



ILO EVALUATION

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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 Office

- **Title:** “*Strengthening the Impact on Employment of Sector and Trade Policies*”
- **ILO project reference code:** GLO/14/37/EEC
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 - Republic of Guatemala
 - Republic of the Philippines
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- **ILO Office administrating the evaluation:** DEVINVEST, HQ
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KEY WORDS

Agricultural sector, Behavioural change, Capacity Building, Computable General Equilibrium Models, Decent work, Effects of Trade on Employment (ETE), Employment Impact Assessments (EmPIAs), Energy sector, Entrepreneurship, European Union’s Generalized scheme of preferences GSP Plus (GSP+), Foreign Direct Investment (FDI), Free Trade Agreements (FTA), Gender and diversity, Inclusive growth, Infrastructure sector, Inter-ministerial consultations, Job-rich sectors, Micro, Small and Medium Enterprises (MSME), Mid-term evaluation, Non-traditional sectors, Policy Working Group, Rural Development, Sector policies, Skills for Trade and Economic Diversification (STED), Social Accounting Matrix, Sustainability, Systemic change, Trade in value chains and employment-rich activities (TRAVERA), Trade policies, Tripartite Working Group, Youth employment.

¹ Countries are hereinafter referred to as “Ghana”, “Guatemala” and “Philippines” to facilitate the text reading.

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ASEAN	Association of Southeast Asian Nations
CGE	Computable General Equilibrium
CO	Country Office
CSR	Corporate Social Responsibility
CTA	Chief Technical Advisor
DEVINVEST	Development and Investment Unit
DWT	Decent Work Technical Support Team
EC	European Commission
EmplAs	Employment Impact Assessments
EU	European Union
ETE	Effects of Trade on Employment
FDI	Foreign Direct Investments
FTA	Free Trade Agreements
GDP	Growth Domestic Product
GIS	Geographical Information System
GSP+	Generalized Scheme of Preferences (GSP) Plus
HQ	Headquarters
ILO	International Labour Organization
IOE	International Organisation of Employers
ITC	International Trade Centre
ITC-ILO	International Training Centre - ILO
ITUC	International Trade Union Confederation
MSME	Micro, Small and Medium Enterprises
MTE	Mid-Term Evaluation
NECC	National Employment Coordinating Council
NGO	Non-Governmental Organization
OECD-DAC	Organisation for Economic Co-operation and Development - Development Assistance Committee
PMP PMI	Project Management Professional (Certification), Project Management Institute
PWG	Policy Working Group
RBM	Results-Based Management
ROM	Results Oriented Monitoring
SAM	Social Accounting Matrix
STED	Skills for Trade and Economic Diversification
STRENGTHEN	Strengthening the Impact on Employment of Sector and Trade Policies
SWOT	Strengths, weaknesses, opportunities and threats
TOC	Theory of Change
ToR	Terms of Reference
TRAVERA	Trade in value chains and employment-rich activities
TVET	Technical and Vocational Education and Training
TWG	Tripartite Working Group
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
WTO	World Trade Organization

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EXECUTIVE SUMMARY

BACKGROUND & CONTEXT

Summary of the project purpose, logic and structure

The STRENGTHEN project's overall objective is to strengthen the capabilities of country partners to analyse and design sectoral and trade policies that would enhance employment creation in terms of quantity and quality. It has two main components managed by a separate Chief Technical Advisor (CTA) based at the ILO Headquarters with the support of national project teams. Component A is on employment impact assessment (EmplAs), component B is on assessing the effects of trade on employment (ETE). These components have been rolled out in nine countries in Africa, Asia and Latin America in a differentiated way.

The project aims at developing **global knowledge and country-level knowledge** on how to strengthen the positive impact on employment of sectoral and trade policies through conducting global and country-level studies. The **project objectives** are to **build the capabilities** of governments, social partners, development practitioners, and other relevant national stakeholders to identify, measure and assess the employment effects of sectoral and trade policies, and **provide guidance** to development cooperation practitioners in partner countries as well as the European Union (EU) on how to address the employment opportunities and challenges resulting from sectoral and trade policies. While Growth Domestic Product (GDP) in partner countries has been rising, countries were not able to address poverty, employment and social insurance issues at a faster rate. There is a need for structural transformation and for governments to take sector, trade and employment related decisions underpinned by empirical evidence.

Present Situation of the Project

The project has been launched in 9 countries. In Ghana, Guatemala and the Philippines (the three selected countries for this evaluation), first capacity building and technical workshops took place, providing mostly theoretical knowledge to participants. Policy Working Groups (or Tripartite Working Group in the Philippines) have been successfully set up in the three countries bringing together ministries, employers and workers' representatives and other relevant stakeholders to support the project implementation. Global and country-level studies were conducted and are still ongoing at the country level.

Purpose, scope and clients of the evaluation

This mid-term evaluation covered the project on "Strengthening the Impact on Employment of Sector and Trade Policies". The purpose of the evaluation is to support the project's performance to achieve the project objectives during the remaining implementation period, draw lessons for possible improvements, and to provide an evidence-based assessment of project progresses and needs to inform the decision making process within the Joint ILO-European Commission Steering Committee.

The evaluation is for both main components, and while the scope is to evaluate the whole project, due to the relatively high number of countries in the project, more in-depth treatment was given to three project countries (Ghana, Guatemala and the Philippines). The evaluation covers the entire project duration from its start in October 2014 until September 2017. The evaluation included ILO managers and staff at headquarters, national project teams and all the main partners² of the project who are in majority at the same time the intended users of its results.

Methodology of evaluation

Different evaluation tools were combined to ensure an evidence-based qualitative and quantitative assessment. The methodological mix has included document review, semi-structured individual interviews, semi-structured interviews of focal groups and direct observation. The desk study includes the analysis of a high quantity of project documentation, including i.e. progress reports, financial statements, meeting / event / workshop reports and highlights and surveys conducted by the project. Given the tight time frame for conducting this evaluation, one major limitation encountered was that the main focus has hence been on covering the three countries visited. As no logic model was available, the mid-term evaluation proposes a model to be further discussed by the project team.

The evaluation work was conducted from July to September 2017 in close coordination with the Development and Investment Unit of ILO (DEVINVEST) and resulted in the following findings, conclusions and recommendations.

² Governments, statistical offices, research institutions, trade unions and employers' organizations in the partner countries, in addition to the EC and development partners of the project.

Findings

The body of the evaluation report presents answers to all key evaluation questions, which represent the proper **findings** of this evaluation.

(A) RELEVANCE AND STRATEGIC FIT

How have national development frameworks been or are likely to be informed by the STRENGTHEN project's interventions?

The national development frameworks are likely to be informed by the ongoing studies in the three countries as key representatives of governing bodies are members of the Policy- respectively Tripartite Working Groups (PWG/TWG).

How does STRENGTHEN support the countries' employment policies?

The project is aligned with countries' strategies and employment policies. It supports key issues that are at the top of partner countries governments' agendas.

How well does STRENGTHEN fit in the overall strategy for promoting job-rich growth?

All national stakeholders interviewed confirmed that the project met their needs. Generally, the Project targeted relevant countries, industries and sectors for which national strategies exist.

(B) PROJECT PROGRESS AND EFFECTIVENESS

Are the conceptual and methodological tools developed and the country-level activities perceived as useful in achieving the STRENGTHEN project's specific objectives by (i) ILO constituents (Government and social partners); (ii) ILO operational staff and managers in the field; and (iii) ILO operational staff and managers at ILO Headquarters?

The conceptual and methodological tools developed by the project and the country-level activities are **perceived as useful and of good quality by the majority of stakeholders** of all three groups. The level of expertise of resource persons is highly satisfactory.

How well does the project interact with other synergistic areas such as ILO work on National Employment Policies (NEPs), employment impact assessment, skills and training policies, sectoral strategies, enterprise development and global supply chains?

The integrative approach of providing a set of tools and methodologies is **perceived positively** by project stakeholders. At ILO Headquarters (HQ) and in the three countries visited, interests to reinforce intra-, interagency and interinstitutional cooperation as well as coordination have been expressed.

How suitable is the training, capacity building and other materials developed under the project for the target groups?

The satisfaction rate is high. Surveys and interviews with workshop participants revealed that the **level of training was often considered too advanced and too technical** and should be better adapted to the target audience.

Is the "Policy Working Group" approach to social dialogue on sectoral and trade policy discussions appropriate to achieving the desired outcomes?

