The clients and users of the independent evaluation include ILO project management based in Bangkok and Hanoi, management of the ILO/Japan Multi-bilateral Programme, the ILO Regional Office for Asia and the Pacific (ROAP), and the partners of the project, in particular the ASEAN Secretariat and the Project Advisory Committee in Viet Nam.

Methodology of evaluation

ILO's Evaluation Guidelines provides the basic framework for the evaluation. The evaluation has been carried out in accordance with ILO standard policies and procedures, complies with evaluation norms and follows ethical safeguards. Methodology included:

- Review and analysis of documents related to the project, including the initial project document, progress reports, workshop and mission reports, project midterm evaluation report, research publications, relevant correspondence, and documents from the Project Advisory Committee Meetings, project M&E documents,
- Review of other relevant documents such as the ASEAN Declaration on Social Protection, and documentation concerning the Social Protection Floor.
- Field visits, interview and group discussion with ILO staff in Bangkok and Hanoi, and key stakeholders, including key implementation partners such as funders, the ASEAN Secretariat, the Government, Workers' and Employers' representatives of Viet Nam; and representatives of ASEAN countries attending the training workshop in Bangkok (14-16 October 2013).
- Interviews with randomly selected beneficiaries of training/capacity building carried out in Viet Nam.

Main findings and conclusions

Conclusions

Overall, the project has clearly been successful in achieving its objectives. On the basis of this evaluation, all three components of the project have achieved their objectives and almost all activities have been completed as planned. Specific responses to the questions raised in the ToRs are set out below in tabular form.

1. RELEVANCE of the project and strategic fit	In general, the project was very relevant to the needs of ASEAN countries and all countries have participated in the project, although at different levels of engagement. However, on balance, one would conclude that the emphasis on UI was relevant only to a small number of ASEAN countries and that a greater emphasis on employment services more broadly and on
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	<p>support for the informal sector would have been more relevant to the needs of many countries.</p> <p>The project was also relevant to the achievement of ILO objectives in the region and contributed to the achievement of the DWCP outcomes, national development framework and UN development assistance framework (UNDAF) of Viet Nam.</p>
2. VALIDITY of Design (to what extent the design is logical and coherent)	<p>The project outputs and activities were very relevant to achieve the objectives and outcomes that identified during the design phase.</p> <p>The project also appears to have worked well in terms of its links with other ILO interventions and there appear to have been important synergies with other ILO activities, e.g. the promotion of the Social Protection Floor.</p> <p>One issue in relation to the validity of the design is that, as noted above, although gender is stated to be a cross-cutting concern of the project, there are no specific gender-related activities. This is a weakness in the project design which might be addressed in future projects.</p>
3. Project PROGRESS and EFFECTIVENESS	<p>All three components of the project have achieved their objectives.</p> <p>Component 1 has certainly led to increased awareness of key policy issues and the tools to address them. Viet Nam has introduced a new Employment Law which will incorporate the UI scheme and the project has actively engaged with the design of the new law. As noted elsewhere, the debate in Malaysia as to the possible introduction of a UI scheme has been advanced by the project and other countries (e.g. Lao PDR, Myanmar, Philippines) are also considering various measures to support unemployed or underemployed persons. Overall one can conclude that the 'platform to extend' income security measures has been strengthened by the project.</p> <p>Component 2 (support to Viet Nam) has had the most measureable impact and it is certainly the case that the Viet Nam UI scheme now functions effectively, with improved overall management and increased population covered</p> <p>Component 3 has also certainly achieved its objective and the project has strengthened a network of expertise among ASEAN countries on unemployment insurance schemes and employment services.</p>
4. EFFICIENCY of resource use	<p>It would appear that resources (funds, human resources, time, expertise etc.) been allocated strategically to achieve outcomes and have been used efficiently. No significant examples of wasted or misused resources were identified during the course of the evaluation.</p>
5. EFFECTIVENESS of management arrangements (including monitoring and evaluation)	<p>Management, administrative and monitoring arrangements for the project appear to have been adequate and to have facilitated good results and efficient delivery.</p> <p>All activities will have been implemented by the end of the project which is a reflection of both good project design and good project management. No administrative issues were identified during the evaluation.</p> <p>Project management and ILO have effectively monitored project</p>

	<p>performance and results.</p> <p>There was a clear understanding of the roles and responsibilities by the main parties involved. The project received adequate political, technical and administrative support from its national partners and they provided adequate support for effective project implementation.</p> <p>In general cooperation with other ILO projects has been efficient. The project has been able to mobilise support for specific activities from other ILO resources and conversely, the project and, in particular, the CTA based in Bangkok has contributed actively to other ILO work in the area. Insofar as possible, the project has, therefore, made strategic and effective use of other related ILO projects, products and initiatives to increase its effectiveness and impact, e.g. through its co-operation with ILO Training Centre on the development of an unemployment protection course.</p> <p>Based on interviews with key stakeholders including ASEAN secretariat and participants in most of the main participating countries, communication between the project team, the ILO and the implementing partners, has been effective and efficient.</p>
<p>6. SUSTAINABILITY And IMPACT of the project</p>	<p>The main emerging impacts of the project are two-fold. First (components 1 & 3), key policy makers/staff of relevant national ministries are much better informed about issues concerning UI and employment services which should improve the national capacity to design and implement policies in these areas and more generally in the field of social protection.</p> <p>This improved capacity includes a broader knowledge about relevant policies both in ASEAN and more broadly, knowledge about specific skills such as planning and the role of actuarial assessment, and knowledge of ILO Recommendation and policies (such as the Social Protection Floor). It is too early to measure the specific impact of this improved capacity (and, of course, the modest size of the project activities must be kept in mind) but it could be expected that these activities will have a long-term, positive impact on national policy making and implementation.</p> <p>The second impact is the implementation of the UI scheme in Viet Nam. In general one can say that the implementation of a UI scheme in Viet Nam has been a success with over 8 million people now covered by UI and a system of collection of contributions and payment of benefits which is fully operational. The project has contributed to the establishment or more streamlined procedures, to raise awareness of beneficiaries, to train UI staff and managers.</p> <p>The project itself has adopted an effective and realistic approach to its exit and to handing over the means of action to the national partners. However, given the success of the project there is a demand for further support and in order to build on and expand the achievements of the project the ILO should develop an appropriate strategy which might involve technical support on specific issues.</p>

Recommendations

1. Future unemployment protection-related ILO projects in the region should have a broader focus than UI alone and should respond to the needs of informal economy workers. At the same time, there should be a focus on increasing employment opportunities (in the non-public sector) that would be covered by the UI and other social security/insurance schemes. This may be relevant to phase 2 of the project in Mongolia.
2. In the design of future ILO projects, attention should be given to how gender can more fully be incorporated in to the design, e.g. through the development of specific gender-related activities. Again this may be relevant to phase 2 of the project.
3. In future ILO projects consideration should also be given to designing specific activities for employers and trade unions, in attention to incorporating these important stakeholders into the general work of the project.
4. The second phase of the project should continue providing support to the ASEAN Secretariat and its member States for the effective implementation of the newly adopted ASEAN Declaration on Strengthening Social Protection. This support should be always closely coordinated with the ILO Decent Work Team in Bangkok.
5. ILO Bangkok should discuss with the Malaysian authorities how best to build on the achievements of the project and whether further technical support is needed at this time.
6. ILO Bangkok should follow up the work of the project in the other ASEAN countries in its general work and, in particular, through the assessment-based national dialogues around the Social Protection Floor where these are taking place, as in Lao PDR, Mongolia and Myanmar.
7. In order to build on and expand the achievements of the project the ILO Ha Noi and Bangkok offices should, by the end of 2013, develop an appropriate strategy to provide further support to the implementation of the Viet Nam UI scheme, which might involve technical support on specific issues. These specific issues, to be implemented in conjunction with the Vietnamese authorities, should include:
 - Roll-out of the communications strategy and implementation of KPIs developed by the project
 - Greater involvement in a structured way of employers/trade unions in UI, e.g. tripartite structures
 - Tracker studies of those on UI to establish duration, exit patterns, vulnerable groups, etc.
 - Actuarial (financial) studies of UI fund
 - Better use of existing data (if possible) e.g. analysis of administrative data and linking to labour force surveys
 - Use of labour market information e.g. for getting people back to work, improved job counselling and better linkages with VET
 - Responding to large scale unemployment, e.g. in SoEs, drawing on experience in other countries.

- Extending unemployment protection to informal and rural workers through the establishment of public work programmes.

Lessons learned and emerging good practice

One basic lesson (but a very important one) is that Identification of a relevant topic, good project design and employment of knowledgeable and effective staff all lead to a successful project.

More specifically, in the context of Viet Nam, the selection of correct stakeholders (project management board), including in Government (BoE, Employer (VCCI) and Trade Union (TGCL), helps to strengthen the tripartite cooperation. This led to a participatory working method between ILO and BoE (key implementing partners); and in the project management board. Each side understood well and supported the project's activities. This in turn created a participatory and good cooperation which helped the project identify the intervention activities relevant to the needs of beneficiaries.

In terms of emerging good practice, one important good practice was the development by the project of a training package and, in particular, guidelines for the design of unemployment protection schemes in the form of a SPF Good Practice Guide on unemployment protection. These products can be of benefit to and replicated by key ILO stakeholders and beneficiaries. It should be possible to replicate this approach in other ILO projects as long as the topic is not too context specific. The design of the training course involved collaborative work with ILO training centre, Turin. A similar approach should be possible by other similar ILO projects involved in capacity building and awareness raising.

Acronyms

ADB	Asian Development Bank
ASEAN	Association of South East Asian Nations
BOE	Bureau of Employment, MOLISA, Viet Nam
CMLV	Cambodia, Myanmar, Lao PDR and Viet Nam
CO	Country Office
CTA	Chief Technical Advisor
DOLISA	Department of Labor, Invalids and Social Affairs
DWCP	Decent Work Country Programme
DWT	Decent Work Technical Support Team
EI	Employment Insurance
ESC	Employment Service Centre
GDVT	General Division of Vocational Training
GESS	Global Extension of Social Security
ILO	International Labour Organization
ITC ILO	International Training Centre of the ILO
KPIs	Key performance indicators
MOLISA	Ministry of Labour, Invalids and Social Affairs, Viet Nam
PAC	Project Advisory Committee, Viet Nam
PCC	Project Coordination Committee
PRODOC	Project Document
PSI	Provincial Social Insurance
ROAP	Regional Office for Asia and the Pacific
SEC/SOC	ILO Social Security Department
SLOM	Senior Labour Officials Meeting
SOMRDPE	Senior Officials' Meeting on Rural Development and Poverty Eradication
SOMSWD	Senior Officials' Meeting on Social Welfare and Development
ToRs	Terms of Reference
ToT	Training of trainers
UI	Unemployment Insurance
VCCI	Viet Nam Chamber of Commerce and Industry
VET	Vocational Education and Training
VGCL	Viet Nam General Confederation of Labour
VSS	Viet Nam Social Security

1. Background and project description

Context

In market economies, involuntary unemployment is an economic contingency that people may face. The 2009 financial and economic crisis and its impact on the labour markets contributed to raise awareness on the importance of introducing unemployment protection measures. Unemployment benefits aim to guarantee at least partial income replacement, enabling the beneficiary to maintain a certain standard of living until returning to work; and support the unemployed in increasing their employability and searching new jobs.

In the ASEAN member States there is a concern that a lack of adequate social security and employment support measures for un- and underemployed workers increases vulnerable employment and poverty. Most countries in the ASEAN region do not have fully functional public employment service agencies or unemployment benefits systems. Among the ten ASEAN member States, Thailand established the first unemployment insurance (UI) scheme in 2004, followed by Viet Nam in 2009. Several countries such as Indonesia and Cambodia have developed public employment programmes but these services have often been ad hoc, scattered and insufficiently linked with measures to increase the employability of the working poor.

Thus, there is a need to transfer expertise and experience on income security and employability measures for un- and underemployed workers, and improve the capacity of employment service agencies.

The project sought to support ASEAN governments in setting up immediate measures to guarantee income replacement and access to decent re-employment opportunities for the unemployed and working poor. It also aimed to raise awareness among the social partners (workers' and employers' organizations) of the importance of unemployment benefits and other income security programmes. The project's support focused particularly on Viet Nam where the implementation of the UI scheme started in 2009, with first benefits paid in January 2010.

The project promoted the approach of the Social Protection Floor (SPF),¹ which comprises a set of nationally defined basic social security guarantees, including employment support schemes. These measures contribute to preventing or alleviating poverty, vulnerability and social exclusion, and building more inclusive societies and economies.

The project constitutes the first phase (2011-2013) of the ILO/Japan Project 'Promoting and building income security and employment support services in Asia.' The ILO has already engaged negotiations with the donors for the preparation of the second phase (2014-2015) that will continue providing support to ASEAN member States and extend the project's activities to Mongolia.

¹ <http://www.ilo.org/gimi/gess/ShowTheme.do?tid=1321>

Development objective

The project was expected to increase awareness and interest among ASEAN countries as well as to provide support in the design, implementation and proper operation of unemployment insurance combined with a range of employment services.

Immediate objective 1: A platform to extend income-security measures (for those workers who lose employment or whose income is reduced) and employment services for workers in ASEAN countries is strengthened through awareness raising activities and research.

Immediate objective 2: Unemployment Insurance scheme in Viet Nam functions effectively, with improved financial sustainability and overall management and increased population covered.

Immediate objective 3: A network of expertise among ASEAN countries on unemployment insurance schemes and employment services is strengthened.

The project had three mutually supportive components, namely knowledge development and awareness raising, capacity building and knowledge sharing, and support and lessons learnt from Viet Nam experience in implementing unemployment insurance.

Management arrangement

The project was nested under the Regional Office for Asia and the Pacific, and implemented in close collaboration with the Decent Work Team for South-East and East Asia (DWT-Bangkok). Country-level activities for Viet Nam were relayed by a national project officer based in Hanoi, reporting to the Chief Technical Advisor (CTA) of the project located in Bangkok who was responsible for regional coordination as well as country-level activities in Viet Nam. Technical backstopping of the project fell under the Social Security Specialist of the DWT-Bangkok.

Implementation arrangements

Project activities were either directly carried out by the ILO, or implemented in partnership with or directly implemented by the ASEAN Secretariat and stakeholders in Viet Nam, the Bureau of Employment (BOE) of MOLISA, Viet Nam Chamber of Commerce and Industry (VCCI), and Viet Nam General Confederation of Labour (VGCL). The project contracted out individual international and national consultants to conduct specific research products and to prepare the training package that compile all knowledge, good practices, tools and methodologies development throughout the project's activities.

2. Evaluation background

Purposes

Evaluations have a key role to play in the management of a project: they provide essential inputs for program improvement, and more especially for future extension or similar initiatives, in the case of final evaluations. An independent project evaluation is a mandatory exercise for the ILO, as per ILO's policy governing technical cooperation project cycle management.

The final evaluation of the ILO/Japan-ASEAN UI project's implementation comes at a crucial time, as it will provide useful recommendations and lessons learnt before the initiation of the second phase of the project: 'Promoting and building income security and employment services in Asia - focus on Mongolia, learning from ASEAN experiences'.

The final evaluation follows the project's midterm self-evaluation, which was completed in December 2011. The final evaluation intends to examine the relevance, effectiveness, efficiency, impact and sustainability of the project. It focuses on whether the project has delivered the expected outcomes in light of time and budget. The evaluation also provides recommendations for similar technical cooperation initiatives, in particular a second phase of this project. The evaluation was carried out from October 2013, with a final report being available in December 2013. The results of the evaluation will be presented to the donor, the Ministry of Labour, Welfare and Health of Japan, during the Annual Review Meeting, late January 2014.