The establishment of multi-sectoral, inter-ministerial and institutional **working groups** including employers, workers and other key national stakeholders **is perceived as a highly successful and valuable output of the project.** The support of important stakeholders such as the ILO and the EU are of strong importance.

To what extent has the STRENGTHEN project's strategy been effective in exploring innovative solutions and synergies with other ILO interventions?

The integrative methodological approach and successful tripartite approach in setting PWG and TWG settings in partner countries is **innovative and creates a new dynamism** that was needed in policy making while policies' impact on employment has most often been overlooked. The creation of platforms of tripartite constituents and other relevant stakeholders (PWGs / TWG) allowed to create an unintended positive outcome, i.e. conditions set for enhanced employment-related convergence activities.

Has the project staff sought and received adequate support/cooperation from the relevant ILO units and offices?

Project staff in general received adequate support / cooperation from relevant ILO units and offices. One of the issues regarding administrative project implementation lies in that **ILO procedures** are

perceived as **lacking clarity and are burdensome** for both project teams at ILO Headquarters and at countries' level.

(C) EFFICIENCY OF RESOURCE USE

What have been the major administrative successes and failures encountered so far in the project's implementation?

Despite the dedication of ILO HQ and country project teams to keep up with tight deadlines, the project has faced **strong delays** and requires **continuous, strong and proactive dedication of all administrative support staff to reach expected results**.

(D) EFFECTIVENESS OF MANAGEMENT ARRANGEMENTS

Is a monitoring system for results across project countries in place and how effective is it?

Management, planning and reporting mechanisms are generally considered appropriate, although they need further improvement with regards to project monitoring.

(E) RESULTS AND SUSTAINABILITY

To what extent have the STRENGTHEN project's interventions been integrated into international and national policy frameworks?

The STRENGTHEN project's **interventions are integrated** in supporting the implementation of the new National Employment Policy in Ghana, National Decent Work Policy in Guatemala and the Philippine Labour and Employment Plan.

To what extent have the capacity building activities enhancing the sustainability of the results of the STRENGTHEN project's interventions been maximized at country level?

At the current stage of the project, the **capacity building needs to be strengthened and simplified for non-technical participants**. No **knowledge transfer strategy** has been yet defined by the project.

How likely is it that project outcomes will endure after its completion?

Assessing the likelihood of sustainability of results at the country level is tricky at this stage. Nevertheless, the evaluation team has witnessed some **elements that point to some risks related to sustaining project benefits** beyond its duration (such as not building the capabilities of stakeholders at the expected level and the loss of momentum).

(F) LESSONS LEARNED AND GOOD PRACTICES

To what extent can lessons learnt from the country-level activities be used for work in other countries?

The three countries visited present common strengths and challenges (such as PWGs / TWG very well received) and capacity building material that can be used in other countries. **Global knowledge is transferable to all countries** if publications, such as desk reviews and methodological studies, are systematically shared with recommendations to countries on how to use them.

Which of the project's practices could be used as models for activities in other ILO projects and activities in member States?

The practices of establishing **working groups** of tripartite constituents and other relevant stakeholders **and consultative processes** are seen as **very valuable**. **Promoting employment impact assessments is currently not a standard practice** in ILO projects.

Conclusions

These findings lead to the following **conclusions**:

Conclusion 1 on project preparation and relevance

The Project prepared by the ILO addresses impact on employment of sector and trade policies with an appropriate and holistic approach using various tools and methodologies in an innovative way. The project is of high relevance to partner countries and is aligned with countries' national frameworks and governments' key priorities. Time plans, budgets and human resources planning proved to be too ambitious and unrealistic. Monitoring tools and processes have not been sufficiently tailored to the needs of project implementers. The project does not integrate gender equality-related objectives in the logframe at the design stage of the project.

Conclusion 2 on project progress and effectiveness

The project did an excellent work in establishing appropriate conditions for sustainable project effectiveness through a consultative approach, working in close cooperation with key ministries and social partners. This is highly appreciated by national stakeholders and led to a strong level of ownership. The PWG / TWG initiated inter-ministerial, inter-institutional and inter-disciplinary cross-cutting dialogue on employment issues. Studies and capacity building workshops are conducted by highly qualified experts. The training provided allowed participants to achieve a basic theoretical knowledge. Simplified, tailored and more practical technical training modules need to be developed. A knowledge transfer strategy should also be systematized, formalized and monitored by the project. The project experienced significant delays in partner countries at various degrees.

Conclusion 3 on effectiveness of management arrangements

ILO project teams receive adequate administrative support. However, ILO procedures lack clarity and are burdensome, especially in countries with no ILO Country Office (CO). The project is responsive to the needs of country beneficiaries and provided technical assistance to support national employment and trade policies. There is currently low involvement of Delegations of the EU in the project at the country level.

Conclusion 4 on results and sustainability

The likelihood to maintain sustainable project results could be jeopardized by the project's very tight deadlines, particularly in countries with the strongest delays. There are some difficulties in institutionalizing policy working groups and in strengthening national capacity for more autonomy.

Lesson learned

In the opinion of the evaluation team, the STRENGTHEN project is of high quality and is very well received by partner countries. It is technically up to date providing solid expertise with a potential to improve capacity building, notably for non-specialists, and its sustainability through more rigorous project management.

While the STRENGTHEN project team faces different issues in different countries, the project also encounters similar challenges across countries. According to project staff, it would be useful to share inter-country knowledge and experience during the project implementation rather than towards the end of the project. Strengthening knowledge sharing contributes to the quality of the project, continuous improvement and learning to achieve best possible results.

Emerging good practice

Employment and job creation related policy making and implementation require shared efforts from government ministries, employers' and workers' representatives and other relevant stakeholders. This can be done through the creation of tripartite policy working groups (PWGs), integrating a consultative approach.

In the case of the STRENGTHEN project, policy working groups facilitate the creation of a sustainable project framework and common achievements by tripartite constituents and other relevant stakeholders.

RECOMMENDATIONS

1. Recommendation 1 (from conclusions 2 and 4) proposes to the EC and ILO Headquarters **a project extension of at least one year to conduct remaining planned activities and implement proposed improvements.**
2. Recommendation 2 (from conclusions 1 and 2) to ILO HQ: **Establish solid project management tools, methodologies and Results-Based Management (RBM) guidelines.**
3. Recommendation 3 (from conclusions 2 and 3) to ILO HQ and National Project Coordinators: **Establish regular monitoring and reporting mechanisms which should be updated at least quarterly and jointly analysed.**
4. Recommendation 4 (from conclusions 2 and 4) to ILO HQ and project experts: **Capacity Building and knowledge sharing should be reinforced and distinct training programmes should be set up with different levels of technical complexity (for decision makers / generalists and technical staff).**
5. Recommendation 5 (from conclusions 2 and 4) to EU / ILO Headquarters, project teams and local partners: **PWG / TWG platforms and activities should be institutionalized and local communities should be involved.**
6. Recommendation 6 (from conclusions 2 and 4) to ILO HQ / country project teams and national stakeholders: **Enhance employment-related convergence activities triggered and coordinated by national platforms** of tripartite constituents and other relevant stakeholders.
7. Recommendations 7 (from conclusion 2 and 4) to ILO HQ and National Project Coordinators: **The project visibility and knowledge sharing should be improved at the national and international levels.**

To operationalize these generic recommendations, sub-recommendations have been formulated distinguishing short-term and medium to long-term recommendations, whereby the short-term sub-recommendations are the ones that could be implemented in the current phase of the project. These short-term recommendations can be summarized as follow:

R1: Priority / Importance: High – Resource implications: Medium

- a) Review priorities at EC and ILO Headquarters and country level and manage stakeholders' expectations.
- b) Conduct a risk and feasibility analysis. Update risks-related information to manage priorities and implement mitigation measures.

R2: Priority / Importance: High – Resource implications: Low

- a) Exit strategies should be discussed and drafted as soon as possible before the end of the project.
- b) Add project management tools and techniques such as the critical path analysis.

R3: Priority / Importance: Medium – Resource implications: Low

- a) Systematize regular monitoring as this is a key element for successful project implementation (including monitoring of gender-related objectives).
- b) Use / share / explain monitoring tools to project team members at ILO HQ and country levels.
- c) Share all project reports with country project teams, Delegations of the EU and national stakeholders.
- d) Facilitate communication on the project progress at the global and country levels.
- e) Improve the use of logframes and theory of change.
- f) Provide a toolkit and guidelines to project staff.

R4: Priority / Importance: High – Resource implications: Low

- a) Establish a formal training needs analysis with partner countries.
- b) Conduct pre- and post- training skills assessment.
- c) Conduct several practical follow-up trainings.

- d) Formalize mandatory participation in capacity building workshops.
- e) Define a knowledge transfer strategy involving stakeholders' top management.
- f) Institutionalize the capacity building programme in national training / research institutions.

R5: Priority / Importance: High – Resource implications: Low

- a) Gauge countries' and all partners' interests and commitments to engage in the project, involving for example EC and ILO Headquarters representatives.
- b) Encourage notably Ministers to involve the highest authorities to support the project.
- c) Agree with project management on an exit strategy that includes financial viability, roles and responsibilities of stakeholders.
- d) Formalize and institutionalize PWG / TWG representatives' membership.
- e) Ensure stakeholder representatives do not need to cover unreasonable expenses.
- f) Involve local communities in the PWG / TWG work.

R6: Priority / Importance: Medium – Resource implications: Low

- a) Conduct a comprehensive analysis of existing relevant projects / to integrate them in the PWG / TWG activity.
- b) Establish a national PWG / TWG coordinated policies implementation strategy.
- c) Provide a simple overview to facilitate coordination.

R7: Priority / Importance: High – Resource implications: Low

- a) Design / update visibility strategy inside and outside the organization, at international, regional and national levels.
- b) Facilitate informal and formal inter-country experience and knowledge sharing during the project at the current stage.
- c) Identify good practices in countries and facilitate experience sharing based on countries' needs.
- d) Share global studies with recommendations to countries of how they can use them.
- e) Country-level studies should provide clear, concise and practical information.
- f) Provide updated virtual knowledge sharing platforms.

INTRODUCTION

This mid-term evaluation (MTE) is commissioned by the International Labour Organization (ILO) Development and Investment Unit (DEVINVEST), responsible for the “*Strengthening the Impact on Employment of Sector and Trade Policies*” Project (Project Code: GLO/14/37/EEC).

Guided by the Terms of Reference (ToR) of May 2017 (latest version 10 July 2017 in [Annex 2](#)), the independent evaluation work was undertaken between July and October 2017 in close coordination with the ILO evaluation manager Mr. Walteri Katajamaki.

(A) PROJECT DESCRIPTION AND CONTEXT

(i) Description

Through the Strengthening the Impact on Employment of Sector and Trade Policies project (STRENGTHEN), the European Commission (EC) and the International Labour Organization (ILO) aims to respond to the challenges related to the achievement of full and productive employment, with its overall objective of strengthening the capabilities of partner countries to analyse and design sectoral and trade policies and programmes that would enhance employment creation in terms of quantity and quality. STRENGTHEN has a total budget of EUR 7'600'000 for the 48-month period from October 2014 to September 2018. The EC provides 85% with EUR 6'500'000. ILO contributes EUR 1'100'000. The project implements activities in 9 EC partner countries in different regions. Final beneficiaries of the project are participating ILO member States, workers, employers and local communities in these countries.

The STRENGTHEN project has two main components, each of which is managed by a separate Chief Technical Advisor based at the ILO Headquarters in Geneva. The project aims at developing the global and country-level knowledge of policy makers, social partners, EC development partners and other relevant actors.

Component A is on Employment Impact Assessment, which assists partners to design and implement effective sectoral policies, policy mixes and programmes that address employment challenges and monitor progress in promoting decent employment.³

The objectives of the Component A are to:

- *Assess the employment impact of public investment;*
- *Provide policy advice for developing national strategies and programmes for job creation through infrastructure, environmental and community investment; and*
- *Build national capacities for enhancing the employment outcomes of public investment strategies.*

Component B is on Assessing and Addressing the Effects of Trade on Employment, and assists partners to anticipate the effects of trade on workers and design and implement effective policies and programmes that address employment challenges and monitor progress in promoting productive employment.⁴

The objectives of the Component B are to:

- *Develop global knowledge tools that can support the formulation of coherent trade and labour market policies at the national level, based on sound data and diagnosis, with the involvement of the social partners; and*
- *Enable the design of effective and coherent trade and labour market policies that maximize employment-related opportunities created by trade and minimize the adjustment costs of trade-induced economic restructuring.*

³ Employment Impact Assessment (EmpIA) ; ILO website : <http://www.ilo.org/global/topics/employment-intensive-investment/themes/empia/lang--en/index.htm>

⁴ ETE Project Overview; ILO website: http://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/projectdocumentation/wcms_206168.pdf

Main activities of the project



Main objectives of the project

- 1) **Develop knowledge tools** that can support the formulation of coherent trade and labour market policies at the national level, based on sound data and diagnosis, with the involvement of the social partners.
- 2) **Enable the design of effective and coherent trade and labour market policies** that maximize employment-related opportunities created by trade and minimize the adjustment costs of trade-induced economic restructuring.

Figure 1 – Component B main activities and objectives as presented in the ETE Project Overview (ILO website)

COMPONENT A	COMPONENT B
Côte d'Ivoire	Benin
Ghana	Ghana
Guatemala	Guatemala
Honduras	Morocco
Rwanda	Myanmar
	Philippines

Table 1 – Partner countries for Components A and B

Conceptual Framework of the Project: As described in the project document, the intervention logic and objectives of the project are as follows.

Overall objective: The overall objective of the project is to strengthen the capabilities of country partners to analyse and design sectoral and trade policies that would enhance employment creation in terms of quantity and quality.

Specific objective 1: To develop global knowledge on how to strengthen the positive impact on employment of sectoral and trade policies, including in the areas of agriculture and rural development, infrastructure and energy with a focus on private sector development in these sectors, as well as on existing and relevant methods for the employment impact assessment of those policies in selected sectors.

Specific objective 2: To strengthen country-level knowledge on the impact of sectoral and trade policies on productive and decent employment and on measures to optimize the employment effects of selected sectoral and trade policies and related issues such as structural transformation, labour standards, and skills development.

Specific objective 3: To build the capabilities of governments, social partners, development practitioners, and other relevant stakeholders in partner countries to identify, measure and assess the employment effects of sectoral and trade policies.

Specific objective 4: To provide guidance to development cooperation practitioners in partner countries as well as the European Union (EU) on how to address the employment opportunities and challenges resulting from sectoral and trade policies including through public policies, trade and investment programmes and operations in key sectors in developing countries.

Main tools for achieving the project objectives include expert seminars and workshops, technical papers and studies, as well as training activities and policy dialogue.

The main partners of the project include governments, labour market institutions, statistical offices, research institutions and trade unions and employers' organizations in the partner countries, in addition to the International Organisation of Employers (IOE) and International Trade Union Confederation (ITUC), EC and development partners as well as financial institutions of related projects.

The project is managed centrally from the ILO Headquarters (HQ) in Geneva. It has two Chief Technical Advisors, one for each of the main project components. At the country level, the national partners are responsible for local management, supported by a number of national and international consultants (including International Trade Centre staff) and local experts in the countries, recruited as required. One Ministry in each country has the responsibility of country level activity coordination as well as liaison with the ILO. The project has a joint ILO-EC Steering Committee as its supervisory mechanism, which meets annually.

This framework has been translated at the country level into specific objectives and presented in the format of country-specific frameworks.

The project started in October 2014. During the first 15 months, the first set of activities consisted of country approvals, initiating desk studies and methodological reviews conducted and coordinated by ILO HQ, and the recruitment of local project teams. Scoping missions and consultations with tripartite stakeholders took place between February and July 2016 in Ghana, Guatemala and the Philippines. The project was launched in October 2016 in the three countries and a Policy Working Group (PWG)⁵ that included tripartite constituents and other relevant stakeholders was set up in each country. The project conducted several PWG⁶ meetings and capacity building workshops and recruited local experts. Country level studies started in November 2016 in Ghana and in March 2017 in Guatemala and the Philippines. Country-level studies are ongoing in all countries and several capacity building workshops are scheduled. Planned project wrap-up and final activities include final workshops, the creation of a Reference Guide on EmplAs, a Policy Resource Guide on ETE and a STRENGTHEN simplified guide as requested during the last EC / ILO Steering Committee Meeting in July 2017.

(ii) Theory of change

The diagram below provides a description and illustration of how and why a desired change could be expected to happen in the particular context of this project (proposal for logic model).