Scope

The evaluation examined the period of project implementation since project inception until end of November 2013. It covers both activities in Viet Nam and at the ASEAN level. The three project components are addressed, i.e. (i) awareness raising and research, (ii) support to the UI scheme in Viet Nam, and (iii) capacity building and knowledge sharing. The evaluation also integrates gender equality as a crosscutting concern throughout its methodology and all deliverables, including some recommendations in the final evaluation report. The evaluation has been carried out by Mel Cousins and Ngo Hang under the supervision of the evaluation manager Makiko Matsumoto, DWT-Bangkok.

Clients

The clients and users of the independent evaluation include ILO project management based in Bangkok and Hanoi, management of the ILO/Japan Multi-bilateral Programme, the ILO Regional Office for Asia and the Pacific (ROAP), and the partners of the project, in particular the ASEAN Secretariat and the Project Advisory Committee in Viet Nam.

3. Evaluation methodology and evaluation questions

Evaluation questions

The final evaluation examines project implementation against the following criteria by addressing the following questions:

1. RELEVANCE of the project and strategic fit	1. To what extent the project objective/outcomes were relevant to the needs of the ASEAN countries? 2. To what extent the project influenced the draft of the ASEAN Declaration on Social Protection? 3. How well did the project contribute to the achievement of the DWCP outcomes, national development framework and UN development assistance framework (UNDAF) of Viet Nam? 4. To what extent the project's intervention contributed towards the ILO's goal of gender equality and the promotion of ILO's instruments related to gender equality (including, Maternity Protection Convention, 2000 (No.183) and , Domestic Workers Convention, 2011 (No.189) in the particular framework of this project).
2. VALIDITY of Design (to what extent the design is logical and coherent)	1. What were the main means of action? 2. To what extent the project outputs and activities were relevant to achieve the objectives and outcomes that were identified during the design phase? 3. Comment on the external logic of the project in terms of its links with other interventions, synergies and economies of scale created. 4. What are the lessons learnt in the design of the project?
3. Project PROGRESS and EFFECTIVENESS	1. In which component(s) the project had the greatest achievement towards the objectives so far and what are the factors for such results? 2. For the other component(s), what were the main constraints, problems and areas in need of further attention? 3. How can the ILO build on or expand the main achievements of the project? 4. To what extent and how have stakeholders (in particular the ASEAN Secretariat and ILO constituents) been involved in the project implementation? 5. To what extent intervention results were defined, monitored and achieved toward gender equality? 6. What are the lessons learnt and good practices?
4. EFFICIENCY of resource use	1. Have resources (funds, human resources, time, expertise etc.) been allocated strategically to achieve outcomes? 2. Have resources been used efficiently? Have activities supporting the strategy been cost-effective? 3. Have project funds and activities had a multiplier effect on emergence of initiatives to improve protection of unemployed in ASEAN? 4. What have been the benefits and related costs of integrating gender equality or not?

5. EFFECTIVENESS of management arrangements (including monitoring and evaluation)	<ol style="list-style-type: none"> 1. Were management, administrative and monitoring arrangements for the project adequate and have they facilitated good results and efficient delivery? 2. Was there a clear understanding of the roles and responsibilities by all parties involved? 3. Have the project received adequate political, technical and administrative support from its national partners? 4. Have implementing partners provided adequate support for effective project implementation? 5. Has cooperation with other ILO's projects been efficient? 6. How effectively have the project management and ILO monitored project performance and results? 7. Have the project made strategic and effective use of other related ILO projects, products and initiatives to increase its effectiveness and impact? 8. To what extent has the project's team collaborated with the ILO Gender Specialist in the region and other UN agencies promoting gender equality in Viet Nam and ASEAN? 9. How effective is communication between the project team, the ILO and the implementing partners, in particular the ASEAN Secretariat and partners in Viet Nam, as well as the donor?
6. SUSTAINABILITY And IMPACT of the project	<ol style="list-style-type: none"> 1. What are the emerging impacts of the project and the changes that can be linked to the project's interventions? 2. Has the project developed tools, methodology and training package that can be re-used in the future by ILO constituents? 3. How effective and realistic was the exit strategy of the project? 4. Are the means of action gradually being handed over to the national partners? 5. Are national partners likely to continue working on project's achievement or carry forward its results? 6. How effectively has the project built necessary capacity of people and institutions (of national partners and implementing partners)? 7. How effectively has the project built national ownership and capacity? 8. Are project results, achievements and benefits likely to be durable? 9. Are results anchored in national institutions and can the partners maintain them financially at the end of the project? 10. Can the project approach or results be replicated or scaled up by national partners or other actors? 11. What would support their replication and scaling up? 12. To which extent has the intervention advanced strategic gender-related needs? 13. What are the intervention's long-term effects, including on more equitable gender relations or reinforcement/exacerbation of existing inequalities?

Methodology

ILO's Evaluation Guidelines provides the basic framework for the evaluation. The evaluation has been carried out in accordance with ILO standard policies and procedures, complies with evaluation norms and follows ethical safeguards. As outlined above, the evaluation addresses the overall ILO evaluation criteria such as relevance and strategic fit of the project, validity of project design, project progress and effectiveness, efficiency of resource

use, effectiveness of management arrangement and impact orientation and sustainability as defined in the *ILO Policy Guidelines for results-based evaluation: principles, rationale, planning and managing for evaluations* (2012). The evaluation also takes into account gender issues in the evaluation process as guided by the ILO guidelines on *Integrating gender equality in monitoring and evaluation of projects*, September 2012. The ILO adheres to the United Nations system evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards.

The evaluation is an independent evaluation and the Evaluators in consultation with the Evaluation Manager determined the final methodology and evaluation questions. Several methods have been used to collect information including:

- Review and analysis of documents related to the project, including the initial project document, progress reports, workshop and mission reports, project midterm evaluation report, research publications, relevant correspondence, and documents from the Project Advisory Committee Meetings, project M&E documents,
- Review of other relevant documents such as the ASEAN Declaration on Social Protection, and documentation concerning the Social Protection Floor.
- Field visits, interview and group discussion with ILO staff in Bangkok and Hanoi, and key stakeholders, including key implementation partners such as funders, the ASEAN Secretariat, the Government, Workers' and Employers' representatives of Viet Nam; and representatives of ASEAN countries attending the training workshop in Bangkok (14-16 October 2013).
- Interviews with randomly selected beneficiaries of training/capacity building carried out in Viet Nam.

A full list of those interviewed as part of this evaluation is set out in Annex 2.

An interim report was provided (Deliverable 1) setting out the initial findings of the evaluation and the proposed methodology.

Two feedback workshops were organised in Ha Noi and Bangkok at the conclusion of the evaluation mission to feedback the interim findings of the evaluation and to get the views of key stakeholders. PowerPoint presentations and detailed minutes have already been provided (Deliverables 2 and 3).

4. Project status and findings by outcome and overall

In this section we outline the findings of the evaluation under the headings set out in the ToRs and, in particular, responding to the questions posed therein. A detailed analysis of the project progress as regards planned activities and outcome indicators is set out in Annexes 1 and 3. The text below summarises the key issues identified by the Evaluators

Relevance of the project and strategic fit

Relevance to the needs of the ASEAN countries

Unemployment and underemployment is a key issue in ASEAN member States, although recorded unemployment is generally low by international standards.

Table 1: Unemployment in ASEAN countries, 2011

Country	Unemployment rate (%)
	2011
Brunei Darussalam	2.6
Cambodia	0.2
Indonesia	5.0
Lao PDR	1.3
Malaysia	3.1
Myanmar	4.0
Philippines	6.4
Singapore	2.9
Thailand	0.7
Viet Nam	3.6

Source: Selected key ASEAN macroeconomic indicators

However, as a result of the global economic crisis in 2008-09, even recorded unemployment increased in several ASEAN countries.² In many ASEAN countries, there is a very large informal sector, although precise data is difficult to obtain. A recent ADB study in Indonesia found that informal employment was estimated at the minimum to be at 29.1% of total

² See ASEAN (2012) *Regional and Country Reports on the ASEAN Assessment of the Social Impact of the Global Financial Crisis*. ASEAN.

employment.³ In several countries a high proportion of the labour force still employed (many self-employed) in agriculture (particularly in the CMLV countries from about half in Vietnam to three-quarters in Lao PDR employed in agriculture). *Underemployment* (rather than unemployment) is, therefore a key issue in many ASEAN countries. However, several countries – such as Viet Nam – are experiencing structural change in the labour market (including a move towards more formal employment and changes in sectoral employment) and UI can play an important role in facilitating such a transition.

Most ASEAN countries have limited public schemes focussing on employment services and, in particular, unemployment insurance (UI). As shown in the recent ADB survey expenditure on social protection generally is low in most ASEAN countries (lower than might be expected given the comparative GDP per capita) and expenditure on labour market programmes is also low. The study concluded that no country in Southeast Asia—except the Philippines—has a noteworthy labour market program.⁴

Table 2: Expenditure on social protection in ASEAN countries, 2009

Country	Expenditure on Social Protection (% of GDP)
	2009
Brunei Darussalam	n/a
Cambodia	1.0
Indonesia	1.2
Lao PDR	0.9
Malaysia	3.7
Myanmar	n/a
Philippines	2.5
Singapore	3.5
Thailand	3.6
Viet Nam	4.7

Source: ADB (2013), *The Social Protection Index: Assessing Results for Asia and the Pacific*, ADB

Of the ASEAN countries, only Thailand and Viet Nam have UI schemes and, at the time that the project was initiated, the Viet Nam scheme was only about to become operational.

The project aimed to raise awareness and capacity in relation to UI and employment services more generally. In general, therefore, the project was very relevant to the needs of ASEAN countries and all countries have participated in the project, although at different

³ ADB (2009), *Informal Employment in Indonesia*, ADB.

⁴ ADB (2013), *The Social Protection Index: Assessing Results for Asia and the Pacific*, ADB.

levels of engagement.⁵ However, although the project title covers both UI and employment services, the focus of the project as designed was very much on UI. As noted only two ASEAN countries have such schemes. A number of higher income countries do not see UI as a policy priority while it is difficult to see that UI would be a policy priority for lower income countries with a very high level of informal employment (and conversely a very small population which would likely be covered by any UI scheme).⁶

The UI focus was very relevant in Viet Nam where, in 2009, the Vietnamese government introduced the new Law on Unemployment Insurance (UI). In 2010, the collection of UI contribution was started and a year later, payment of UI for unemployed workers began. However, at that time, there was an absence of detailed guidelines as to how to implement UI in practice. Therefore, MOLISA needed to revise and develop the legal documents to guide and supervise the implementation of this policy. In addition, when UI policy was first-ever introduced in Vietnam, staff of the implementation agencies really needed improved capacity in this new technique, so that they can do the job effectively. The project design and its intervention activities totally fit with the needs of Vietnamese partners and beneficiaries.

UI was also on the policy agenda in Malaysia and, initially in the Philippines. The Government of Malaysia requested technical assistance from ILO to support and facilitate the design of an unemployment insurance system. Subsequently, in early 2012, the ILO reached an agreement with the Malaysian government to provide expertise on the project 'Supporting and Facilitating the Design of a UI system in Malaysia' which was linked to the main project.⁷ National and regional workshops were held to facilitate a national consensus on the introduction of the unemployment insurance. Subsequently a feasibility study, conducted by the ILO, was carried out including actuarial and legal assessments, as well as proposed institutional set-up for the implementation, including linkages with employment and skills development programs. On 2 October 2013, in Kuala Lumpur, a technical workshop was held to present and discuss the findings of the feasibility study among tripartite stakeholders. Although no final policy decision has been made in relation to the introduction of UI in Malaysia, respondents interviewed as part of this evaluation (from government, employer and trade unions) all agreed that the project had been very useful and meant that key policy makers were much better informed and in a better position to make an informed decision as to whether to opt for UI and, if so, as to what type of UI scheme to introduce. The Philippines did not pursue its initial interest in UI but did participate in the project and is currently examining the issue of a social protection floor for informal workers. A number of other countries (including Lao PDR and Myanmar) have also expressed an intention to introduce UI schemes.

However, on balance, one would conclude that the emphasis on UI was relevant only to a small number of ASEAN countries and that a greater emphasis on employment services more broadly and on support for the informal sector would have been more relevant to the needs of many countries. Indeed, the project management recognized this issue and, insofar as

⁵ As a prelude to phase 2, Mongolia also participated in some of the final activities of the project.

⁶ Although Thailand participated in the general events organised by the project, it did opt to seek specific support in relation to the implementation of its UI scheme.

⁷ For further details see <http://www.social-protection.org/gimi/gess/ShowProjectPage.do?pid=1605>

possible, attempted to address the needs of informal workers through a number of activities including studies on informal employment in Asia and more broadly (see below).

Relevance to ILO objectives and activities

The project was also relevant to the achievement of ILO objectives in the region and interacted with other ILO activities. In particular, the project helped to influence the ASEAN Declaration on Strengthening Social Protection adopted by the Leaders of the States on 9 October 2013, in Brunei Darussalam.⁸ Through its work with both the ASEAN secretariat and member States, the project (as part of the overall ILO work in the region) helped to make key policy makers aware of the ILO principles on social protection which are clearly reflected in the Declaration. The Declaration, for example, specifically refers to the ILO Recommendation concerning national floors of social protection, 2012 (No. 202). In addition, the project assisted in a practical manner in progressing the Declaration in that the ASEAN secretariat utilised the opportunity presented by activities organised by the project to discuss the draft Declaration and to arrange meetings with member States which assisted in finalising the draft Declaration.

The project contributed to the achievement of the DWCP outcomes, national development framework and UN development assistance framework (UNDAF) of Viet Nam. The intervention in Viet Nam contributed to the achievement of the Decent Work Country outcome VNM151: *Strengthened national capacities and knowledge base for the effective implementation of social security policies and strategies* and more specifically to output 1.1 *Selected social insurance schemes reviewed and improved including unemployment insurance*. More specifically, the project reported for Viet Nam on the achievement of indicator 4.2 *Number of member States that, with ILO support, develop policies improving social security coverage, notably of excluded groups*, of the ILO Outcome Based-Work framework. This second component of the project was developed based on a National Cooperation Framework on Promoting Decent Work in Viet Nam for the period 2006-2010 (DWCP) that was signed by representative of the Viet Nam and the ILO. The Project supported activities directly leading to Priority #03 of the DWCP, 'Improved policy environment, legislation, programs and national institutional infrastructure for effective promotion of labour rights and harmonious industrial relations', which is in turn incorporated in Outcome 4 of the UN One Plan 2 for Viet Nam.

In terms of the project's contribution to the ILO's goal of gender equality, although gender equality was included as a cross-cutting theme of the project⁹, no gender-specific activities were included. In practice, the project attempted to provide a gendered focus in the implementation of the activities and to record gender-specific data where possible. This issue is discussed in more detail below.¹⁰

⁸ <http://www.ilo.org/gimi/gess/ShowNews.do?nid=16369>

⁹ The Project Document states that 'Gender issues will be explicitly and systematically integrated into all stages of the project in order to identify, assess and address the specific needs and concerns of both women and men concerning the project.'

¹⁰ The ToRs ask about the extent to which the project contributed to the promotion of ILO's instruments related to gender equality (including, Maternity Protection Convention, 2000 (No.183) and Domestic Workers

Validity of design (to what extent the design is logical and coherent)

The project included three main components

1. awareness raising and research,
2. support to the UI scheme in Viet Nam, and
3. capacity building and knowledge sharing.

Thus components 1 and 3 were relevant to all participating countries (including Viet Nam) while activity 2 was directly relevant to Viet Nam.¹¹ The activities carried out under each of the three components are outlined in more detail below. Based on our review of the documentation and interviews with a wide range of key stakeholders, the project outputs and activities were very relevant to achieve the objectives and outcomes that identified during the design phase.

The project also appears to have worked well in terms of its links with other ILO interventions and there appear to have been important synergies with other ILO activities, e.g. the promotion of the Social Protection Floor. In part this was due to the fact that the design of the project was consistent with the overall work of the ILO in the region but also due to the presence of the CTA in the Bangkok office and her ability (and willingness) to work closely with other ILO activities.

In relation to component 2, the right partners were selected to be stakeholders of this project, i.e. MOLISA, (represented by BoE), VCCI (represented by the Office of Employer), VGCL (Trade Union) and Social Security. Their functions and duties are relevant to the implementation of UI policy. The members of project management unit also fit with the ILO approach of tripartite cooperation, including government (MOLISA), representative of employers (VCCI) and representative of employee (VGCL/ trade union). The project's stakeholder also shared in this evaluation that the project helped to link key stakeholders in UI together, who are policy makers, implementers, and supporters (supporting agencies) like trade union and VCCI.

One issue in relation to the validity of the design is that, as noted above, although gender is stated to be a cross-cutting concern of the project, there are no specific gender-related activities. This is a weakness in the project design which should be addressed in future projects.

Convention, 2011 (No.189). However, as UI (as defined by the ILO) is distinct from maternity protection, it is not clear how the project could be expected to contribute on this important issue. No country in the region has yet ratified the Maternity Protection Convention and only one (Thailand) has ratified the Domestic Workers Convention.

¹¹ Although the lessons learned by Viet Nam as part of component 2 were also disseminated during workshops and other activities under components 1 and 3.

Project progress and effectiveness

A detailed description of the implementation of the project and its progress in terms of the selected indicators is set out in Annexes 1 and 3. Here we summarise the main outputs of the project and respond to the questions posed in the ToRs (see above).¹² Because they are closely related, components 1 & 3 are considered together here with component 2 (which focussed on Viet Nam only) being discussed separately.

The main outputs under **components 1 & 3** have been (i) a series of research studies which have been (or will be) published on GESS; (ii) a series of awareness raising, knowledge sharing and capacity building workshops; and (iii) study visits to examine existing UI schemes in Japan and Thailand.¹³

The research studies include:

- Comparative review of unemployment and employment insurance experiences in Asia and worldwide
- Case studies of unemployment insurance in Chile, South Africa, Thailand, Viet Nam
- Case studies of selected ALMPs linked with social protection
- A research paper on the relevance of UI to ASEAN countries
- Assessment of the unemployment situation in Viet Nam and Malaysia.

The main awareness raising, knowledge sharing and capacity building workshops¹⁴ organised under the project include:

- Experts Meeting on Social Security and Social Protection Floor: Learning from Regional Experiences, Jakarta, Indonesia, 12-15 December 2011
- Seminar on Unemployment Insurance, Income Security Measures and Active Labour Market Policies 20-22 March 2012, Ho Chi Minh City, Viet Nam
- Round table on the Design of Unemployment Insurance Systems: Learning from ASEAN experiences, 19-20 November 2012, Manila, Philippines
- Technical workshop on integrating social services and the delivery of social protection floors, 29-31 May 2013, Siem Reap, Cambodia
- Training course on designing and implementing unemployment benefits linking with active labour market policies, 7 to 16 October 2013, Bangkok, Thailand
- A video documenting the experience of Viet Nam's UI scheme¹⁵.

¹² The question as to 'How can the ILO build on or expand the main achievements of the project?' is addressed under the section of Sustainability (below).

¹³ At the time of writing, a number of studies are still at the stage of final editing and have been made available on Google drive. The GESS or Google Drive links (as appropriate) for these studies are provided in Annex 3.

¹⁴ Various technical workshops have also been organised, especially in Viet Nam, which are referred to below.

The study visits were:

- Study Visit on Employment Insurance (EI), Tokyo, 8-9 November 2011
- Study Visit on Unemployment Insurance and Employment Services, Bangkok and Ayutthaya, Thailand, 24-26 July 2012

Component 2 – support to Viet Nam – included a wide range of activities to support the implementation of UI (set out in detail in Annex 3). These included

- Evaluation of UI scheme after 18 months of implementation
- Development of a training needs analysis and training plan; implementation of training activities
- Development of a communications strategy
- Development and implementation of key performance indicators (KPIs)
- Contributing to the revision and development of detailed (legal) guidelines for the practical implementation of the UI law (such as the Gov. Decree and Circulars)
- Many capacity building, training (ToT) and knowledge sharing workshops and meetings
-
- Awareness raising activities with key stakeholders
- Contributing to the revision and reform of UI in the new Employment Law

Achievement of objectives

To recall, the project was expected to increase awareness and interest among ASEAN countries as well as to provide support in the design, implementation and proper operation of unemployment insurance combined with a range of employment services. The immediate objectives (which corresponded to the three components) were:

- **Objective 1:** A platform to extend income-security measures (for those workers who lose employment or whose income is reduced) and employment services for workers in ASEAN countries is strengthened through awareness raising activities and research.
- **Objective 2:** Unemployment Insurance scheme in Viet Nam functions effectively, with improved financial sustainability and overall management and increased population covered.
- **Objective 3:** A network of expertise among ASEAN countries on unemployment insurance schemes and employment services is strengthened.

It would appear that all three components have achieved their objectives.

¹⁵ <https://www.youtube.com/watch?v=c7WJv1pV8zk&list=PL2D54FCE4F85FAC6A&index=176>

Component 1 has certainly led to increased awareness of key policy issues and the tools to address them. The selected indicator for outcome 1¹⁶ might suggest that this objective was intended to lead to the introduction of new UI (or related) schemes but this would have been rather unrealistic in the time available to the project. In fact, Viet Nam has introduced a new Employment Law which will incorporate the UI scheme and the project has actively engaged with the design of the new law. As noted elsewhere, the debate in Malaysia as to the possible introduction of a UI scheme has been advanced by the project and other countries (e.g. Lao PDR, Myanmar, Philippines) are also considering various measures to support unemployed or underemployed persons.

The evaluation interviewed many of the participants at the final training workshop (many of whom had also participated in other project activities); reviewed the various publications and studies referred to above; and reviewed the evaluations of the various workshops and study trips. The feedback from both participants in person and by way of evaluations was very positive while the reports and studies appear to have produced to a high standard. Overall one can conclude that the 'platform to extend' income security measures has been strengthened by the project.

Component 3 has also certainly achieved its objective and the project has strengthened a network of expertise among ASEAN countries on unemployment insurance schemes and employment services. A list of 34 experts has been developed but indeed the full number of participants in the project who have taken part in knowledge sharing and capacity building activity and have developed a higher level of expertise on UI and employment services is much higher.

Component 2 (support to Viet Nam) has had the most measureable impact (discussed in more detail below) and it is certainly the case that the Viet Nam UI scheme now functions effectively, with improved overall management and increased population covered.¹⁷ Progress towards the selected indicators is set out in Annex 2.

Component 2 was considered 'a very effective one' by the key stakeholders. With the project's technical supports, BoE was able to revise and issue the very useful legal guidelines for UI policy implementation, including the revision of Decree No. 127; the new Circular No. 32 (replacing Circular No. 34 and No. 04); and the *Guide book on UI implementation system*. In addition, the new Decision of Prime Minister about '*Support for vocational training*' will be in effective in December, 2013. Specifically the project supported BoE/ Vietnamese government in organizing workshops and seminars to get ideas from experts to revise the Decree and Circulars. In addition, the Vietnamese Government (and BoE) carried out other activities in order to revise those legal documents. According to beneficiaries, working in the UI policy implementation system, those legal instructions were developed and revised in a very timely and effective manner. Thanks to the guideline documents, leaders and staff of DOLISA, ESC and PSI could carry out their tasks easily and successfully. Prior to the revision

¹⁶ Number of countries having introduced income-security measures for under- or unemployed.

¹⁷ Information as to financial sustainability was not available at the time of the review. An actuarial assessment of the UI fund is planned but has been delayed for administrative reasons.

of the implementation system, which was recommended by ILO's international expert (Mr. John Carter) after his research on the implementation system, the collaboration among DOLISA, ESC and PSI was very difficult. The staff of each organization, then, were confused about their tasks. ESC staff spent lots of time to screen the documents submitted by unemployed workers, and DOLISA took a long time to sign the decisions, etc.

The revision and development of legal instructions, supported by this project, helped to bring more benefits for unemployed workers. Specifically, the revision of Decree No. 100 allows unemployed workers to register within 3 months. According to ESC staff, more unemployed people came to register for UI since then, because they had more time and felt more convenient, than the decision of registration in only 15 days.

Even though, the project has not yet focused on mainstreaming gender in its activities, the revision of legal document contributed to the better condition for female workers, participating in and benefiting from UI. According to ESC staff, since they applied the new Decrees which allow unemployed workers to register within 3 months, more female workers have been able to claim UI benefits. According to the staff, women are much busier than men. Right after being unemployed, female workers were busy to find new jobs, and at the same time took care of the whole family. Therefore, when the registration deadline was within 15 days only, many women did not have enough time to prepare for registration.

Together with the government's efforts in capacity building for staff implementing the UI scheme, the project's supports in this field were recognized very effective. The ToT courses and training courses on UI policy, supported by the project, did help DOLISA and ESC staff to fulfil their tasks effectively. Attending the training courses, staff of implementing agencies were not only trained and coached by trainers about UI policy and also the implementation process, but also learnt from other provinces' practical experience; especially about the coordination between PSI and ESC. Therefore, they could finish the work (screening and making decision, etc.) in short time, which helped unemployed workers to receive the UI decision in only several days. One of the interviewee said, *'Having good capacity, we could help unemployed workers more effectively. They felt satisfied and we also felt happy'*. In addition, with the budget from national program, BoE also organized many activities to improve capacity for staff.

The Training Need Assessment (TNA) on UI, supported by this project, helped BoE to develop suitable training courses and other capacity building activities, which were relevant to the needs of staff of the whole system. According to beneficiaries, good training methodologies were used in the training courses, held by the project, which created opportunities for trainees to learn not only from trainers but also interact and learn from each other.

UI is new in Vietnam so the project also focused on communication to promote this policy. It supported for the training on communication skills; and currently helped BoE to develop the communication strategy.

From 2012 to 2013, the project focused more on (i) vocational training and employment services for the unemployed workers; (ii) preparation for the new Law on Employment; and (iii) the involvement of employer and trade union in UI implementation. Those focuses were relevant with the context and the need of beneficiaries. Weaknesses have been identified in the rate of returning unemployed people to work. Therefore, the project supported policy review; and then revision of the vocational training policy. It also held the workshop on

“linkage between unemployment and employment service”. Those activities were very significant and relevant with the needs of the project’s beneficiaries. To prepare for the UI component in the new law on employment, the project supported BoE (project management unit) to organize 2 workshops to gather ideas about UI from its beneficiaries and stakeholders. The information collected from those workshops contributed to the UI contents in the new law more specific and relevant to current situation of Vietnam. The project also focused on promoting the important roles of employers and trade union on UI policy implementation. Different activities were held (by VCCI and VGCL, supported by the project) to raise their awareness, improve their communication skill and to get their ideas about UI.

The project also helped BoE improve the capacity in policy making. The project contributed to the improvement of their capacity in collecting information and statistic (through research) before revising and/or developing any policy (legal document). According to DOLISA and ESC staff, when they gathered for the training and workshops, BoE staff took advantage of the event to explore ideas and comments of implementers, to use for the revision of policy and legal documents. Therefore the revised ones become relevant with the practical situation.

The project was able to implement all project activities, as planned, and achieved its outcomes as expected.

The project also contributed to communication work, promoting UI policy in Vietnam. It helped to improve communication skill, consulting skill for staff working on this issue in ESC, enabling them to raise awareness for employers and employees. Currently, the project is helping BoE develop the communication strategy, which will involve all project’s stakeholders in communication work to promote the roles of employers, trade union and employees in UI implementation. With the supports of this project, ESC staff will be able to conduct communication events in the industrial zones to introduce UI policy and procedures to all workers.

According to the 5-year (national) evaluation of UI program, 8.3 million of Vietnamese people are participating in this program. The evaluation report also said, the number increased significantly in the past 3 years. The project, therefore, partly contributed to the increased number of people participating in UI in Vietnam.

Involvement of stakeholders

The stakeholders (in particular the ASEAN Secretariat and ILO constituents) have been closely involved in the project implementation. The ASEAN secretariat expressed its satisfaction with its level of involvement, recognising that policy issues concerning UI and employment services are a matter for national governments. At a national level, e.g. in Viet Nam and Malaysia, employers and trade unions have been actively involved in the implementation of project activities (as discussed elsewhere in this report).

One technical issue is that the project document did not specifically mention representatives of employers and trade unions as regards the ASEAN co-ordination meetings and thus review meetings have consisted of representatives of relevant ministries only (SLOM). Given the ILO’s tripartite focus, the ILO may wish to address this issue in phase 2 of the project by specifically involving employers and trade unions at this level.

Gender equality

The terms of reference of this evaluation ask ‘to what extent intervention results were defined, monitored and achieved toward gender equality?’ As noted elsewhere, there were no specific gender-related activities under the project. However, activities under the project were monitored (insofar as possible) in terms of gender. For example, the gender of those participating in training and capacity building activities was monitored (see Annex 3) and, as noted above, the revision of the UI Regulations in Viet Nam (to which the project contributed) led to an improvement in the situation of women claimants of UI benefits.

Lessons learnt and good practices

One basic lesson (but a very important one) is that Identification of a relevant topic, good project design and employment of knowledgeable and effective staff all lead to a successful project.

More specifically, in the context of Viet Nam, the selection of correct stakeholders (project management board), including in Government (BoE, Employer (VCCI) and Trade Union (TGCL), helps to strengthen the tripartite cooperation. This led to a participatory working method between ILO and BoE (key implementing partners); and in the project management board. Each side understood well and supported the project’s activities. This in turn created a participatory and good cooperation which helped the project identify the intervention activities relevant to the needs of beneficiaries.

In terms of emerging good practice, one important good practice was the development by the project of studies, a training package, and, in particular, guidelines for the design of unemployment protection schemes in the form of a SPF Good Practice Guide on unemployment protection. These products can be of benefit to and replicated by key ILO stakeholders and beneficiaries. It should be possible to replicate this approach in other ILO projects as long as the topic is not too context specific. The design of the training course involved collaborative work with ILO training centre, Turin. A similar approach should be possible by other similar ILO projects involved in capacity building and awareness raising,

Efficiency of resource use

We are informed that the budget for 2012 and 2013 will be entirely committed by 31 December 2013.¹⁸ Based on the findings above, in relation to the achievement of project

¹⁸ There is a US\$ 170,665.71 balance of RAS/11/58/JPN at the end of December 2012. As of 16 December, there is a US\$ 36,671.83 balance of RAS/13/53/JPN. The project ending date has been extending to 31 March 2014, maintaining the CTA and support staff full time (staff cost has been charged already). The donor has agreed to use both balances for the next phase of the project.

activities, it would appear that resources (funds, human resources, time, expertise etc.) been allocated strategically to achieve outcomes and have been used efficiently. No significant examples of wasted or misused resources were identified during the course of the evaluation. Available balance is mainly attributable to the late recruitment of the project staff based in Bangkok (CTA was appointed in May 2011, and the Support Staff in August 2011).

In Viet Nam, component 2 appears to have been implemented in a cost-efficient manner. For example, the project organized TOT courses to train hundreds of the trainers on UI throughout the country. Those TOT trainers then trained others in their own provinces and other provinces as well. According to ESC staff, this way of working/ training was cost effective.

Project funds and activities managed to cross-fertilize well with other existing on-going projects in similar technical areas to improve protection of unemployed in ASEAN. Regional seminars, for instance, offered opportunities for the ASEAN Secretariat to continue advocating and building capacity towards the adoption of the ASEAN Declaration on Strengthening Social Protection, involving some cost sharing with other ILO project (e.g. Workshop in Siem Reap in May 2013). Another example is in Malaysia where the Malaysian authorities funded activities related to their study of UI options. Similarly in Viet Nam, although the Vietnamese authorities would, in any case, have had to take action to implement the UI Law, it seems likely that the project created synergies which resulted in improved efficiency in the implementation of the Law. For example, the project provided technical supports to revise the guidebook on UI implementation system, however the printing cost was covered by the national UI program. It also utilized the software for information system from the support of another ILO project, also with MOLISA, concerning labour market information. In addition, the researches/ reviews about UI implementation (6-month review, 18-month review) were also covered by other projects funded by ILO.