The evaluators took the initiative to propose a logic model (Theory of Change – TOC) based on the project document. While the Outcome 1 is based on the standard project framework, the Outcome 2 is a proposed sustainable project framework.

By combining both standard and sustainable frameworks, this model capitalizes on an unexpected outcome of the project, i.e. conditions set for enhanced employment-related convergence activities triggered and coordinated by national platforms of tripartite constituents and other relevant stakeholders working more across silos.

The project's innovative integrative methodological approach and successful tripartite approach created a new dynamism that contributes to create a sustainable project framework. This logic model allows hence going one step further than the original project framework, integrating key elements and project activities that contribute to create positive conditions for a sustainable intervention.

This proposal would need to be discussed more in detail by the project team and partners, notably to assess the feasibility to shift in this direction and to what extent and how it could be used in the different countries.

⁵ "Tripartite Working Group" (TWG) in the Philippines

⁶ or TWG

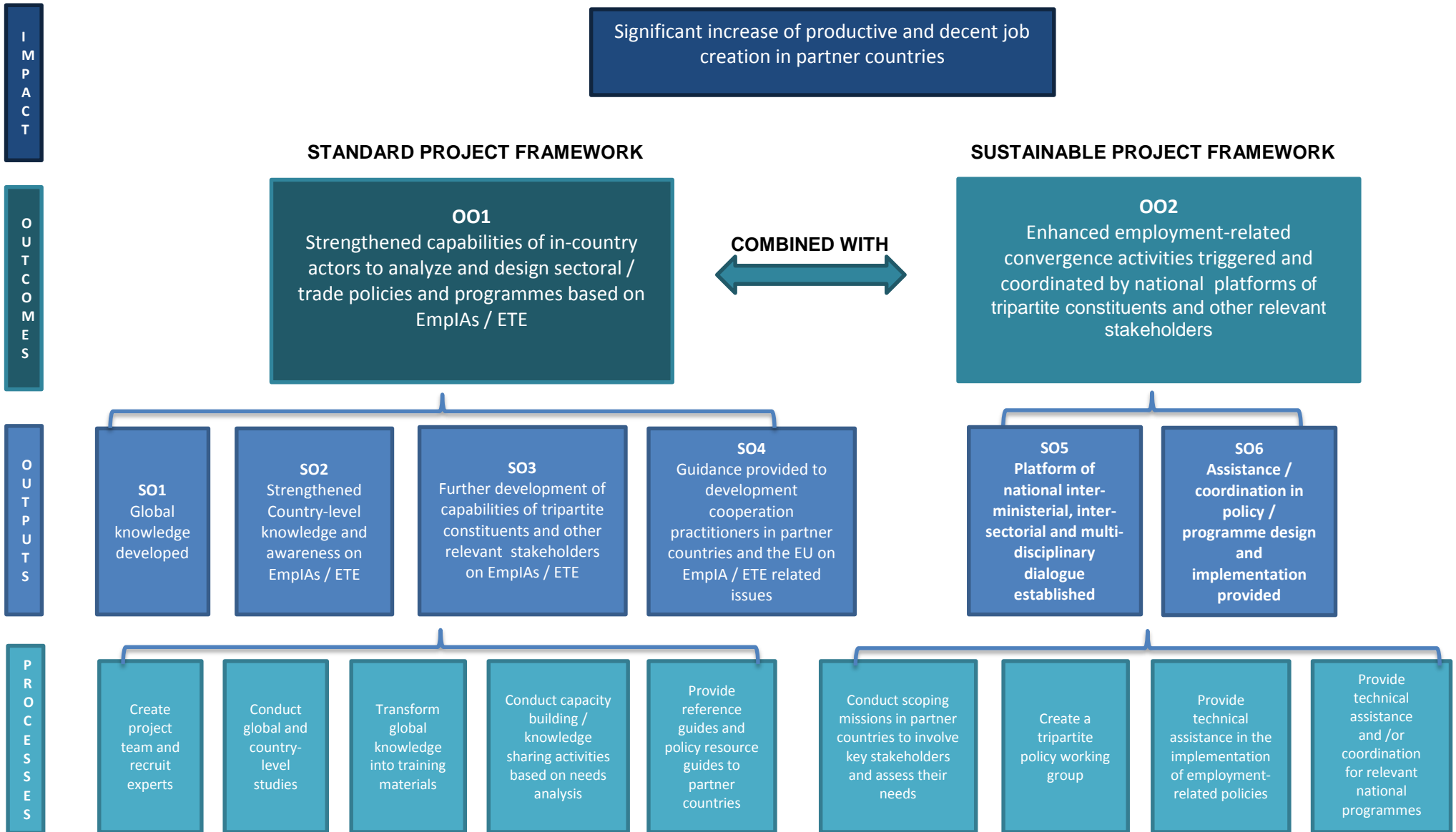


Figure 2 – Proposal for STENGTHEN logic model

(iii) General context

The project addresses an important challenge that stands at the **top of EC, ILO and partner countries' agendas** to support inclusive growth, aiming at full, productive and decent employment while curbing informality, migration and inequality. These subject matters have in some cases remained untapped or insufficiently addressed. While informality accounts for a high percentage of labour force in the visited countries (86% in Ghana, almost 70% in Guatemala and 38% in the Philippines⁷), current policies address the issues of only a limited percentage of countries' labour force. Governments seek to elaborate evidence-based sectoral and trade policies and to enhance inter-ministerial cooperation as well as social dialogue with Trade Unions, Employers' Organizations and other relevant stakeholders. While GDP in selected countries has been rising, countries were not able to address poverty, employment and social insurance issues at a faster rate and there is a need for structural transformation.

(iv) Countries' context at a glance

Ghana: *Despite impressive and continuous economic growth, Ghana is challenged by rising unemployment and low-quality jobs. Agriculture continues to play a dominant role in employment creation, but most of the agricultural activities are done at the subsistence level. The poor performance of the agriculture sector and weak linkages between agriculture and industry have had an adverse impact on job creation and household incomes. The manufacturing sector employs less than 10% of the currently employed population. The private sector is the largest employer in Ghana. Youth employment is a major challenge. The unemployment rate among the population in the 15-24 year age group is twice that of the 25-44 year age group and three times that of the 45-64 year age group. Recurring questions are whether Ghana's trade policies have positively translated the country's comparative advantage into more and better employment, whether firms and workers have been able to adjust to the pressures of more intense foreign competition, and who have been the gainers or losers. The labour-market consequences of trade policies are important to analyse in any country where the sole asset of the majority of the population is labour and where trade-related factors may cause economic disruption to workers, thereby affecting their welfare.*



Guatemala: *In recent decades, Guatemala has implemented fairly liberal policies with respect to foreign trade. There are still no clear conclusions on whether these trade policies have resulted in more and better jobs in the country, if companies and workers have been able to adapt to the pressures of intense foreign competition, and who have been the winners and losers. In any country where the only means of livelihood for most of the population is employment, it is very important to analyse the consequences of trade and sectoral policies for the labour market. Although there has been economic growth, most Guatemalans have not yet seen an improvement in their social conditions, especially in terms of employment and income. According to the Survey of Employment and Income (ENEI) of the second half of 2013, the unemployment rate was 3% in 2013. The unemployment rate is low compared with other economies in Central America where there are more effective unemployment insurance systems.*



Philippines: *In the past two decades, the Philippines, both unilaterally and through ASEAN and the WTO, has pursued liberal and market-friendly trade policies in relation to more than 200 partner countries. One of the recurring questions is whether these trade policies have positively translated into more and better employment. A key characteristic of the labour market in the Philippines is a fast-growing labour force. With such rapid labour force growth, the pressure on the economy to create enough jobs is considerable. The working population aged 15 and above reached 64.2 million in 2013 and is projected to increase to 93.7 million by 2030. Women's employment increased at a faster pace than that for men, although men still represent 60% of all employed persons. On a broader perspective, there is a sense among some quarters that trade in general was not able to live up to its promise of more decent jobs and better wages for many jobless and poor Filipinos.*

(B) SCOPE, PURPOSE, METHODOLOGY AND LIMITATIONS OF THIS EVALUATION

The mid-term evaluation was conducted from mid-July to October 2017. The evaluation team submitted the draft Mid-Term Evaluation Inception Report on 4 August 2017 and conducted a desk review based on the

⁷ In the Philippines, "four out of every 10 workers are considered self-employed, or unpaid, family workers." (Ref. ILO-EU STRENGTHEN Project Formal Launch and Inception Workshop Report, p. 10); <https://www.rappler.com/newsbreak/iq/169006-fast-facts-philippines-informal-sector-workers>

documents shared by ILO HQ. Additional documents, including at the country-level, were provided upon request of the evaluator. A total of 51 interviews with 85 interviewees were conducted between 31 July and 11 September 2017. Three evaluation missions took place in the Philippines (from 14 to 16 August 2017), Ghana (from 22 to 24 August 2017) and Guatemala (from 30 August to 1 September 2017). Considerable efforts were done to follow-up and include relevant project stakeholders in the evaluation process despite very tight deadlines, notably through teleconferences after country missions. Due to scheduling constraints within set dates, evaluation missions had to be postponed in two countries, namely in the Philippines and Guatemala. The draft Mid-Term Evaluation Report was submitted on 10 October 2017 according to the revised deadline based on the updated evaluation schedule.

(i) Scope

According to the ILO Policy Guidelines for results-based evaluation, all the projects with duration of over 30 months and those with a budget of more than USD 5 millions are required to undergo independent mid-term and final evaluations. While the project has already passed its mid-term mark, the evaluation is foreseen to support the project to focus its activities for the final phases of its implementation.

The evaluation is for both main components, and while the scope is to evaluate the whole programme, due to the relatively high number of countries in the project, more in-depth treatment was given to three partner countries (Ghana, Guatemala and the Philippines). The selection of the countries for more in-depth assessment has been done by the evaluation manager based on the consultations with the evaluators, the project management and the evaluation focal point. The two first countries selected by the project team were those where both Components A and B are implemented, namely Ghana and Guatemala. Morocco and Rwanda were not selected as the Results Oriented Monitoring (ROM) assessment undertaken by the EU had already covered these countries more in depth. Philippines was selected based on its most advanced implementation of project activities compared to other countries facing delays. Debriefing meetings with ILO project team members were organized during the three MTE missions.

The evaluation covers the entire project duration from its start in October 2014 until September 2017. The evaluation team is aware that the project rollout has happened with different timeframes in the various countries.

(ii) Key purpose

The mid-term evaluation serves three purposes:

A) **support the project's performance** to achieve the project objectives during the remaining implementation period: assess whether the project as a whole provided the right type of support to achieve its objectives in the right way.

B) **learning** for improvement in the future: draw lessons for possible further activities during the end phase of the project.

C) **accountability** to the donors, the ILO constituents and the key stakeholders of the project: provide an evidence-based assessment of project progresses and needs to inform decision making process within the Joint ILO-EC Steering Committee.

The evaluation objectives are therefore to evaluate the achievements of the project against its objectives and provide forward-looking recommendations for completing the implementation of the project.

Key evaluative questions defined in the ToR and summarized in annex 2 of this report are based on the criteria of the Organisation for Economic Co-operation and Development / Development Assistance Committee (OECD/DAC). Questions and recommendations focus on the following two aspects:

1. The project's performance against each of the four specific objectives and ways and means to achieve them in the remainder of the project; and
2. Optimizing project arrangements between HQ units and dynamics between the HQ and the field.

(iii) Methodology

The evaluation is in adherence to ILO's evaluation policy guidelines, standards and ethical safeguards, the Norms and Standards of the United Nations Evaluation Group (UNEG) and the OECD/DAC Evaluation Quality Standards. The methodological framework to conduct this evaluation is based on the OECD/DAC

evaluation criteria. Accordingly, project quality has been assessed against the following main evaluation criteria:

Relevance: The extent to which project objectives were consistent with beneficiaries' needs.

Efficiency: How efficiently resources/inputs (e.g. funds, expertise, time) were converted into results.

Effectiveness: The extent to which objectives were achieved.

Sustainability: The likelihood of continuation of project benefits (outputs, outcomes) after the end of the project.

Impact: The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended.

The evaluation balances the need for organizational learning with the purpose of ensuring accountability to the project owners. While maintaining independence, the evaluator has applied a participatory approach seeking the views of all groups of project stakeholders. Enrolling key stakeholders in the evaluation process, e.g. involving country and project advisors and coordinators in the discussions on key findings, conclusions and recommendations, has facilitated organizational learning.

Different evaluation tools were combined to ensure an evidence-based qualitative and quantitative assessment. The evaluators have emphasized on cross-validation of data through triangulation and an assessment of plausibility of the results obtained. The methodological mix has included document review, semi-structured individual interviews, semi-structured interviews of focal groups and direct observation.

The desk study includes the analysis of existing progress reports and reviews including monitoring reports and a survey conducted by the project through a very short questionnaire ([Annex 5](#)). Conclusions and recommendations have been based on evaluation findings (deductive reasoning).

The list of persons interviewed and documents consulted are presented in [Annexes 3 and 4](#) to this report.

The evaluators worked freely and without interference. All stakeholders interviewed were ready to openly share their views. Information obtained during data collection was comprehensive, consistent and clear. The project team stressed the importance to focus on how to improve the project implementation rather than on what to improve (already covered by the ROM assessment – see [Annex 9](#)).

(iv) Main limitations to this evaluation

Coverage for the global project: given the tight time frame for conducting this evaluation, the main focus has been on covering the three countries visited. The evaluation has drawn conclusions for the global project, in particular in the area of project management, adding examples from other countries based on desk review and interviews at headquarters of ILO and the EC.

Given the large amount of stakeholders, it has not been possible to meet them all individually. Focus group interviews were therefore conducted, with the caveat that some views may not have been expressed as freely as they would have been in individual interviews.

FINDINGS AND ASSESSMENT

This section presents the findings of the evaluation and provides an assessment of project quality against the evaluation criteria.

(A) VALIDITY OF DESIGN

The STRENGTHEN project includes the second phase of the ETE I project that was elaborated at the same time as the preparation of the 2008 “ILO Declaration on Social Justice for a Fair Globalization”. The Declaration is a powerful reaffirmation of ILO values and includes the goal of full and productive employment and decent work for all in the context of global markets as a national and international policy priority. Following the ETE I project that took place between February 2009 and July 2013, the STRENGTHEN project was elaborated including two components, namely ETE II or Component B on Effects of Trade on Employment and Component A on Employment Impact Assessments of sectoral

policies. The STRENGTHEN project is centrally managed by a small team including two Chief Technical Advisors (CTAs) and one Financial and Administrative Assistant.⁸

The project design incorporates a **holistic approach** that brings the attention to policy makers on the importance of targeting employment. Technical analysis and evidence-based decision making is facilitated by tools and methodologies to evaluate impact on employment of sector and trade policies applied to different contexts and target audiences. The project also includes social dialogue among multiple stakeholders which is key to ensure effectiveness and sustainability of the project.

The project **budget allocation is unequal** between the two components, i.e. 26% for Component A, 41% for Component B, 23% for common project costs and 11% for administrative and contingency reserves. Insufficient resources due to an underestimation at the project design stage of the costs for Component A, with respect to its scope and deliverables, translated into difficulties at the project implementation stage, in particular with regards to setting up a national project team.

While the **set-up of a national project team** including full-time project staff (with a national project coordinator and a financial and administrative assistant) was only planned for Component B, a local team was also necessary for in-country implementation for Component A. The project allocated resources to hire local consultants for project on-site support. The time they can allocate to the project is however limited. Moreover, this reduced the budget initially allocated to research and studies.

Ghana and Guatemala implement both Components A and B. This allows joint management of activities and facilitates the organization and monitoring of country activities. Joint activities and meetings are organized and studies are conducted in smooth synergy between both components. Benin and Guatemala benefit from a second phase as they already participated in the first ETE I phase. While the country project team in the Philippines is incorporated in ILO country office CO-Manila, Ghana and Guatemala do not have any ILO country office. Project teams work in close coordination with CO-Abuja in Nigeria and the Decent Work Technical Support Team-Country Office (DWT-CO) of San José in Costa Rica.

The project was prepared by the ILO Development and Investment Unit (DEVINVEST). The **Project Document** provides a detailed description of the project relevance, objectives, expected results and main activities for Components A and B with a sound intervention logic and an ambitious implementing plan and budget. However, the initial project timelines and budget allocation per country are not realistic considering its duration of 48 months and 10 partner countries. Although this was conducive of delays at various degrees, the project did a highly satisfactory work in setting up Policy Working Groups or Tripartite Working Group (Philippines)⁹ that facilitate policy dialogue between government ministries, workers, employers and other key institutions based on shared goals. This also facilitates the path towards the sustainability of project activities. Key elements of the intervention include global research and training components including desk studies and methodology reviews.