Effectiveness of management arrangements (including monitoring and evaluation)

Project management

Management, administrative and monitoring arrangements for the project appear to have been adequate and to have facilitated good results and efficient delivery. The initial appointment of the CTA and other staff was somewhat delayed¹⁹ which had an impact on the start-up of the project and final expenditure. However, in general the management of the project appears to have been very effective. As noted above, all activities²⁰ will have been implemented by the end of the project which is a reflection of both good project design and good project management. No significant administrative issues were identified during the evaluation. The key implementing partner in Viet Nam did complain about the

¹⁹ The Viet Nam national project officer started in March 2011, the CTA in May 2011 and the administrative officer in August 2011.

²⁰ The only exception is the Launch Seminar initially planned in March 2011 in Tokyo. The seminar was cancelled because of the earthquake and tsunami in Japan on that month.

financial procedure of ILO. However, in the later phase of the project, BoE staff got familiar with the process and knew how to deal with that. One minor issue was that it was reported that it would have been beneficial to have an administrative support person (perhaps 50%) in Ha Noi.

In terms of monitoring arrangements, a detailed self-mid-term evaluation was carried out in December 2012 and regular annual progress reports were compiled by the CTA. The progress of the project was discussed at an annual donor meeting and with the ASEAN SLOM. On the basis of our review of this documentation and having regard to the overall success of the project and its achievement of its objectives, the project management and ILO have effectively monitored project performance and results.

Implementing partners

There was a clear understanding of the roles and responsibilities by the main parties involved. The ASEAN secretariat reported that it was satisfied with the degree of consultation and engagement with it and representatives of participating ASEAN countries also appear to have had a clear understanding of their roles and responsibilities. This is most obviously the case in Viet Nam where activities were much more intensive than in other countries. Interviews with key stakeholders (in particular the BoE but also VSS, VGCL and VCCI) all indicate that stakeholders had a good understanding of roles and responsibilities but also that they took on their responsibilities in order to implement the project successfully. This understanding is a tribute to the work of the national project officer based in the ILO Ha Noi office who ensured a good understanding of roles and responsibilities amongst all the participants in component 2 and facilitated communication between Viet Nam and the Bangkok office.

The project received adequate political, technical and administrative support from its national partners and they provided adequate support for effective project implementation. Again the issue is particularly relevant to Viet Nam where the main activities took place. As noted above, the Vietnamese stakeholders participated very actively in the implementation of the project and provided the necessary political, technical and administrative support.

At the political level, the original UI Law (adopted in 2006 and entered into force on January 2009) has now been included in a reviewed and expanded Employment Law which was adopted by the National Assembly on 23 November 2013. This includes a number of revisions to the UI provisions which were discussed with ILO staff in the drafting of the legislation (although the current draft of the Law does not fully reflect ILO views). The BoE co-operated very fully with the project in the implementation of activities such as training and in the development of the communications strategy.

Other countries also provided adequate support, for example by organising dissemination workshops to spread the lessons learned from the project to a wider audience.

Cooperation with other ILO projects

In general cooperation with other ILO projects has been efficient. The project has been able to mobilise additional resources to continue and reinforce certain aspects of the support for UI in Viet Nam (One UN Project 2013-2014). Conversely, the project and, in particular, the

CTA based in Bangkok has contributed actively to other ILO work in the area, e.g. by supporting the conduct of the UI feasibility study in Malaysia, contributing on social protection and gender related issues such as the Social Protection Floor and the activities of the Decent Work Team. Insofar as possible, the project has, therefore, made strategic and effective use of other related ILO projects, products and initiatives to increase its effectiveness and impact, e.g. through its co-operation with ILO Training Centre on the development of a UI course. The CTA has collaborated with the ILO Gender Specialist in the region (also based in Bangkok) and has worked on other gender related issues.

Communication

Based on interviews with key stakeholders including the ASEAN secretariat and participants in most of the main participating countries, communication between the project team, the ILO and the implementing partners, has been effective and efficient.

Sustainability and impact of the project

Impact

The main emerging impacts of the project are two-fold. First (components 1 & 3), key policy makers/staff of relevant national ministries are much better informed about issues concerning UI and employment services which should improve the national capacity to design and implement policies in these areas and more generally in the field of social protection. This improved capacity includes a broader knowledge about relevant policies both in ASEAN and more broadly, knowledge about specific skills such as planning and the role of actuarial assessment, and knowledge of ILO Recommendation and policies (such as the Social Protection Floor). It is too early to measure the specific impact of this improved capacity (and, of course, the modest size of the project activities must be kept in mind) but it could be expected that these activities will have a long-term, positive impact on national policy making and implementation.

The second impact is the implementation of the UI scheme in Viet Nam. In general one can say that the implementation of a UI scheme in Viet Nam has been a success with over 8 million people now covered by UI and a system of collection of contributions and payment of benefits which is now fully operational.²¹ The project has contributed to the establishment of more streamlined procedures, to raise awareness of beneficiaries, to train UI staff and managers. This is quite an impressive achievement in a (newly) middle income country such as Viet Nam with no previous experience of UI. This experience of Viet Nam has been also documented through a video for broader dissemination among ASEAN countries and worldwide²². It is clear that the support of the project contributed in a major way to the successful implementation of the UI Law and this successful implementation should contribute to the ongoing strengthening of the Law.

²¹ This is not, of course, to suggest that implementation has been perfect or that there are not a range of ongoing and upcoming challenges to be addressed.

²² Youtube link: <https://www.youtube.com/watch?v=c7WJv1pV8zk&list=PL2D54FCE4F85FAC6A&index=176>.

In addition, the project has developed a range of tools that can be re-used in the future by ILO constituents. These include the report on UI in 14 countries where it has been suggested that the report might be translated into Spanish for use in Latin American countries. In addition, the project developed a SPF Good Practices Guide on Unemployment Protection. The Guide and training curricula were tested during the October 2013 training course closely implemented with the ILO training centre in Turin to ensure that the training package will continue to be used in future as part of the core ILO training program offered by ILO Training Centre Turin and for possible adaptation to other regions of the world.

Exit strategy and handover to national partners

The project itself has adopted an effective and realistic approach to its exit and to handing over the means of action to the national partners. As noted above, the project has designed a number of tools (research studies, training program on UI) which can be used more widely and/or replicated as part of the ILO's broader activities, in addition to being of future use to the national partners.

In addition, as noted in the introduction there will be a phase 2 of this project. However, the focus of this will be on Mongolia with limited activities in ASEAN countries. Therefore, it is best seen as a means of replicating the work of phase 1 rather than following up on that work in ASEAN countries. In addition, the project assisted in the development of two proposals to the One UN Fund in Viet Nam, the first one on strengthening UI and ALMPs (which commenced in 2013 and will continue in 2014), and a second one in relation to a public employment project (which will commence in 2014). The two One UN funded project provide an opportunity for pursuing technical support to BOE in implementing policies related to unemployment protection and promotion of employment.

Given the success of the project and its limited time scale and resources there is a demand from a number of countries and the ASEAN secretariat for follow-up work within ASEAN. In several ASEAN countries, ILO is already involved in assessment-based national dialogues around the Social Protection Floor and any issues concerning UI and employment services can be addressed in that context. Malaysia anticipates that further support will be required to assist them to come to final decisions on the proposed UI scheme but as the Malaysian government can cover the costs involved, this is just a question of facilitating technical support.²³

The main area for follow-up work will be in Viet Nam. Clearly as highlighted above there is further work to do to refine the implementation of the UI Law. In addition, it is understood that the revised Employment Law (to be adopted before the end of 2013) will provide for the expansion of the UI scheme to employers with less than 10 employees. This was a key recommendation of the 18 month review carried out by the ILO. However, this is likely to prove very challenging as it will significantly increase the number of employers covered with new employers being small enterprises with limited capacity. Conversely the additional number of employees covered will be much more limited and the amount of contributions

²³ There may be a question as to whether some decisions are required at national level before further research is warranted and also may be an issue as to whether the approach decided on will be compatible with ILO recommendations.

to be collected from individual employers will be quite small. Thus any expansion is likely to require new working methods on the part of the implementing agencies if it is to be implemented correctly. The Vietnamese authorities are likely to require assistance and advice on how best to phase and implement any extension.

This is a broader issues than the existing project (or phase 2) and requires support of the ILO Ha Noi and Bangkok offices to develop an appropriate strategy to build on and expand the main achievements of the project which might involve technical support on specific issues and be linked to the public employment project mentioned above.

Sustainability

The national partners, who are the agencies responsible for employment services and (where they exist) UI are likely to continue working on project's achievement and carrying forward its results. In particular, it seems likely that the awareness raising and research, and capacity building and knowledge sharing activities will assist these authorities in their future work.

More specifically it is clear that the project will have a long-term impact in Viet Nam through its support for the implementation of the UI Law which is now to be replaced by the expanded Employment Law. Some examples of the how the project will be sustainable are the training needs analysis, ToT and communications strategy. The Training Need Assessment (TNA) report, developed by the project, can be used as resource for developing any intervention capacity building activities. UI implementers and TOT trainers already have good capacity. Those staff can continue to train others on UI, so that the project outcomes in terms of capacity would be sustained. In order to promote UI, the project currently supported BoE (project management unit) develop the communication strategy. This will help to raise public awareness about UI and involve the important roles of employers, employees and trade union.

Based on the interviews carried out and the individual evaluations of project activities, the project has effectively built the necessary capacity of people and institutions of the national partners and implementing partners. Of course, the limited nature and duration of the project must be borne in mind so one must be realistic as to the level of expectation.

Again bearing these limitations in mind, the project appears to have effectively built national ownership with results now anchored in national institutions. This is exemplified by the Viet Nam example where it is very clear that the national authorities have built up a high level of national ownership of the project activities. Malaysia is another specific example of a country which has bought-in to the project and used the possibilities to advance its national debate on UI.

The extent to which the national partners can maintain the outcomes financially at the end of the project varies from country to country. Some countries, such as Malaysia, can clearly do so. Although Viet Nam has now achieved middle income status, it continues to face many fiscal challenges and is likely to require support from development partners in continuing to modernise its social protection system.

Subject to these caveats, it would seem that project results, achievements and benefits are likely to be durable. However, as noted above, the ILO can enhance the extent to which these effects are likely to be durable by following up on the project activities through its other work with the countries concerned e.g. the assessment based national dialogues on the SPF and, in Viet Nam, by ensuring that further technical assistance is provided on specific issues.

In terms of advancing strategic gender-related needs, it would perhaps be unrealistic to expect very specific impacts from a project without specific gender-related activities and with limited funding and duration. Adding a generic reference to gender as a cross-cutting issue in a project design will not (without more) necessarily ensure that a project can address gender-related needs and in the case of this project, outcomes in Viet Nam were largely determined by (a) the fact that the UI Law was already designed before the project was approved and (b) the gendered structure of the labour force covered by the Law. Nonetheless, within the limits of the possible, the project did seek to address gender issues as discussed above.

One can conclude that overall, the intervention's long-term effects should be positive in terms of improving the position of unemployed workers (approximately 50% of whom are women) in Viet Nam and in improving the capacity of the national authorities to plan and implement social protection schemes.

5. Conclusions and recommendations

Conclusions

Overall, the project has clearly been successful in achieving its objectives. On the basis of this evaluation, all three components of the project have achieved their objectives and almost all activities have been completed as planned. Specific responses to the questions raised in the ToRs are set out below in tabular form.

<p>1. RELEVANCE of the project and strategic fit</p>	<p>In general, the project was very relevant to the needs of ASEAN countries and all countries have participated in the project, although at different levels of engagement. However, on balance, one would conclude that the emphasis on UI was relevant only to a small number of ASEAN countries and that a greater emphasis on employment services more broadly and on support for the informal sector would have been more relevant to the needs of many countries.</p> <p>The project was also relevant to the achievement of ILO objectives in the region and contributed to the achievement of the DWCP outcomes, national development framework and UN development assistance framework (UNDAF) of Viet Nam.</p>
<p>2. VALIDITY of Design (to what extent the design is logical and coherent)</p>	<p>The project outputs and activities were very relevant to achieve the objectives and outcomes that identified during the design phase.</p> <p>The project also appears to have worked well in terms of its links with other ILO interventions and there appear to have been important synergies with other ILO activities, e.g. the promotion of the Social Protection Floor.</p> <p>One issue in relation to the validity of the design is that, as noted above, although gender is stated to be a cross-cutting concern of the project, there are no specific gender-related activities. This is a weakness in the project design which might be addressed in future projects.</p>
<p>3. Project PROGRESS and EFFECTIVENESS</p>	<p>All three components of the project have achieved their objectives.</p> <p>Component 1 has certainly led to increased awareness of key policy issues and the tools to address them. Viet Nam has introduced a new Employment Law which will incorporate the UI scheme and the project has actively engaged with the design of the new law. As noted elsewhere, the debate in Malaysia as to the possible introduction of a UI scheme has been advanced by the project and other countries (e.g. Lao PDR, Myanmar, Philippines) are also considering various measures to support unemployed or underemployed persons. Overall one can conclude that the 'platform to extend' income security measures has been strengthened by the project.</p> <p>Component 2 (support to Viet Nam) has had the most measureable impact and it is certainly the case that the Viet Nam UI scheme now</p>

	<p>functions effectively, with improved overall management and increased population covered</p> <p>Component 3 has also certainly achieved its objective and the project has strengthened a network of expertise among ASEAN countries on unemployment insurance schemes and employment services.</p>
4. EFFICIENCY of resource use	<p>It would appear that resources (funds, human resources, time, expertise etc.) been allocated strategically to achieve outcomes and have been used efficiently. No significant examples of wasted or misused resources were identified during the course of the evaluation.</p>
5. EFFECTIVENESS of management arrangements (including monitoring and evaluation)	<p>Management, administrative and monitoring arrangements for the project appear to have been adequate and to have facilitated good results and efficient delivery.</p> <p>All activities will have been implemented by the end of the project which is a reflection of both good project design and good project management. No administrative issues were identified during the evaluation.</p> <p>Project management and ILO have effectively monitored project performance and results.</p> <p>There was a clear understanding of the roles and responsibilities by the main parties involved. The project received adequate political, technical and administrative support from its national partners and they provided adequate support for effective project implementation.</p> <p>In general cooperation with other ILO projects has been efficient. The project has been able to mobilise support for specific activities from other ILO resources and conversely, the project and, in particular, the CTA based in Bangkok has contributed actively to other ILO work in the area. Insofar as possible, the project has, therefore, made strategic and effective use of other related ILO projects, products and initiatives to increase its effectiveness and impact, e.g. through its co-operation with ILO Training Centre on the development of a UI course.</p> <p>Based on interviews with key stakeholders including the ASEAN secretariat and participants in most of the main participating countries, communication between the project team, the ILO and the implementing partners, has been effective and efficient.</p>
6. SUSTAINABILITY And IMPACT of the project	<p>The main emerging impacts of the project are two-fold. First (components 1 & 3), key policy makers/staff of relevant national ministries are much better informed about issues concerning UI and employment services which should improve the national capacity to design and implement policies in these areas and more generally in the field of social protection.</p> <p>This improved capacity includes a broader knowledge about relevant policies both in ASEAN and more broadly, knowledge about specific skills such as planning and the role of actuarial assessment, and knowledge of ILO Recommendation and policies (such as the Social Protection Floor). It is too early to measure the specific impact of this improved capacity (and, of course, the modest size of the project activities must be kept in mind) but it could be expected that these activities will have a long-term,</p>

	<p>positive impact on national policy making and implementation.</p> <p>The second impact is the implementation of the UI scheme in Viet Nam. In general one can say that the implementation of a UI scheme in Viet Nam has been a success with over 8 million people now covered by UI and a system of collection of contributions and payment of benefits which is fully operational.</p> <p>The project itself has adopted an effective and realistic approach to its exit and to handing over the means of action to the national partners. However, given the success of the project there is a demand for further support and in order to build on an expand the achievements of the project the ILO should develop an appropriate strategy which might involve technical support on specific issues.</p>
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Recommendations

1. Future unemployment protection-related ILO projects in the region should have a broader focus than UI alone and should respond to the needs of informal economy workers. At the same time, there should be a focus on increasing employment opportunities (in the non-public sector) that would be covered by the UI and other social security/insurance schemes. This may be relevant to phase 2 of the project in Mongolia.
2. In the design of future ILO projects, attention should be given to how gender can more fully be incorporated in to the design, e.g. through the development of specific gender-related activities. Again this may be relevant to phase 2 of the project.
3. In future ILO projects consideration should also be given to designing specific activities for employers and trade unions, in attention to incorporating these important stakeholders into the general work of the project.
4. The second phase of the project should continue providing support to the ASEAN Secretariat and its member States for the effective implementation of the newly adopted ASEAN Declaration on Strengthening Social Protection. This support should be always closely coordinated with the ILO Decent Work Team in Bangkok.
5. ILO Bangkok should discuss with the Malaysian authorities how best to build on the achievements of the project and whether further technical support is needed at this time.
6. ILO Bangkok should follow up the work of the project in the other ASEAN countries in its general work and, in particular, through the assessment-based national dialogues around the Social Protection Floor where these are taking place, as in Lao PDR.
7. In order to build on and expand the achievements of the project the ILO Ha Noi and Bangkok offices should, by the end of 2013, develop an appropriate strategy to provide further support to the implementation of the Viet Nam UI scheme, which might involve technical support on specific issues. These specific issues, to be implemented in conjunction with the Vietnamese authorities, should include:

- Roll-out of the communications strategy and implementation of KPIs developed by the project
- Greater involvement in a structured way of employers/trade unions in UI, e.g. tripartite structures
- Tracker studies of those on UI to establish duration, exit patterns, vulnerable groups, etc.
- Actuarial (financial) studies of UI fund
- Better use of existing data (if possible) e.g. analysis of administrative data and linking to labour force surveys
- Use of labour market information e.g. for getting people back to work, improved job counselling and better linkages with VET
- Responding to large scale unemployment, e.g. in SoEs, drawing on experience in other countries.
- Extending unemployment protection to informal and rural workers through the establishment of public work programmes.