(B) RELEVANCE AND STRATEGIC FIT

Relevance assesses the extent to which project objectives were consistent with beneficiaries' requirements, needs, global priorities and ILO policies.

(i) Policy relevance

Project objectives are highly aligned with ILO's Strategic Framework (Programme and Budget 2014-15), applicable at the time of the project design, in particular Outcome n°19 "Member States place an integrated approach to decent work at the heart of their economic and social policies, supported by key UN and multilateral agencies", the Sustainable Development Goals, in particular goal n° 8 on "Decent work and economic growth" and the "Agenda for Change" of the European Commission. The latter calls for a more comprehensive approach to supporting inclusive growth characterized by people's ability to participate in, and benefit from, wealth and job creation.

⁸ The project assistant works at 80% for this project, while it was planned that she would only work at 50%. The CTA for Component A undertook his duty 6 months after the project started for a period of 36 months, which amounts to 75% over the total 48-month project duration (or 85% of the 42-month duty duration).

⁹ In the case of the Philippines, the Policy Working Group was decided by the constituents to be called as "Tripartite Working Group" so as to accurately reflect the tripartite representation in, and composition of, the group. Also, as there are high-level policy groups in government dealing with trade matters such as the Committee for Tariff-Related Matters (CTRM), calling the group "tripartite working group" would make it clear that it is a multi-stakeholder group under ILO that supports government.

(ii) Relevance to beneficiaries

The project is **highly aligned with countries' policies and priorities**, employment being a powerful bridge between poverty reduction and growth. Partner countries have very well received the project. It responds to the strong need of governments to take informed decisions to maximize the impact of sector and trade policies on employment and to tackle key issues such as poverty alleviation, migration, youth employment, decent work and informality. While the three countries experienced GDP growth¹⁰ they have not yet seen an improvement in their social conditions, notably in terms of generation of decent employment and income. There is still high uncertainty with regards to employment contracting and a significant number of workers do not receive benefits. Youth employment is a major challenge for the three countries, in particular in retaining young workers in the field of agriculture, which remains a major occupation in Ghana, Guatemala and the Philippines. All three countries face **challenges in tackling employment issues in the rural areas** and need to build stronger capabilities to conduct **evidence-based decision making** and design sector and trade policies that integrate social and labour provisions, notably in free trade agreements. The studies, approaches and tools, including analytical and quantitative tools and qualitative data are useful to support governments and social partners to empirically assess the impact of policies and programmes in selected sectors on employment.

(iii) Supporting countries' employment policies
 **How does STRENGTHEN support the countries' employment policies?**

The **project is aligned with countries' strategies and employment policies**. It supports key issues that are **at the top of partner countries governments' agendas**.

By building capacities of key stakeholders to make decisions that are evidence-based, the project also triggers a new culture of measurement. Through the Policy Working Group (PWG) or Tripartite Working Group (TWG) meetings, the project offers an inter-ministerial, inter-institutional and multi-disciplinary platform for social dialogue among government, employers, workers and other relevant stakeholders to tackle key employment crosscutting issues.



Ghana: the project was timely, as the National Employment Policy (NEP) was adopted in 2015. In this document, the government recognises employment as (a) key to socio-economic development, (b) crosscutting in nature and (c) central to the national development agenda. The project is aligned with Ghana Shared Growth and Development Agenda (GSGDA) II, 2014-2017 and other strategies such as the National Export Strategy adopted in 2011 and the First Medium-Term Private Sector Development Strategy (PSDSI). The latter's principal objective is to create jobs and to enhance livelihoods. The establishment of the interim National Employment Coordinating Council (NECC) could be instrumental to have a council with high-level decision makers supported by the technical PWG. Although the NECC could help formalizing and institutionalizing the PWG, there is currently a lack of resources to establish this council. The selection of the root and tuber sector for component B is relevant according to several studies. This includes the yam industry. The yam has significant potential in terms of export and import substitution.

On 22 August 2017, a meeting took place between the Vice President of Ghana, Government Ministers and STRENGTHEN project representatives from ILO Headquarters and the country team. This shows strong empowerment and ownership at the country level. At the same time, this raises high expectations at the country level while the project is still working on conducting studies and the provision of capacity building workshops. Such support might facilitate the sustainability of the PWG depending also on the ability of the project to show convincing results with limited availability of time and resources.



Guatemala: the project was timely as it provided technical support to the Ministry of Labour and Social Prevision to establish the National Policy on Decent Work (published in April 2017). There is a strong will at the government level to have this policy stand at the centre of public policies and to promote employment as a crosscutting issue. The government requires support in terms of how to monitor and evaluate the implementation of the employment policy in a country that does not display a culture of measurement. After conducting an analysis of the agricultural, construction and energy supply sectors, the project will conduct studies on Skills for Trade and Economic Diversification (STED) and Trade in value chains and employment-rich activities (TRAVERA), targeting the crafting industry including the textile sector. The selection of the construction and textile industries for component B studies are aligned with

¹⁰ 7.8% for Ghana from 2008 to 2014, 4.2% for Guatemala between 2004 and 2007 and 5.4% for the Philippines from 2008 to 2014.

national strategies, and export and job creation potentials. In Guatemala, there is a law on Protection and Development of Craft (Decree 141-96) that encompasses skills and socio-economic conditions development. The Ministry of Economy ensures compliance with this law and works with the deputy ministry of Micro, Small and Medium Enterprises (MSME) Development.



Philippines: the project was initially aligned with the Philippine Labour and Employment Plan 2011-2016, Philippine Development Plan 2011-2016, Investment Priorities Plan 2014-2016, under the previous administration. When the new government took office in July 2016, efforts were made by the project, in consultation with institutional partners from the government, to ensure that the project will support the new directions of the government, including sectoral plans¹¹. The project notably supports the President's 10-point socio-economic agenda¹², the National Economic and Development Authority's (NEDA) Ambisyon 2040, the new Philippine Development Plan (PDP) 2017-2022, the Technical Education and Skills Development Authority's (TESDA) 14-point reform agenda¹³, the 8-point Labour and Employment Agenda of the Department of Labour and Employment (DOLE)¹⁴, and national strategies under the Philippine Export Development Plan (PEDP) 2015-2017. The members of the TWG are expecting the project to bring evidence-based material through the studies to unlock the potential of the selected coconut non-traditional sub-sectors. While 10 of the top ten leading agriculture exports are coconut products, the coconut sector has still a lot of untapped potential. It would be sound to consider also other sectors with export potential in the future such as the creative sector including interior design and fashion. The Automotive and IT sectors were not selected as stakeholders in these sectors display sufficient knowledge notably with regards to value chains. The project can also support the country to address the shortcomings in past trade policies with more employment-responsive and worker-sensitive policies to uplift the lives of many Filipinos and poor families.

The export potential is one of the rare **incentives** countries have to offer to **MSMEs to move into the formal sector**. Furthermore, social compliance such as those imposed by the EU Generalized scheme of preferences GSP Plus (GSP+) encourages employers to be compliant with labour law and social responsibility related components. The remaining question in all three countries is how to encourage companies strongly enough instead of penalizing them? Export partners as well as other key stakeholders such as Technical and Vocational Education and Training (TVET) institutions are involved in the project and are positive about the contribution the project can bring to support countries' employment policies, inclusion of enterprises in global value chains and skills development.

(iv) Supporting national development frameworks

❖ ***How have national development frameworks been or are likely to be informed by the STRENGTHEN project's interventions?***

The national development frameworks are likely to be informed by the ongoing studies in the three countries as key representatives of governing bodies responsible to implement national development frameworks are members of the PWG or TWG settings.

The research and study, capacity building and practical guidance components of the project are hence of high relevance to the three partner countries mentioned above.

The challenge of the three countries is to secure the necessary resources and monitoring and evaluation mechanism for a successful implementation of their existing or future policies. The challenges are also (a) integrating local and in particular informal enterprises in the global value chains for export and (b) filling the gap in terms of skills mismatch between available skills and those required for the country's economic growth. The TRAVERA and STED studies contribute to tackling these issues.

(v) Fitting in the strategy for promoting job-rich growth

❖ ***How well does STRENGTHEN fit in the overall strategy for promoting job-rich growth?***

¹¹ Such as the National Labour Agenda and the National Employers' Agenda.

¹² Especially the President's 10-point socio-economic agenda's focus on continuing current macroeconomic, fiscal, monetary and trade policies and promoting rural and value chain development toward increasing agricultural and rural enterprise productivity.

¹³ Especially its focus on skills training for enterprises.

¹⁴ Particularly its goal of addressing persistent problems of unemployment, underemployment, skills mismatches and full respect for labour standards.

All national stakeholders interviewed **confirmed that the project met their needs**. Generally, the project targeted relevant countries, industries and sectors for which national strategies exist.

National stakeholders expressed **high expectations** regarding this project in terms of ensuring that:

- The PWG (or TWG) remains sustainable through **formalizing and institutionalizing** this inter-institutional and multi-disciplinary platform.
- **Capacity building is reinforced** to allow sustainable project effectiveness.
- The project provides **concrete support in implementing sector and trade-related policies and programmes** promoting job-rich growth, rather than remaining a more traditional theoretical technical cooperation project.

It is too early to evaluate achievements towards broader outcomes as the project is still in the process of finalizing studies at the headquarters level and of conducting studies and capacity building workshops at the country level. The evaluation however collected **first evidence that there has been a growing awareness of the importance of integrating EmplA and ETE related matters in policy dialogue and implementation**.

(C) PROJECT PROGRESS AND EFFECTIVENESS

The evaluation primarily assessed planned against expected results at the output level. This evaluation's findings are in line with those of the ETE I evaluation, ROM assessment and EC/ILO Project – Interim Narrative Report – 2nd Report on the Action Implementation, in particular regarding outputs. Project general progress overview against its specific objectives can be found in [Annex 10](#).

(i) Project roll-out

The ambitious project design resulted in **several delays** as it took more time than anticipated to secure 10 partner countries' buy-in notwithstanding that the project is supply and not demand-driven. One of the selected countries, namely Ethiopia, decided finally not to pursue with the project. Official letters to selected potential partner countries were sent by the country EU Ambassadors.

Scoping missions were conducted from 4 to 8 July 2016 in Ghana, from 29 February to 4 March 2016 in Guatemala and from 1 to 5 February 2016 in the Philippines. These were followed in the three countries by a series of sectoral consultations and meetings with various government offices, labour groups and business / employers' organizations in preparation of the project launch.

The project was launched in October 2016 in the three countries.

Country-level studies were initially planned to start at the beginning of 2016 (second year of project implementation) for Component A and during the second semester of 2016 for Component B.



Ghana: the first background studies on the agricultural and infrastructure sectors and on trade were conducted from November 2016 to March 2017.



Guatemala: the first country-level study on the impact on employment of sectoral policies in the Agriculture, Construction and Energy sectors was conducted from March to July 2017.



Philippines: the first country-level study, namely an Inception Study on the Review of Trade and Employment Policies started in March 2017 and is ongoing with regular presentations to TWG / tripartite constituents to collect and incorporate their feedbacks in the study. (See [Annex 8](#) with project activities.)

The project stakeholders see a **strong potential** in the STRENGTHEN project which raised high expectations. However, they feel the very **short timeline** can jeopardize the project quality and sustainability. In the three countries visited, country project teams and beneficiaries feel that the overall timeline allocated is not enough to implement all the project activities to achieve expected results. It takes about six months to involve key national stakeholders and six additional months to recruit local experts. One country project team member mentions that while it takes then six more months to wrap up, the remaining time is dedicated to "rush to do the studies and all the activities".

The chart below illustrates how much time the project spent on activities and how much time is left for remaining activities (B4 and C).

- (A) Country approval, start of HQ desk studies / methodological reviews and recruitment of local project teams (15 months)
- (B1) Scoping mission, consultations with tripartite stakeholders
- (B2) Launch events – followed by first PWG¹⁵ meetings and capacity building workshops (6-8 months)
- (B3) Recruitment of local experts (about 6 months)
- (B4) Country level studies, PWG / TWG regular meetings and follow-up capacity building (12 months)
- (C) Project wrap-up and final activities: Final Workshops; Support in national sector and trade-related programmes and guides (6 months). These guides are the Reference Guide on EmplIAs, Policy Resource Guide on ETE and the STRENGTHEN simplified guide or “dummy book” – as requested during the last EC / ILO Steering Committee Meeting in July 2017.¹⁶

The illustration below is based on available information to give an approximate visual representation of project progress in partner countries. The requested information for Morocco was not received.



Figure 3 – Project work plan and country status

¹⁵ TWG in the Philippines

¹⁶ It should be noted that, when asked what are key priorities at country level, country project staff rated the Policy Resource Guides as the lowest priority, their focus being primarily:

- Convert global knowledge into training material, with country adjustments. (Component A);
- Applying the Skills for Trade and Economic Diversification (STED) tool (Component B); and
- Concrete application of studies and acquired skills (Component B).

Targeted beneficiaries at the country level focus on the third priority mentioned above. It is important for them that (1) the project brings practical support in the implementation of employment-related policies and programmes and (2) Capacity building workshops and studies should not remain at the theoretical level.

Scoping missions to Ethiopia took place in June - July 2015 and November 2015 to conduct briefings and consultations with stakeholders such as relevant ministries, agencies and research and higher learning institutions.

The objective was to secure their support for, and participation in the project, and to have consultations to identify possible focus areas for the assessments. Although the Minister of Labour and Social Affairs mentioned that the project was timely, notably because there was an ongoing development of the National Employment Policy with tripartite partners, the project did not obtain Ethiopia's buy-in. An ILO Headquarter project member mentioned that countries which set the agenda with donors are less likely to buy in when the project is **supply- rather than demand-driven**.

Interviewees reported that a minimum of **2 years would be a more realistic timeline for conducting only the activities under B4 and C**, with no delays. While "B4" represents the core part of the project at the country-level, it only covers about one quarter of the project timeline or less for countries with the strongest delays. For example, first project events took place end of April 2017 in Benin (Knowledge sharing workshop), during the first semester of 2017 in Honduras, during the second semester of 2017 in Côte d'Ivoire, in June 2017 in Myanmar (Project launch event) and during the first semester of 2017 in Rwanda.

A majority of ILO Country project members report that it is unlikely to expect the delivery of outputs during the first 6-8 months in a partner country while the project sets the conditions for conducting the project. This applies in particular where there is no prior inter-institutional social dialogue.

The evaluation also shows that it would be beneficial for countries to have a second phase of the project to strengthen the PWG / TWG and project effectiveness through follow-up and complementary studies and activities.

(ii) Financial progress

The project Financial Statement for the period of October 2014 to 31 March 2017 shows that at 62.5% of project implementation period, the project had spent 40% of total funds (EUR 3'005'184). The project had received 45% of total funds EUR 3'437'784 / 7'600'000. At the time of the MTE, 96% of available funds were committed (EUR 3'300'273 / 3'437'784).

(iii) Usefulness of methodologies, tools and country-level activities

❖ ***Are the conceptual and methodological tools developed and the country-level activities perceived as useful in achieving the STRENGTHEN project's specific objectives by (i) ILO constituents (Government and social partners); (ii) ILO operational staff and managers in the field; and (iii) ILO operational staff and managers at ILO Headquarters?***

The **conceptual and methodological tools developed by the project and the country-level activities** are perceived as **useful and of good quality** by the majority of stakeholders of all three groups. The level of expertise of resource persons is highly satisfactory. However, not all studies are finalized which did not allow to share all the studies before country-level activities started.

Global studies are not always perceived as being very instrumental at the country level. Some of the study work is still ongoing and could provide insights for the preparation of enterprise surveys for example. Sharing the studies with **recommendations on how to use these studies at the country level would be useful according to interviewees**.

Country-level studies are mostly ongoing at various degrees of advancement. They are perceived as being very useful and yield high expectations for national stakeholders. All countries expect **tangible responses to identify growth in potential sectors and what skills are needed**.

Recommendations are expected to be very concise, concrete and easily understood. This includes recommendations to support, improve, strengthen and most importantly implement national policies, priorities and strategies in trade and employment.

The evaluators also consider the conceptual and methodological tools relevant considering partner countries' needs. While a few target beneficiaries mention a need for more tailor-made tools and methodologies, the project displays efforts to adapt the level of complexity used in different countries. ILO international experts are aware of the limitations of existing tools and continuously explore solutions to, for example, tackle informal sector-related issues, refine data analysis and further exploit existing data, such

as using Geographical Information System (GIS) databases to go one step further than more conventional input-output analysis.¹⁷

There are **high expectations from national stakeholders to not only support policy makers** through a provision of studies **but also through concrete support in programme implementation** and in the **inclusion of local communities** in the project. Policy makers and social partners in the three visited countries strongly support the idea to include field visits to local communities for PWG and TWG members. For example, in Guatemala, the Agriculture Chamber of Commerce organizes such visits and there would be interest at the country level to include such visits as a complementary activity in the project.