Annex 1: Progress against performance indicators

Indicators		Remarks
<i>Indicators for Outcome 1</i>		
<i>Number of countries having introduced income-security measures for under- or unemployed.</i>		Viet Nam is adopted a new Employment Law (including provisions on UI) in November 2013.
<i>Indicators for Output 1.1: Identification and documentation of existing income-security measures and ES. Monitoring of their expansion among ASEAN countries.</i>		
<i>ASEAN countries where unemployment profiles are conducted.</i>		Viet Nam and Malaysia completed.
<i>Number of Asian countries where inventory of existing UI schemes, cash transfer programs, employment guarantee schemes, PWPs, ES targeting at unemployed is completed and disseminated.</i>		Inventory of UI/EI scheme covers 14 countries worldwide among which 7 from Asia. Inventory of measures for the informal economy covers 8 countries.
<i>Number of Asian countries where case studies are documented and published.</i>		Thailand and Viet Nam case studies completed and published.
<i>Indicators Output 1.2: Research on UI and other income security programs as well as ES.</i>		
<i>Number of gap research topics identified through a literature review and shared among UI and ES experts and practitioners (Jakarta/Manila).</i>		The three research topics initially identified: 'Moving from severance pay to UI, relevance for ASEAN countries', 'ALMPs what would work for ASEAN economies?', 'Income security in the informal economy, innovative measures'. First completed and two last merged.
<i>Number of research papers produced.</i>		Comparative study of UI and 'Introducing Unemployment Insurance in ASEAN countries' completed. ALMPs paper to be published in 2014.
<i>Number of policy players and practitioners receiving the technical guideline manual for the promotion and implementation of UI/EI, other income-security programs and ES.</i>		To date 33 persons (participants at the training course in Bangkok, October 2013) have received this. It is currently being finalised and will be disseminated much more widely (by March 2014).
<i>Indicator for Output 1.3: Awareness raising on the importance of UI and other income-security programs as well as ES among policy players, practitioners and social partners.</i>		
<i>Number of high level policy makers and practitioners from ASEAN and ASEC participating in an expert meeting on UI/EI, other income-security programs and ES.</i>		Sixty ASEAN representatives attended the ASEAN tripartite seminar held successfully in Ho Chi Minh City, 20-22 March 2012. Total 72 pax, 27 female. Proceeding report published.
<i>Indicators for Outcome 2</i>		
<i>Percentage of employees contributing to the UI scheme increased by at least 25 points</i>		The baseline was 59.1% of the legal coverage by the end of 2009. By July 2012, 8.9 million were registered out of a legal coverage of 10.1 million (88%).

<i>At least 50% of contributors are female workers</i>		According to the estimation reports given by VSS, about 47% of contributors are female workers. A number of reasons may explain why fewer women contribute, one of them is for the nature and type of contract of female workers, mainly found in informal activities or with short term contract, therefore not covered by the Social Insurance Law. Another reason is that women are allowed to retire 5 years earlier than men.
<i>Indicators for Output 2.1: Support to the review of implementation issues.</i>		
<i>Number of ILO's recommendations adopted to improve the UI scheme design and operations.</i>		The 14 recommendations have been adopted by tripartite stakeholders in October 2011. Of these it is estimated that at least eight have been adopted by Government https://drive.google.com/folderview?id=0B8eWwhdRY2IYZXRtX2IMYmg0dDA&usp=sharing&tid=0B8eWwhdRY2IYV3U5NkxTbGxzblk
<i>Indicators for Output 2.2: Inter-agency mechanisms for linking UI to ES established and strengthened</i>		
<i>Number of national consultation meetings to report on the progress, priorities and improvements needed, as well as practical measures to better coordinate various stakeholders involved in the UI scheme.</i>		7 meetings organized with the support of the project on different key issues.
<i>Number of staff from BoE, ESCs, VSS and social partners who have attended the workshop on linkages between UI and ES</i>		75 stakeholders from central and provincial departments within MoLISA, DoLISA, ESCs, VSS, VGCL and VCCI, and social partners participated in the event on 3-4 October 2012.
<i>Indicators for Output 2.3: Communication strategy to facilitate access of workers, employers and concerned parties to information on UI scheme</i>		
<i>Number of workers aware of the UI scheme</i>		Survey data not available. Communications strategy developed which will facilitate effective communications with workers and employers. Communications officers in all 63 ESCs were trained to establish and implement communications at provincial level in November 2013. Therefore, indirectly, the project will contribute to improving the opportunity to access information of up to 8.3 million insured persons. In addition, 250 stakeholders including MoLISA, VSS, VCCI, VGCL, and other trade unions, selected employers and workers participated in the IEC event on 24 October 2012.
<i>Number of enterprises declaring their employees to UI scheme</i>		In 2009, 81,044; by July 2012, 124,145.
<i>Indicators for Output 2.4: Testing, developing users guide, implementation plan and training on IT software.</i>		
<i>Number of PSI and ESC staff trained to use the IT software.</i>		33 resource trainers (15 female) were trained on IT applications for UI operational procedures on 21-22 September 2013 in Vinh Phuc province. Several IT trainings were organized by BOE with its own resources during summer 2011.
<i>Number of provinces where IT software is introduced.</i>		All 63 provinces. However, not all provinces may use it in an effective manner

<i>Indicators for Output 2.5: Performance management system established</i>		
<i>Number of consultative meetings organized to discuss the UI performance indicators.</i>		I consultation meeting with key stakeholders (VGCL, VCCI, VSS, selected ESCs) organised on 20 August 2013 (34 participants), second one on 13 December 2013.
<i>Number of VSS/PSI and ESC staff applying the performance management system.</i>		Number not yet available. Two ESCs (Hai Duong and Binh Duong) are selected for piloting KPIs. Review meeting on finalization of KPI list on 13 December 2013.
<i>Indicators for Output 2.6: Capacities of staff and managers of BoE are increased to enable successful implementation of the UI scheme</i>		
<i>A training strategy and plan is developed.</i>		TNA and training plan completed and adopted by BoE
<i>Number of trainers trained to replicate training at the provincial levels.</i>		33 senior officers (including representatives of VCCI and VGCL) attended the TOT co-trained by BoE and VSS during 7-8 December 2012.
<i>Number of VSS/PSI and ESC staff trained on the UI scheme operations.</i>		40 UI managers and staff were trained by project support in 2011 (Oct. 20 -21 2011 in Da Lat).
<i>Number of meetings gathering Directors and high level staff of DoLISA to promote ALMP.</i>		75 participants from central and provincial departments within MoLISA, DoLISA, ESCs, VSS, VGCL and VCCI and social partners participated in the event on 3-4 October 2012 in Thai Nguyen province to promote the linkages between UI benefits and ALMPs. [34] participants of BoE and 20 ESCs under DoLISA trained on employment counselling standards and skills in Binh Duong, 12-13 November 2013.
<i>Indicators for Outcome 3</i>		
<i>Number of experts on ASEAN employment and social security issues registered in the network.</i>		Currently 34 experts are listed https://drive.google.com/folderview?id=0B8eWwhdRY2IYcXFhejBhbnVITWM&usp=sharing&tid=0B8eWwhdRY2IYV3U5NkxTbGxzblk
<i>Indicator for Output 3.1: Capacity of policy makers, managers and technical staff of social security and ministries in ASEAN are increased.</i>		
<i>Number of fellowships to Japan.</i>		Two delegates from Viet Nam, Thailand and Malaysia. 6 total, 2 female.
<i>Number of fellowships to Thailand.</i>		Two delegates from Brunei Darussalam, Cambodia, Lao PDR, and Singapore. One delegate from Indonesia and the Philippines. 10 total, 6 female.
<i>Number of stakeholders in each country participating in study visit who have received information on Japan and Thailand experiences.</i>		Participants have organized dissemination meeting in their respective country, using own institutions' resources.
<i>Number of meetings/emails/discussions with ASEC to build its capacity on UI/EI and ES, as well as social security.</i>		Regular exchange of information (via emails, but also teleconference meetings) and ASEC's participation to the Experts' Meetings
<i>Indicator for Output 3.2: Capacity of technical staff and managers of UI/EI schemes are increased. A network of experts is created.</i>		
<i>Number of stakeholders participating in the expert</i>		53 (19 female) participated in experts Meeting on Social Security and Social Protection Floor: Learning from Regional

<i>workshop on UI/EI good practices</i>		<p>Experiences, Jakarta, Indonesia, 12-15 December 2011</p> <p>45 (18 female) participated in the round table on the Design of Unemployment Insurance Systems: Learning from ASEAN experiences, 19-20 November 2012, Manila, Philippines</p> <p>42 (19 female) participated in the training course on designing and implementing unemployment benefits linking with active labour market policies, 7 to 16 October 2013, Bangkok, Thailand</p>
<i>Number of stakeholders who have participated in the ASEAN symposium on integrated social protection and employment services</i>		104 (43 female) participated in the technical workshop on integrating social services and the Delivery of SPFs, Siem Reap, Cambodia, 29-31 May 2013
<i>Number of experts on ASEAN employment and social security issues registered in the network (hosted by the GESS platform)</i>		Currently 34 experts are listed

Annex 2: Meeting and interviewees

Meetings with key ILO/ASEAN stakeholders	
Time schedule	Name and title of interviewee
Monday 14 Oct.	
13.00-13.30	Participants from Malaysia
14.15-15.00	Mr Wolfgang Schiefer, Chief Partnership Unit, ILO
Tuesday 15 Oct.	
12.30-13.00	Participants from the Philippines
14.00-16.00	Mr. John Carter and Ms. Loveleen De, ILO consultants
17.00-17.30	Mr Trung, BOE and Mr Thang, VGCL
Wednesday 16 Oct.	
11.30-12.15	All participants to the course, plenary
13.00-15.00	Ms. Celine Peyron Bista, CTA
Thursday 17 Oct.	
9.15-10.00	Ms Alcestis Abrera Mangahas, Deputy Regional Director for Policy and Programmes, ILO Regional Office for Asia and the Pacific
10.15-11.00	Mr Shinichi Ozawa, CTA, ILO/Japan Multi-bilateral Programme
Friday 18 Oct.	
10.15-11.00	Ms Valerie Schmitt, Social Protection Specialist
11.00-11.45	Ms Christine Nathan, Regional Specialist in Workers' Activities
14.00-14.45	Ms Nelien Haspel, Senior Specialist on Gender and Women Workers' Issues
15.00-15.45	Mr Pong Sul Ahn, Senior Specialist on Workers' Activities
Monday 21 Oct	
10.00 – 11.00	Ms. Hang - Briefing about the interviews; and information gained re the requirement/ evaluation criteria
11.00-12.00	Ms. Loan, national project officer
14.00 – 15.00	Meeting with Bureau of Employer's activities – VCCI, Mr. Huy
15.30 – 16.30	Ms Mega Irena, ASEAN Secretariat (Skype call)
Tuesday, Oct.22	
9.00 – 10.00	Meeting with Vietnam Social Security, Mr. Được
10.00 – 12.00	Summarize information/ findings
14.00 – 15.00	Meeting with Mr. Trung – Deputy Director of BoE
15.00 – 16.00	Meeting with ILO country director, Dr. Gyorgy Sziraczki

15.00 – 17.00	Summarize information/ findings to prepare for the Clarification meeting/ workshop
Wed 23 Oct	
8.30 – 11.00	Validation workshop with all stakeholders - ILO, MOLISA, VCCI, VGCL, VSS
11.30 – 13.00	Discussion about the follow-up activities: report, etc.
Thurs 24 Oct	
10-10.30	Ms Alcestis Abrera Mangahas, Deputy Regional Director for Policy and Programmes, ILO Regional Office for Asia and the Pacific
10.30-11.30	Feedback workshop with key ILO stakeholders

Additional meetings with project stakeholders/beneficiaries in Viet Nam

Name	Female	Male	Organization
Bui Huy Nam		X	VSS
Nguyen Thi Yen	X		ESC Đà Nẵng
Ngo Sy Thang		X	VGCL
Le Thi Nga	X		ESC Hải Phòng
Chau Hai Bang		X	ESC Long An
Duong Viet Yen	X		DOLISA Ha Noi
Vu hai Duong		X	ESC Thanh Hóa
Nguyen Thi Dan	X		DOLISA Ho Chi Minh city
Nguyen Thi Thanh Thuy	X		ESC Bà Rịa Vũng Tàu
Đông Minh Lai		X	ESC Bình Thuận
Nguyen Xuan Hung		X	ESC Gia Lai
Nguyen Đình Hiệp		X	ESC Hưng Yên
Phan Thanh Liem		X	ESC Long An
Bui Văn Luy		X	ESC Quảng Trị
Nguyen Thi Yen	X		ESC Thừa Thiên Huế
Nguyen Thi Bach Cuc	X		ESC Bình Dương
Nguyen Đức Trọng		X	ESC Hòa Bình
Tran Van Vien		X	Deputy director, ESC Quảng Ninh
Nguyen Thanh Long		X	Deputy director, DOLISA Thái Nguyên
Mr. Quang		X	VGCL
Mr. Trung		X	BoE
Mr. Tu		X	BoE

Annex 3: Implementation of activities

Output		Planned activities		Activities
1.1	Output 1.1: Identification and documentation of existing employment social protection experiences. Monitoring of expansion of employment social protection measures among ASEAN countries.	1.1.1	Yearly survey on situations of employment in ASEAN countries and in China Dissemination through GESS ILO Japan ASEAN publication	Assessment of the unemployment situation: done for Viet Nam and Malaysia Viet Nam to be posted on GESS (currently at https://drive.google.com/folderview?id=0B8eWwhdRY2IYWWhha2VHdkhuVEE&usp=sharing&tid=0B8eWwhdRY2IYV3U5NkxTbGxzblk) Malaysia will remain confidential at the request of the Government but at https://drive.google.com/folderview?id=0B8eWwhdRY2IYWWhha2VHdkhuVEE&usp=sharing&tid=0B8eWwhdRY2IYV3U5NkxTbGxzblk
		1.1.2	Inventory of existing UI, income/cash transfer programs, employment guarantee schemes, PWP, employment services and other social protection schemes Dissemination through GESS ILO-Japan-ASEAN publication and workshops	Comparative review of EU/UI experiences in Asia and worldwide (published and on GESS) http://www.social-protection.org/gimi/gess/ShowRessource.action?ressource.ressourceId=40477 Review of ALMPs (to be published as one chapter of the SPF Good practices guide: 'Integrating social services and the delivery of SPF (publication first quarter of 2014) Workshop in Jakarta to share the findings of this research, Dec. 2011 http://www.social-protection.org/gimi/gess/ShowProjectPage.do?pid=1365 Report of meeting at https://drive.google.com/folderview?id=0B8eWwhdRY2IYWWhha2VHdkhuVEE&usp=sharing&tid=0B8eWwhdRY2IYV3U5NkxTbGxzblk
		1.1.3	Identify experiences Case studies Publication of case studies GESS platform	Case studies: Viet Nam (published at http://www.social-protection.org/gimi/gess/ShowProjectRessource.do?ressourceId=40037&pid=1385) Thailand (https://drive.google.com/folderview?id=0B8eWwhdRY2IYWWhha2VHdkhuVEE&usp=sharing&tid=0B8eWwhdRY2IYV3U5NkxTbGxzblk) Chile (https://drive.google.com/folderview?id=0B8eWwhdRY2IYWWhha2VHdkhuVEE&usp=sharing&tid=0B8eWwhdRY2IYV3U5NkxTbGxzblk)

				South Africa (https://drive.google.com/folderview?id=0B8eWwhdRY2IYMWWhha2VHdkhuVEE&usp=sharing&tid=0B8eWwhdRY2IYV3U5NkxTbGxzblk) (studies to be posted on GESS) Video documenting Viet Nam U's experience.
1.2	Research on Unemployment Insurance and other income support programs as well as employment services.	1.2.1	Literature review Identify unexplored research topics	Literature review was carried out by CTA to identify research topics (1.2.2). Literature reviews also carried out as part of various studies (1.1.2).
		1.2.2	Sharing results of literature review and select two operational research topics	Working paper: 'Introducing Unemployment Insurance in ASEAN countries' by Prof. Asami (https://drive.google.com/folderview?id=0B8eWwhdRY2IYMWWhha2VHdkhuVEE&usp=sharing&tid=0B8eWwhdRY2IYV3U5NkxTbGxzblk) Three research topics initially identified: 'Moving from severance pay to UI, relevance for ASEAN countries' addressed in Prof. Asami's paper), 'ALMPs what would work for ASEAN economies?', 'Income security in the informal economy, innovative measures'. First completed. The two last have been merged and will be published in 2014 (see 1.1.2 above).
		1.2.3	Research, KS workshop	Workshop in Manila, Nov. 2012 (Report posted on GESS) http://www.social-protection.org/gimi/gess/ShowProjectWiki.do?wid=1270
		1.2.4	Technical guideline GESS platform ILO Japan ASEAN publication	SPF Good Practice guide: 'Designing unemployment benefits linking with active labour market policies' (now being tested during the Training, to be published first quarter of 2014)
1.3	Awareness raising on the importance of Unemployment Insurance and other income support programs as well as employment services	1.3.1	Validation and launching meeting of the project in Tokyo, Japan.	Cancelled
		1.3.2	Awareness raising seminar during the second year of the project.	Tripartite ASEAN seminar on UI, income security and ALMPs, March 2012, , Ho Chi Minh City, Viet Nam (Recommendations adopted, contributed to the ASEAN Declaration on Strengthening Social Protection, adopted by the ASEAN Head of States Leaders, in Oct. 2013) (Report published and on GESS) http://www.social-protection.org/gimi/gess/ShowProjectWiki.do?wid=976

2.1	Support to the review of implementation issues	2.1.1	Follow up study after 18 months of implementation of the scheme	The study was carried out and identified a number of recommendations for the future implementation of the UI scheme. It has been published at http://www.social-protection.org/gimi/gess/ShowProjectRessource.do?ressourceId=28241&pid=1385
2.2	Inter-agency mechanism for linking Unemployment Insurance to employment services established and strengthened	2.2.1	Provincial based review meetings with stakeholders	Provincial meetings organised in 3 provinces (Hanoi, HCM, and Da Nang) on August 2011. (60 pax, 30 female) Workshop on developing Circular 32 on 11/12/2012 in Halong city (59 pax -21 female)
		2.2.2	Coordination and monitoring meetings among stakeholder agencies	A meeting organized to identify the issues on access of unemployed to VT support on Dec.2012 in Hanoi. A workshop on UI legal provisions on 11 Oct.2011 in Hanoi (37 pax -12 female) (info on GESS) Report on the access to vocational training The Decision on VT support has been approved by the prime Minister.
		2.2.3	Seminar on the linkages between UI and employment services	The workshop was organized in Thai Nguyen province on 3-4 Oct.2012 with 72 participants (19 female)
2.3	Communication strategy to facilitate access of workers, employers and concerned parties to information on UI	2.3.1	Social marketing campaign	A communications strategy has been drafted with the support of the project and approved by BoE Project is now organizing training of communication officers among ESCs staff: - 21-22 Nov., in Hai Duong for Northern provinces - 25-26 Nov., in Vung Tau for Southern provinces.

		2.3.2	Awareness raising activities	Consultation workshops on UI policies done by VGCL in Hanoi on April 16 th 2013 (36 pax – 6 female) Consultation workshops on UI policies done by VCCI in Hochiminh city and Hai Phong in April 2013 (105 pax, 63 female)
		2.3.3	National and provincial workshops on UI	Communication event with employers and workers organized in Thang Long industrial park on Oct.24 th 2013 (255 pax, 172 female)
		2.3.4	Access to information about UI	Cancelled because BOE developed communication material with its own resources during the first year of the project.
2.4	Technical inputs to the development of IT software	2.4.1	Technical inputs to IT Software design, testing and users guides	ToT for UI application for UI administration procedures: on 26-28 th Sept.2013 (planned 35 resource trainers)
		2.4.2	Implementation plan for UI software rollout	Cancelled as budget reduced in 2012 and 2013
2.5	Performance management system established	2.5.1	Development of UI performance indicators (consultative workshops)	List of KPIs drafted in June 2013 First consultation workshop conducted in 20th August 2013 A proposal for piloting selected KPIs is under development process
		2.5.2	Support (...) in the use and meaning of UI performance indicators	Workshop to discuss the KPIs was held in Hanoi on 19 August 2013.

		2.5.3	Implementation of UI performance management system	The remaining activity under this output is the testing of the KPIs. A work plan for this activity is still being discussed with BOE
2.6	Training to develop capacities of staff and managers of implementing agencies	2.6.1	Identification of training needs, revision/development of UI training materials	Detailed Training need assessment (TNA) carried out in November 2011 and report finalised
		2.6.2	Training for DoLISA, employment centre and VSS staff in 15 targeted provinces	One training done in Dalat for 15 provinces on Oct.20-21 st 2011 (44 pax- 5 female).
		2.6.3	Support to develop capacity building strategies	A ToT training in Bac Ninh on Dec.7-8 th 2012 (42 pax, 21 female) ToT training in Da Nang after Decree 100/CP (21-22 March 2013) – 127 pax, 44 female
		2.6.4	Develop capacities of DoLISA authorities	To be on 23 November 2013 on VET counselling
3.1	Output 3.1: Training and seminars to increase capacities within ASEAN countries	3.1.1	Fellowships to Japan and Thailand	Report of the study visit to Japan (On GESS) http://www.social-protection.org/gimi/gess/ShowProjectWiki.do?wid=965 Report of the study visit to Thailand (On GESS) http://www.social-protection.org/gimi/gess/ShowProjectWiki.do?wid=1161
		3.1.2	Transfer of knowledge acquired by the fellows	Dissemination workshop organized in the relevant countries, without requesting funds from the project

		3.1.3	Build ASEAN Secretariat's capacity (UI and social protection)	<p>Continuous.</p> <p>CTA attended and provided technical inputs to a number of ASEAN Official Meetings:</p> <ul style="list-style-type: none"> - 7th SOMSWD, in Bangkok, Sept. 2011 - 8th SOMSWD, In Viet Nam, Sept. 2012 - Inter-sectoral Meeting on Social on Strengthening Social Protection in ASEAN, July 2013. <p>These meetings, together with the one organized by the Project in HCMC in March 2012, led to the adoption by the SOMSWD of an ASEAN Declaration on Strengthening Social Protection. The text, that reflects greatly the ILO Recommendation on SPF and the ILO Convention on Social Security, was adopted by the ASEAN Heads of States during the Summit in Brunei in Oct. 2013.</p> <p>http://www.social-protection.org/gimi/gess/ShowNews.do?nid=16369</p>
3.2	Technical seminars/symposiums on challenges and good practices.	3.2.1	Technical workshops for ASEAN (+ three) countries on UI good practices and challenges	<p>Hands-on training for designing unemployment benefits linking with ALMPs, Bangkok, 7-16 October</p> <p>http://www.social-protection.org/gimi/gess/ShowProjectNews.do?nid=16292&pid=1385</p>
	Development of a network of experts.	3.2.2	Regional symposium on employment services in Indonesia	<p>Technical workshop on integrating social services and the Delivery of SPFs, Siem Reap, Cambodia, 29-31 May 2013</p> <p>http://www.social-protection.org/gimi/gess/ShowProjectPage.do?pid=2207</p>
		3.2.3	Create and facilitate a regional network of experts ('ASEAN UI-Net')	<p>To be posted on GESS. Available in excel format on Google Drive</p> <p>https://drive.google.com/folderview?id=0B8eWwhdRY2lYcXFhejBhbnVITWM&usp=sharing&tid=0B8eWwhdRY2lYV3U5NkxTbGxzblk</p>

Annex 4: Lessons learned and emerging good practice

ILO Lesson Learned Template

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)	<ul style="list-style-type: none"> • Identification of a relevant topic, good project design and employment of knowledgeable and effective staff all lead to a successful project. • Selection of stakeholders (project management board), including in Viet Nam Government (BoE, Employer (VCCI) and Trade Union (TGCL), helps to strengthen the tripartite cooperation. • Participatory working method between ILO and BoE (key implementing partners); and in the project management board. Each side understood well and supported the project's activities; • Participatory/ or good cooperation helped the project identify the intervention activities relevant to the needs of beneficiaries
Context and any related preconditions	<ul style="list-style-type: none"> • Good timing of launching the project; and also suitable plan to implement each project activity.
Targeted users / Beneficiaries	<ul style="list-style-type: none"> • Good selection of beneficiaries, including policy makers who need for technical support for revising the legal guidelines, and implementer (of the UI scheme) at provincial level. Beneficiaries also come from the other sectors, VCCI and TGCL, who play the important roles in implementing UI scheme
Challenges /negative lessons - Causal factors	<ul style="list-style-type: none"> • The project should have specific activity to promote gender equality
Success / Positive Issues - Causal factors	<ul style="list-style-type: none"> • Good project design and good staff • Key implementing partner in Vietnam (BoE) was very active and enthusiastic, who applied immediately the lesson learns from ILO experts/ consultant in revising and developing the new legal documents and guidelines; • Good partnership: Key implementing partner in Vietnam had good cooperation with ILO focal point staff at Ha Noi and Bangkok office. They respect each other's idea and contribution to this project

ILO Administrative Issues (staff, resources, design, implementation)	<ul style="list-style-type: none"> • Key implementing partner did complain about the financial procedure of ILO. However, in the later phase of the project, BoE staff got familiar with the process and knew how to deal with that.
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ILO Emerging Good Practice Template

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Development of studies and training courses which can be of benefit to and replicated by key ILO stakeholders and beneficiaries, e.g. the comparative study of UI and the training course of designing and implementing unemployment benefits
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	It should be possible to replicate this approach in other ILO projects as long as the topic is not too context specific. The design of the training course involved collaborative work with ILO training center, Turin, in view of integrating the training package into the Center's standard calendar and for possible adaptation to other regions of the world.
Establish a clear cause-effect relationship	
Indicate measurable impact and targeted beneficiaries	The study and training course will be of benefit both to ILO corporately and to beneficiary countries
Potential for replication and by whom	A similar approach should be possible by other similar ILO projects involved in capacity building and awareness raising
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	
Other documents or relevant comments	

Annex 5: Term of reference for evaluation

Terms of Reference (TOR)

Final Independent Evaluation

Draft 1.0 (10/09/2013)

Project Title	Promoting and building unemployment insurance and employment services in ASEAN Hereafter ILO/Japan-ASEAN UI Project
Technical Cooperation code	RAS/10/59/JPN (for year 2011) RAS/11/58/JPN (for year 2012) RAS/13/53/JPN (for year 2013)
Administrative Unit	ILO Regional Office for Asia and the Pacific
Technical Backstopping Unit	ILO Decent Work Team for East Asia, South-East Asia and the Pacific
Donor agency	Ministry of Health, Labour and Welfare of Japan (through the ILO/Japan Multi-bilateral Programme)
Project duration	January 2011- December 2013 (Phase 1)
Budget	US\$ 1,900,000 (as per 03 September 2013, confirmed US\$ 1,996,435)
Period covered by the evaluation	1 January 2011- 31 December 2013
Date of Evaluation	1 October 2013 to 31 December 2013

1. Project Background and Brief

Context

In market economies, involuntary unemployment is an economic contingency that people may face. The 2009 financial and economic crisis and its impact on the labour markets contributed to raise awareness on the importance of introducing unemployment protection measures. Unemployment benefits aim to guarantee at least partial income replacement, enabling the beneficiary to maintain a certain standard of living until returning to work; and support the unemployed in increasing their employability and searching new jobs.

In the ASEAN member States there is a concern that a lack of adequate social security and employment support measures for un- and underemployed workers increases vulnerable employment and poverty.

Most countries in the ASEAN region do not have fully functional public employment service agencies or unemployment benefits systems. Among the ten ASEAN member States, Thailand established the first unemployment insurance (UI) scheme in 2004, followed by Viet Nam in 2009. Several countries such as Indonesia and Cambodia have developed public employment programmes but these services have often been ad hoc, scattered and insufficiently linked with measures to increase the employability of the working poor.

Thus, there is a need to transfer expertise and experience on income security and employability measures for un- and underemployed workers, and improve the capacity of employment service agencies.

The project sought to support ASEAN governments in setting up immediate measures to guarantee income replacement and access to decent re-employment opportunities for the unemployed and working poor. It also aims to raise awareness among the social partners (workers' and employers' organizations) of the importance of unemployment benefits and other income security programmes.

The project's support focused particularly on Viet Nam where the implementation of the UI scheme started in 2009, with first benefits paid in January 2010.

The project promoted the approach of the Social Protection Floor, which comprises a set of nationally defined basic social security guarantees, including employment support schemes. These measures contribute to preventing or alleviating poverty, vulnerability and social exclusion, and building more inclusive societies and economies.

The project constitutes the first phase (2011-2013) of the ILO/Japan Project 'Promoting and building income security and employment support services in Asia.' The ILO has already engaged negotiations with the donors for the preparation of the second phase (2014-2015) that will continue providing support to ASEAN member States and extend the project's activities to Mongolia.

Development objective

The project was expected to increase awareness and interest among ASEAN countries as well as to provide support in the design, implementation and proper operation of unemployment insurance combined with a range of employment services.

Immediate objective 1: A platform to extend income-security measures (for those workers who lose employment or whose income is reduced) and employment services for workers in ASEAN countries is strengthened through awareness raising activities and research.

Immediate objective 2: Unemployment Insurance scheme in Viet Nam functions effectively, with improved financial sustainability and overall management and increased population covered.

Immediate objective 3: A network of expertise among ASEAN countries on unemployment insurance schemes and employment services is strengthened.

The project had three mutually supportive components, namely knowledge development and awareness raising, capacity building and knowledge sharing, and support and lessons learnt from Viet Nam experience in implementing unemployment insurance.

Management arrangement

The project was nested under the Regional Office for Asia and the Pacific, and implemented in close collaboration with the Decent Work Team for South-East and East Asia (DWT-

Bangkok). Country-level activities for Viet Nam were relayed by a national project officer based in Hanoi, reporting to the Chief Technical Advisor (CTA) of the project located in Bangkok who was responsible for regional coordination as well as country-level activities in Viet Nam. Technical backstopping of the project fell under the Social Security Specialist of the DWT-Bangkok.

Implementation arrangements

Project activities were either directly carried out by the ILO, or implemented in partnership with or directly implemented by the ASEAN Secretariat and stakeholders in Viet Nam, the Bureau of Employment (BOE) of MOLISA, Viet Nam Chamber of Commerce and Industry (VCCI), and Viet Nam General Confederation of Labour (VGCL).

The project contracted out individual international and national consultants to conduct specific research products and to prepare the training package that compile all knowledge, good practices, tools and methodologies development throughout the project's activities.

In particular, the project team provided technical services to improve the legislation and operations of Viet Nam's unemployment insurance. In addition, the national social dialogue in Malaysia for the introduction of unemployment insurance benefited from the presence of a team of experts in the ILO Regional Office for Asia and the Pacific and list of project's consultants and experts from ASEAN.

Progress to date

Detailed progress of the project's implementation against the outputs achievement and performance indicators is presented in Annex 1 of these terms of reference. \

2. Purpose and Objectives of the Evaluation

Evaluations have a key role to play in the management of a project: they provide essential inputs for program improvement, and more especially for future extension or similar initiatives, in the case of final evaluations. An independent project evaluation is a mandatory exercise for the ILO, as per ILO's policy governing technical cooperation project cycle management.

The final evaluation of the ILO/Japan-ASEAN UI project's implementation comes at a crucial time, as it is expected to provide useful recommendations and lessons learnt before the initiation of the second phase of the project: 'Promoting and building income security and employment services in Asia -focus on Mongolia, learning from ASEAN experiences'.

The final evaluation follows the project's midterm self-evaluation, which was completed in December 2011. The final evaluation intends to examine the relevance, effectiveness, efficiency, impact and sustainability of the project. It will focus on whether the project has delivered the expected outcomes in light of time and budget and examine to what extent the

project has acted upon the recommendations of the midterm evaluation. The evaluation is also expected to provide useful recommendations for similar technical cooperation initiatives, in particular a second phase of this project: ‘Promoting income security and employment support services in Asia: focus on Mongolia, learning from ASEAN (2014-2015)’.

The evaluation will be carried out from September to end of November 2013, with a final report being available by December 2013. The results of the evaluation will be presented to the donor, the Ministry of Labour, Welfare and Health of Japan, during the Annual Review Meeting, late January 2014.

Key project stakeholders, notably the ASEAN Secretariat and implementing partners in Viet Nam, will provide their inputs to the evaluation.

3. Evaluation Scope

The independent evaluation will examine the period of project implementation since project inception until end of November 2013. It will cover both activities in Viet Nam and at the ASEAN level. The three project components will be addressed, i.e (i) awareness raising and research, (ii) support to the UI scheme in Viet Nam, and (iii) capacity building and knowledge sharing.

The evaluation will also integrate gender equality as a crosscutting concern throughout its methodology and all deliverables, including some recommendations in the final evaluation report.

The clients and users of the independent evaluation will include ILO project management based in Bangkok and Hanoi, management of the ILO/Japan Multi-bilateral Programme, the ILO Regional Office for Asia and the Pacific (ROAP), and the partners of the project, in particular the ASEAN Secretariat and the Project Advisory Committee in Viet Nam.

4. Evaluation criteria and questions

The final evaluation will examine project implementation against the hereunder criteria by addressing the following questions:

RELEVANCE of the project and strategic fit	<ul style="list-style-type: none"> - To what extent the project objective/outcomes were relevant to the needs of the ASEAN countries? To what extent the project influenced the draft of the ASEAN Declaration on Social Protection? - How well did the project contribute to the achievement of the DWCP outcomes, national development framework and UN development assistance framework (UNDAF) of Viet Nam? - To what extent the project’s intervention contributed towards the ILO’s goal of gender equality and the promotion of ILO’s instruments related to gender equality (including, Maternity Protection Convention, 2000 (No.183) and , Domestic Workers Convention,
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VALIDITY of Design (to what extent the design is logical and coherent)	<p>2011 (No.189) in the particular framework of this project).</p> <ul style="list-style-type: none"> - What were the main means of action? To what extent the project outputs and activities were relevant to achieve the objectives and outcomes that were identified during the design phase? - Comment on the external logic of the project in terms of its links with other interventions, synergies and economies of scale created. - What are the lessons learnt in the design of the project?
Project PROGRESS and EFFECTIVENESS	<ul style="list-style-type: none"> - In which component(s) the project had the greatest achievement towards the objectives so far and what are the factors for such results? - For the other component(s), what were the main constraints, problems and areas in need of further attention? - How can the ILO build on or expand the main achievements of the project? - To what extent and how have stakeholders (in particular the ASEAN Secretariat and ILO constituents) been involved in the project implementation? - To what extent intervention results were defined, monitored and achieved toward gender equality? - What are the lessons learnt and good practices?
EFFICIENCY of resource use	<ul style="list-style-type: none"> - Have resources (funds, human resources, time, expertise etc.) been allocated strategically to achieve outcomes? - Have resources been used efficiently? Have activities supporting the strategy been cost-effective? - Have project funds and activities had a multiplier effect on emergence of initiatives to improve protection of unemployed in ASEAN? - What have been the benefits and related costs of integrating gender equality or not?
EFFECTIVENESS of management arrangements (including monitoring and evaluation)	<ul style="list-style-type: none"> - Were management, administrative and monitoring arrangements for the project adequate and have they facilitated good results and efficient delivery? - Was there a clear understanding of the roles and responsibilities by all parties involved? - Have the project received adequate political, technical and administrative support from its national partners? Have implementing partners provided adequate support for effective project implementation? - Has cooperation with other ILO's projects been efficient? - How effectively have the project management and ILO monitored project performance and results? - Have the project made strategic and effective use of other related ILO projects, products and initiatives to increase its effectiveness and impact?

<p>SUSTAINABILITY And IMPACT of the project</p>	<ul style="list-style-type: none"> - To what extent has the project's team collaborated with the ILO Gender Specialist in the region and other UN agencies promoting gender equality in Viet Nam and ASEAN? - How effective is communication between the project team, the ILO and the implementing partners, in particular the ASEAN Secretariat and partners in Viet Nam, as well as the donor? - What are the emerging impacts of the project and the changes that can be linked to the project's interventions? - Has the project developed tools, methodology and training package that can be re-used in the future by ILO constituents? - How effective and realistic was the exit strategy of the project? - Are the means of action gradually being handed over to the national partners? - Are national partners likely to continue working on project's achievement or carry forward its results? How effectively has the project built necessary capacity of people and institutions (of national partners and implementing partners)? How effectively has the project built national ownership and capacity? - Are project results, achievements and benefits likely to be durable? Are results anchored in national institutions and can the partners maintain them financially at the end of the project? - Can the project approach or results be replicated or scaled up by national partners or other actors? What would support their replication and scaling up? - To which extent has the intervention advanced strategic gender-related needs? - What are the intervention's long-term effects, including on more equitable gender relations or reinforcement/exacerbation of existing inequalities?
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5. Methodology

ILO's Evaluation Guidelines provides the basic framework. The evaluation will be carried out in accordance with ILO standard policies and procedures, comply with evaluation norms and follow ethical safeguards. The evaluation will address the overall ILO evaluation criteria such as relevance and strategic fit of the project, validity of project design, project progress and effectiveness, efficiency of resource use, effectiveness of management arrangement and impact orientation and sustainability as defined in the ILO Policy Guidelines for results-based evaluation: principles, rationale, planning and managing for evaluations (2012). The evaluation will also take into account the gender issues into the evaluation process as guided by The ILO guidelines on Integrating gender equality in monitoring and evaluation of projects, September 2012. The ILO adheres to the United Nations system evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards.

The evaluation is an independent evaluation and the Evaluator in consultation with the Evaluation Manager will determine the final methodology and evaluation questions.

Several methods will be used as a minimum to collect information including:

- Review and analysis of documents related to the project, including the initial project document, progress reports, workshop and mission reports, project midterm evaluation report, research publications, relevant correspondence, and documents from the Project Advisory Committee Meetings, project M&E documents,
- Review of other relevant documents such as the Decent Work Country Programmes, ILO regional strategies and conclusions of the Asia Pacific Regional Meetings, draft of the ASEAN Declaration on Social Protection, the draft Note for the Areas of Critical Importance Creating and extending social protection floors.
- Field visits, interview and group discussion with ILO staff in Bangkok and Hanoi, and key stakeholders, including key implementation partners such as the ASEAN Secretariat, the Government, Workers' and Employers' representatives of Viet Nam.

6. Main deliverables

The main outputs of the evaluation will be comprised of:

- Deliverable 1: Inception report. The evaluator will prepare an inception report upon the review of the available documents and an initial discussion with the project management team. This inception report should set out the clear evaluation instrument (which include the key questions and data gathering including questionnaires /and analysis methods) and any changes proposed to the methodology or any other issues of importance in the further conduct of the evaluation. The Evaluation Manager will approve the inception report. The inception report will also include preliminary findings of strengths and weaknesses of the project, list of contributions and issues that the evaluator will validate during the interviews with ASEAN and Viet Nam stakeholders, and ILO staff.
- Deliverable 2: Preliminary findings of the evaluation of activities at ASEAN level and minutes of a meeting with ILO staff to share these findings (meeting tentatively planned on 24 October). The evaluator will share findings of interviews with ASEAN's stakeholders and the ASEAN Secretariat²⁴ and key persons in ILO ROAP and the DWT for East and South-East Asia and the Pacific conducted during 14 to 18 October.
- Deliverable 3: Preliminary findings of the evaluation of activities in Viet Nam (can be under the format of a power-point presentation) and minutes of a stakeholders' workshop in Hanoi (tentatively 23 October). . At the end of the evaluation mission in Viet Nam, the Evaluation Team (international and national evaluators) will present the preliminary findings at a

²⁴ It is suggested that the Evaluator will conduct interviews with selected ASEAN stakeholders and ILO Specialists at the occasion of the Training on unemployment benefits combining with ALMPs, 7-16 October 2013, in Bangkok.

stakeholders' meeting. The presentation should highlight the good points, areas for improvement and recommendations.

- Deliverable 4 & 5: Drafts 0 and 1 evaluation reports. The draft 0 evaluation report will compile an analysis of information and data collected through the desk review of the project' documents, interviews with stakeholders and ILO staff, and results of the discussions on the preliminary findings during the workshop in Hanoi and meeting with ILO staff. The draft 0 will be circulated among ILO officials concerned by this evaluation and key stakeholders, including the ASEAN Secretariat and partners in Viet Nam. The draft 1 evaluation report will incorporate comments received by ILO, ASEAN and Viet Nam and will be presented to the donor during the Annual Donor Review Meeting in January 2014.

- Deliverable 6: A final evaluation report with executive summary. The final evaluation will include comments of the ILO and other stakeholders, as well as the donor. The report should not be longer than 35 pages, excluding annexes. It will contain an executive summary, a section with project achievements to date, findings and recommendations for short and medium term action. The report should be set-up in line with the 'Quality Checklist for Evaluation Reports in the ILO', which will be provided to the team leader. The final report is subject to final approval by ILO Evaluation Unit. ILO management will prepare management response to the evaluation recommendations and action to act upon the recommendations will be undertaken and report to ILO Evaluation Unit.

The quality of the report will be assessed against the EVAL Checklists 4, 5 & 6. Thus, the quality recommendations in the evaluation report will meet the following criteria:

The ILO Evaluation guidelines to Results-based Evaluation: Principles and rationale for evaluation – Version 1 includes the following criteria for drafting quality recommendations in evaluation reports: (1) *recommendations are based on findings and conclusions of the report*, (2) *recommendations are clear, concise, constructive and of relevance to the intended user(s)*, and (3) *recommendations are realistic and actionable (including who is called upon to act and recommended timeframe)*. In addition to The ILO Guidelines, EVAL has also issued guidance for formatting requirements for evaluation Reports, establishing the following criteria for the drafting of recommendations: (1) *actionable and time-bound with clear indication of whom the recommendation is addressed to*, (2) *written in two to three sentences of concise text*, (3) *numbered* (no bullet points) and (4) *no more than twelve*. Also, recommendations must be (5) *presented at the end of the body of the main report, and the concise statement should be* (6) *copied over into the Executive Summary* and the Evaluation Summary (that is, the concise statements of recommendations should be verbatim identical in the recommendation section of the main body of the report, the Executive Summary, and the Evaluation Summary).

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)

The main evaluation report should be concise and not exceed 35 pages excluding annexes (supporting data and details can be included in annexes).

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

The evaluation manager is Mrs Makiko Matsumoto, Employment Specialist, ILO Decent Work Team for South-East and East Asia and the Pacific. She will manage the evaluation and select the independent evaluators for the approval of the regional evaluation officer.

The evaluation will be conducted by a lead international evaluation consultant supported by a local evaluation consultant in Viet Nam (national of Viet Nam).

The evaluation manager will also ensure that ILO constituents and all relevant stakeholders are consulted throughout the evaluation process. The project team in Bangkok and in Hanoi will handle all contractual arrangements with the two evaluators and provide any logistical and other assistance as may be required.

The project final evaluation will be overseen and quality controlled by the ILO Regional Evaluation Officer, Ms Pamornrat Pringsulaka of ILO Regional Office for Asia and the Pacific (ROAP). Final evaluation report will be approved by ILO Evaluation Unit in Geneva.

The two evaluators report to the evaluation manager. One international consultant who has no prior involvement in the project will undertake the evaluation and will be responsible for delivering the above evaluation outputs using a combination of methods mentioned above. He/She will have to deliver the outputs as per TOR. He/She will be an expert with strong background on social security and employment strategies, preferably in the ASEAN region. He/She will have a proven track record in the evaluation of similar complex projects, experience with country situations similar to that of Vietnam.

He/She will be completing the following specific tasks, in consultation with the evaluation manager:

- Desk review of all project documentations;
- Finalization of questionnaire/tools and conduct of interviews in consultation;

- Preparation and conduct of the face-to-face interviews with ILO staff in the ROAP and DWT;
- Preparation and conduct of the on-line (skype and phone calls) interviews with key stakeholders among the ASEAN countries, including the ASEAN Secretariat;
- Preparation and conduct of the field mission and interviews with stakeholders in Vietnam and ILO staff in Viet Nam;
- Drafting the final report of the project evaluation, including the part on Viet Nam; the report should be presented as one piece;
- Revision of the evaluation report based on comments received from ILO staff, stakeholders and partners.

The international evaluator will be supported by a national evaluation consultant in Viet Nam (a national of Viet Nam).

He/She will be completing the following specific tasks, in close coordination with the international evaluator and the evaluation manager:

- Desk review of all project documentations, in particular but not exclusively related to activities in Viet Nam;
- Finalization of questionnaire/tools and conduct of interviews in Viet Nam in consultation;
- Preparation and conduct of the field mission and face-to-face interviews with ILO Country Director and stakeholders in Viet Nam;
- Contribution to drafting the evaluation report, in particular evaluation of the component 2-support to Viet Nam;
- Organization of the stakeholders' workshop with the assistance of the Country Office for Viet Nam for the logistic aspects;
- Drafting minutes of stakeholders' workshop;
- Revision of the evaluation report concerning Viet Nam based on comments received from ILO staff, stakeholders and partners in Viet Nam.

The ASEAN Secretariat, key stakeholders in Vietnam particularly BOE, VCCI, VGCL; stakeholders from selected ASEAN countries will be consulted and will have opportunities to provide inputs to the TOR and draft evaluation report. Consultations with key ASEAN stakeholders will take place during the second week of the 'Hands-on training course on unemployment protection linking with ALMPs,' 7 to 16 October 2013, Bangkok; followed by interviews with ROAP and DWT key staff in Bangkok. Face-to-face interviews with stakeholders and ILO Country Director in Viet Nam will occur during the week of 21-22 October 2013.

The ILO project management team based in Bangkok, the Director and project team of the ILO Country Office for Viet Nam, the ILO Regional Office for Asia and the Pacific and DWT Social Security Specialist will also be given the opportunity to comment on these TOR and draft reports.

The project team will provide logistic support to the evaluation and will help finalizing a more detailed evaluation mission agenda. Also the project team needs to ensure that all relevant documentations are up to date and easily accessible by the evaluator.

The project will bear the cost of the evaluation, including the cost of the Evaluation consultants. The evaluation report will be in English, but Vietnamese translation of

intermediary executive summaries and key parts of the evaluation report will be necessary for consultation with stakeholders in Viet Nam.

Work plan and timeframe:

Task	Responsible person	Time frame
Prepare the draft TOR	Evaluation Manager/ project CTA	2-9 Sept 2013
Share the TOR with all concerned for comments/inputs	Evaluation Manager	9-16 Sept. 2013
Finalize the evaluation TOR	Evaluation Manager	17 Sept 2013
Obtain the approval of the TOR by ROAP's Evaluation Officer	ROAP	18 Sept 2013
Select one international (1) and one national (1) consultants and finalisation	Evaluation Manager	19-24 Sept
Draft mission itinerary for the evaluator and the list of key stakeholders to be interviewed	Project CTA and Project National Officer	25-27 Sept
Prepare and get signed the ex-col contract based on the TOR	Project Assistant and Project National Officer	30 Sept.
Brief evaluators on ILO evaluation policy	Evaluation Manager	1-2 Oct. 2013
Conduct a desk review of project documentation	Lead and National Evaluators	3-11 Oct.
Submit the inception report to Evaluation Manager	Lead Evaluator	22 Oct.
Conduct the evaluation mission in Bangkok (ASEAN stakeholders and ILO officials)	Lead Evaluator	14-18 Oct.
Conduct the evaluation mission in Hanoi	Lead and National Evaluators	21-22 Oct.
Organize a stakeholders' meeting (Present preliminary findings during the project-end conference) in Hanoi	Two Evaluators/ project management	23 Oct.
Debriefing meeting with ILO concerned staff (present preliminary findings) in Bangkok	Lead Evaluator	24 Oct.
Draft of evaluation report and submitting it to the Evaluation Manager	Two Evaluators	25 Oct. – 15 Nov.
Share the draft report 0 to all concerned for comments (ILO, ASEAN and Viet Nam stakeholders)	Evaluation Manager	20 Nov.
Collect and consolidate comments and submit the draft 1 to the Evaluation manager	Evaluation Manager	21 Nov – 20 Dec.

Task	Responsible person	Time frame
Present the evaluation report at the Annual Review Meeting with the donor and collect their comments	Evaluation manager	28-29 January 2014
Finalize the report and submit to Evaluation Manager	Lead Evaluator	15 February
Review the final report	Evaluation Manager/ROAP	15-20 Feb.
Submit the final report to EVAL	Evaluation Manager/ROAP	21 Feb.
Approval of the final evaluation report	EVAL	28 Feb
Follow up on recommendations	EVAL ILO Director/ ILO ROAP RegionalDirectors	March 2014 onwards

The evaluation process will encompass the approximate duration of 6 months. The evaluation shall start on 1 October 2013.

8. Legal and Ethical matters

The evaluation will comply with UN Norms and Standards. It must not reflect personal or sectorial interests. The evaluator must have professional integrity and respect the rights of institutions and individuals to provide information in confidence and to verify statements attributed to them. Evaluations must be sensitive to the beliefs and customs of local social and cultural environments and must be conducted legally and with due regard to the welfare of those involved in the evaluation, as well as those affected by its findings. In line with the Universal Declaration of Human Rights, the evaluator must be sensitive to and address issues of discrimination and gender inequality.

The project evaluation will operate under the guiding principles based on the norms for evaluation in the United Nations system, as follows: structural independence from the operational management and decision-making functions in the organization, clear intent to use evaluation findings, transparent approach, impartiality, minimum quality standards defined by the Evaluation Office, timeliness, usefulness of the findings and recommendations.

9. List of documents attached

The relevant documents have been attached to the TOR:

- a copy of Checklist 5: Preparing the evaluation report
- guidance Note 4 Integrating gender equality in monitoring and evaluation of projects
- UNEG documents
- code of conduct for carrying out the evaluations

- full set of the project proposal (project document, logical framework, implementation plan and performance plan)
- mid-term project evaluation report.

Annex 1: Progress to date (as per 02 September 2013)

Progress under immediate objective No. 1

Immediate objective 1: A platform to extend income-security measures (for those workers who lose employment or whose income is reduced) and employment services for workers in ASEAN countries is strengthened through awareness raising activities and research.

Key milestones under the immediate objective 1 have included the completion of a number of research products, experts' meetings and an ASEAN tripartite seminar for the dissemination of the findings.

Progress against output achievement

	Completed	On track	Delayed
Output 1.1: Identification and documentation of existing income-security measures and employment services. Monitoring of their expansion among ASEAN countries.	X (target countries revised)		
Output 1.2: Research on Unemployment Insurance and other income-security programs as well as employment services.	X		
Output 1.3: Awareness-raising on the importance of Unemployment Insurance and other income-security programs as well as employment services (among policy makers and managers of social security schemes as well as social partners).	X		

Progress against performance indicators

	C	O-t	D	Remarks
Indicators for Outcome 1				
Number of countries having introduced income-security measures for under- or unemployed.		X		This will be measured at the end of the project. Countries requesting technical support are Malaysia, Myanmar, Lao PDR and Philippines. Myanmar and Lao PDR have included UI in the SS Law for imminent implementation (2014-2015).
Indicators for Output 1.1: Identification and documentation of existing income-security measures and ES. Monitoring of their expansion among ASEAN countries.				
ASEAN countries where unemployment profiles are conducted.		X		Viet Nam and Malaysia completed. NB: Due to emergence of new social protection priorities in the Philippines (establishing a SPF for vulnerable groups), UI debate has been postponed. Taking advantage of funds availability the project sought donor's approval to conduct the assessment on social protection and employment support in Mongolia (target country for the next phase).
Number of Asian countries where inventory of existing UI schemes, cash transfer programs, employment guarantee schemes, PWPs, ES targeting at unemployed is completed and disseminated.	X			Inventory of UI/EI scheme covers 14 countries worldwide among which 7 from Asia. Inventory of measures for the informal economy covers 8 countries.
Number of Asian countries where case studies are documented and published.	X			Thailand and Viet Nam case studies completed. UI profiles completed for: Japan, Republic of Korea, Mongolia.
Indicators Output 1.2: Research on UI and other income security programs as well as ES.				
Number of gap research topics identified through a literature review and shared among UI and		X		The three research topics initially identified: 'Moving from severance pay to UI, relevance for ASEAN countries', 'ALMPs what would work for ASEAN

ES experts and practitioners (Jakarta/Manila).				economies?', 'Income security in the informal economy, innovative measures'. First completed, working paper to be uploaded on GESS. The last two were merged under the review of good practices in Asia and worldwide. A third topic has been identified as priority issue in the region: 'Integrating SP and ES, the Single Window Services', cases studies have been documented and discussed during a technical workshop in Siem Reap, May 2013.
Number of research papers produced.		X		'Comparative review of 14 UI/EI schemes in Asia and Worldwide' published. 'Income security measures and ALMPs for informal eco workers' to be included as a chapter of the Social Protection Floor Guide on integrating social policies and the delivery of SPF (to be published early 2014).
Number of policy players and practitioners receiving the technical guideline manual for the promotion and implementation of UI/EI, other income-security programs and ES.		X		Hands-on Training in October 2013.
Indicator for Output 1.3: Awareness raising on the importance of UI and other income-security programs as well as ES among policy players, practitioners and social partners.				
Number of high level policy makers and practitioners from ASEAN and ASEC participating in an expert meeting on UI/EI, other income-security programs and ES.	X			Sixty ASEAN representatives attended the ASEAN tripartite seminar held successfully in Ho Chi Minh City, 20-22 March 2012. Report published.

C: Completed, O-t: On-track, D:delayed

Progress under immediate objective No 2

Immediate objective 2: *Unemployment Insurance scheme in Viet Nam functions effectively, with improved financial sustainability and overall management and increased population covered.*

Progress against output achievement

	Completed	On track	Delayed
Output 2.1: Support to the review of implementation issues	X		
Output 2.2: Inter-agency mechanism for linking Unemployment Insurance to employment services, established and strengthened	X		
Output 2.3: Communication strategy to facilitate access of workers, employers and concerned parties to information on UI		X	
Output 2.4: Testing, user guides, implementation plan and training on IT software		X	
Output 2.5: Performance management system established		X	
Output 2.6: Capacities of staff and managers of implementing agencies are increased (in order to enable successful implementation and management of the UI scheme and provide better services to unemployed workers).		X	

Progress against output achievement

	C	O-t	D	Remarks
Indicators for Outcome 2				
Percentage of employees	X			The baseline was 59,1% of the legal coverage by the

contributing to the UI scheme increased by at least 25 points				end of 2009. By July 2012, 8.9 million were registered out of a legal coverage of 10.1 million (88%).
At least 50% of contributors are female workers		X		According to the estimation reports given by VSS, about 47% of contributors are female workers. A number of reasons may explain why fewer women contribute, one of them is for the nature and type of contract of females workers, mainly found in informal activities or with short term contract, therefore not covered by the Social Insurance Law. Another reason is that women are allowed to retire 5 years earlier than men.
Indicators for Output 2.1: Support to the review of implementation issues.				
Number of ILO's recommendations adopted to improve the UI scheme design and operations.	X			The 14 recommendations have been adopted by tripartite stakeholders in October 2011.
Indicators for Output 2.2: Inter-agency mechanisms for linking UI to ES established and strengthened				
Number of national consultation meetings to report on the progress, priorities and improvements needed, as well as practical measures to better coordinate various stakeholders involved in the UI scheme.	X			7 meetings organized with the support of the project on different key issues.
Number of staff from BoE, ESCs, VSS and social partners who have attended the workshop on linkages between UI and ES	X			75 stakeholders from central and provincial departments within MoLISA, DoLISA, ESCs, VSS, VGCL and VCCI, and social partners participated in the event on 3-4 October 2012.
Indicators for Output 2.3: Communication strategy to facilitate access of workers, employers and concerned parties to information on UI scheme				
Number of workers aware of the UI scheme	X			250 stakeholders including MoLISA, VSS, VCCI, VGCL, and other trade unions, selected employers and workers participated in the IEC event on 24 October 2012.
Number of enterprises declaring their employees to UI scheme	X			In 2012, 482,128 employees are insured. Although the number of registrations by employers has increased significantly, communication strategy to reach the SME will be needed.
Indicators for Output 2.4: Testing, developing users guide, implementation plan and training on IT software.				
Number of PSI and ESC staff trained to use the IT software.		X		Several IT trainings were organized by BOE with its own resources during the summer 2011. The project will cover IT trainings in 2013.
Number of provinces where IT software is introduced.		X		All 63 provinces. However, only some among them are able to use it properly. The others are in need of refresh trainings in 2013
Indicators for Output 2.5: Performance management system established				
Number of consultative meetings organized to discuss the UI performance indicators.		X		Stakeholders meeting to discuss the performance indicators took place.
Number of VSS/PSI and ESC staff applying the performance management system.		X		Final list of indicators under review by BOE. To be tested in two pilot provinces by the end of 2013.
Indicators for Output 2.6: Capacities of staff and managers of BoE are increased to enable successful implementation of the UI scheme				

A training strategy and plan is developed.	X			TNA completed. The training strategy is being developed and adopted by BoE. ToT has taken place in 2012, as part of this training plan.
Number of trainers trained to replicate training at the provincial levels.	X			33 senior officers (including 01 representative of and VGCL) attended the TOT co-trained by BoE and VSS during 7-8 December 2012.
Number of VSS/PSI and ESC staff trained on the UI scheme operations.		X		40 UI managers and staff were trained by project support in 2011 (Oct.20 -21 2011 in Da Lat) This activity for 2012 has been cancelled due to budget cut last year. BoE confirmed using their own budget to continue staff trainings.
Number of meetings gathering Directors and high level staff of DoLISA to promote ALMP.		X		To be measured by the end of 2013. One more meeting on improving coordination with employment services will be organized in October 2013.

C: Completed, O-t: On-track, D:delayed

Progress under immediate objective 3

***Immediate objective 3:** A network of expertise among ASEAN countries on unemployment insurance schemes and employment services is strengthened.*

For the years 2011 and 2012, the component 3 included a study visit to learn from Japan' and Thailand's experiences.

Progress against outputs achievement

Completed On track Delayed

Output 3.1: Capacities of policy makers, managers and technical staff of social security schemes and ministries in ASEAN countries are increased (through the organization of trainings and seminars on UI and employment services as well as through fellowships to Thailand and Japan).	X		
Output 2.2: Capacities of technical staff and managers of schemes are increased on operational issues; a network of experts is developed.		X	

Progress against output achievement

	C	O-t	D	Remarks
Indicators for Outcome 3				
Number of experts on ASEAN employment and social security issues registered in the network.		X		A list of experts is already opened but will be expanded until the end of the project.
Indicator for Output 3.1: Capacity of policy makers, managers and technical staff of social security and ministries in ASEAN are increased.				
Number of fellowships to Japan.	X			Two delegates from Viet Nam, Thailand and Malaysia.
Number of fellowships to Thailand.	X			Two delegates from Brunei Darussalam, Cambodia, Lao PDR, and Singapore. One delegate from Indonesia and the Philippines.
Number of stakeholders in each country participating in study visit who have received information on Japan and Thailand experiences.			X	Participants have organized dissemination meeting in their respective country, using own institutions' resources. It results difficult to follow up with participants on whether dissemination workshops have really taken place.
Number of meetings/emails/discussions with		X		Regular exchange of information (via emails, but also teleconference meetings) and ASEC's participation to

ASEC to build its capacity on UI/EI and ES, as well as social security.				the Experts' Meetings. The project was recognised as a valuable partner for the preparation of an ASEAN social protection framework (Technical inputs provided in a number of ASEAN official meetings).
Indicator for Output 3.2: Capacity of technical staff and managers of UI/EI schemes are increased. A network of experts is created.				
Number of stakeholders participating in the expert workshop on UI/EI good practices		X		More than 60 representatives of ASEAN countries have either attended the workshop in Jakarta in 2011 or in Manila in November 2012. In October 2013, 40 representatives of ASEAN are invited to attend the training on unemployment insurance, in Bangkok.
Number of stakeholders who have participated in the ASEAN symposium on integrated social protection and employment services	X			53 ASEAN representatives participated in the technical workshop on integrating social policies and the delivery of social protection floor, May 2013.
Number of experts on ASEAN employment and social security issues registered in the network (hosted by the GESS platform)		X		A list of experts is already opened but will be expanded until the end of the project. A page on GESS on 'UI in Asia' was created. It will serve to disseminate the list of experts, research findings, reports and project progress.

C: Completed, O-t: On-track, D:delayed

Annex 2: All relevant ILO evaluation guidelines and standard templates

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

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

2.2 Checklist No. 3 Writing the inception report

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

2.3 Checklist 5 Preparing the evaluation report

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

2.4 Checklist 6 Rating the quality of evaluation report

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

2.5 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

2.6 Guidance note 7 Stakeholders participation in the ILO evaluation

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

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

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

2.8: Template for evaluation title page

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

2.9 Template for evaluation summary:

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