Managing systemic change takes time. The STRENGTHEN project brings together key stakeholders who traditionally worked in silos.

It is likely that the project will not be able to provide as much **support in implementing sectoral trade-related programmes** as initially planned, due to delays. **PWG / TWG members, as they expect support on policy and programme implementation, are very favourable to integrating other complementary projects and programmes in a coordination mechanism.**

This would allow effective, efficient and centralized country coordination of activities in areas such as:

- Relevant sectoral trade-related development programmes;
- Skills Development in Entrepreneurship, business development and agriculture;
- Technical and Vocational Education and Training (TVET) and certification programmes;
- Technical cooperation projects on trade, business development and intellectual property (IP); and
- National projects and programmes tackling informal sector-related and rural development issues.

A simple project overview chart (e.g. Gantt chart) could list key activities of the project and of other relevant projects / programmes and show their progress. The PWG / TWG presents a strong opportunity for new collaboration and coordination with a prior systematic analysis of potential new stakeholders. The project is perceived as useful by representatives of complementary projects / programmes who are willing to share information, experience and work together with the PWG / TWG for **better national coordination**.

Policy makers expect the **policy guidelines** not only to include **quantitative aspects but also tools to balance and analyse the positive and negative side of policies, how equitable they are, taking into account Corporate Social Responsibility (CSR) components**. A significant number of interviewees in the three visited countries stressed the fact that most policies and programmes fail to be successfully implemented because the behavioural change components are not taken into account. Guidelines and good practices in this field would be highly appreciated. Inviting agencies who have success stories in managing behavioural change would be welcomed by PWG / TWG members to share their case studies. The evaluation also found evidence that the support of experts with a background in social science, change management and communication would be useful.

(iv) Interaction with other synergistic areas

❖ ***In developing the methodology and delivering country support, how well does the project interact with other synergistic areas such as ILO work on National Employment Policies (NEPs), employment impact assessment, skills and training policies, sectoral strategies, enterprise development and global supply chains?***

The **integrative approach** of providing a set of tools and methodologies, including the Global Positioning System, STED and TRAVERA **is perceived positively by project stakeholders**. This allows the project to display a comprehensive approach that responds to the needs of countries and to further develop global knowledge. At ILO Headquarters and in the three countries visited, **interests to reinforce intra-, interagency and interinstitutional cooperation as well as coordination** have been expressed.

At the country-level, additional efforts would be needed to create more synergies with other ILO programmes, international organizations and local projects and programmes.

¹⁷ Input / Output tables cover the basic structure of the Social Accounting Matrix (SAM).



In Guatemala, particular efforts were made to work with other ILO initiatives. For example, 4 PWG members representing government, workers and employers are benefitting from an ITC-ILO training in Turin on “*Designing effective and inclusive national employment policies.*” Common trainings also take place for Guatemala and Honduras. A few stakeholders recommended to include El Salvador in project activities in the future. The project uses the DWT/CO San-José Communication set up to promote its activities.



In Ghana, due to limited resources, ILO projects work more in silos. There is however an interest in receiving more support and working notably with other international organizations.



In the Philippines, the project is part of CO-Manila activities. The Philippine “convergence strategy” as centred strategy for poverty alleviation is a good example the project can use and develop. Agencies help one another and meet regularly at the interagency level for support.¹⁸

Evidence shows that there is an interest at ILO Headquarters and in the three countries to reinforce internal and external coordination. **The project is not likely to be successful as an isolated intervention.**

(v) Capacity Building

How suitable is the training, capacity building and other materials developed under the project for the target groups?

The **satisfaction rate is high**. Surveys and interviews with workshop participants revealed that the **level of training was often considered too advanced and too technical** and should be better adapted to the target audience.

The project organized various training and capacity building workshops that have been delivered by highly qualified experts. (See [Annex 8](#))



The satisfaction rates are high as illustrated below based on survey reports received for Ghana (Technical session in October 2016; 32 forms), Guatemala (Project workshop in June 2017; 27 forms) and the Philippines (Follow up workshop in August 2017; 28 forms). The chart shows the percentage for participants who totally agree / agree with the statement (Likert evaluation).

¹⁸ The STRENGTHEN project is also supporting CO-Manila in developing strategies on how it can help peace-building and development efforts in Mindanao, especially through skills and enterprise development. TRAVERA component sector selection also bodes well with the new Philippine Coconut Authority (PCA) leadership's focus on promoting skills in Mindanao, which is the largest coconut producer and exporter in the country.

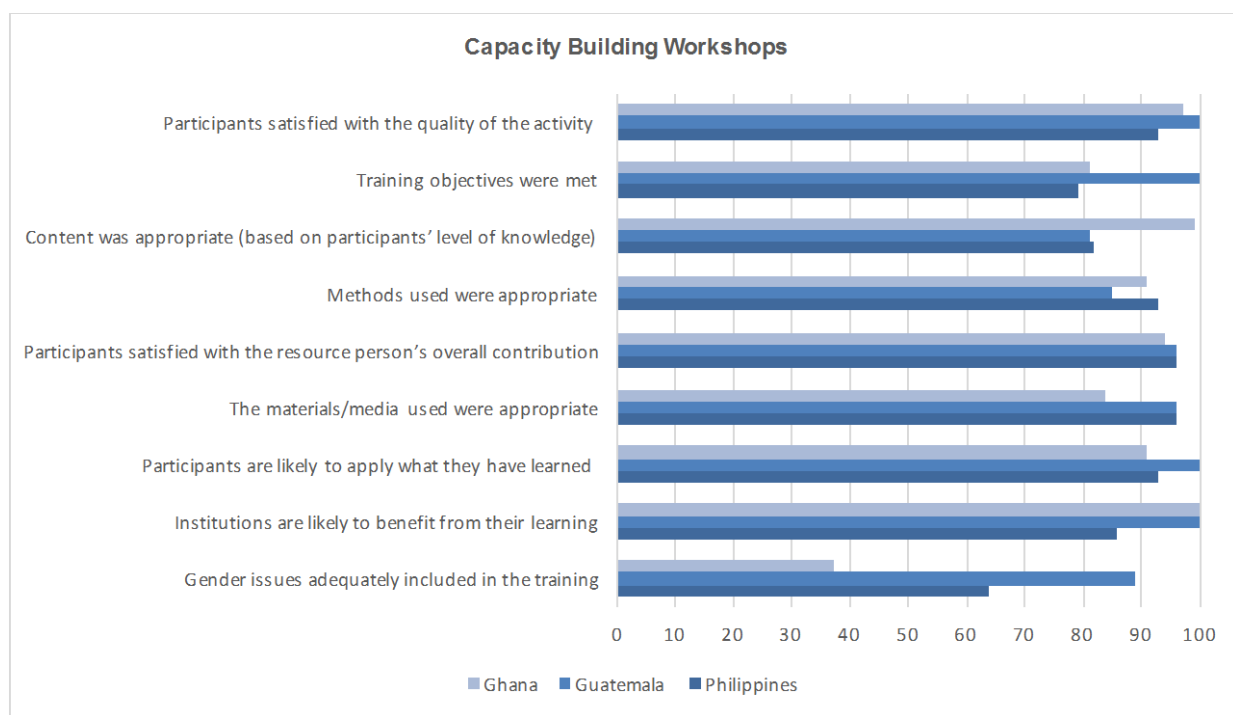


Figure 5 – Capacity building survey results

Using an **identical survey questionnaire** across countries facilitates the monitoring of capacity building activities. A single reporting format (template and guidelines) provided by ILO HQ would further facilitate monitoring and evaluation.

During interviews, about 63% of interviews (with workshop participants) revealed that the level of training was too advanced and **too technical** and **should be adapted to the target audience**. This was in particular mentioned by those who do not have a background in Economics or sufficient understanding of Free Trade Agreements (FTAs). This is however not reflected in the forms returned by 87 participants in the three countries. The evaluation shows anecdotic evidence that participants are perceived as having a tendency not to always share their views with national project coordinators. Furthermore, although ILO official letters mention if workshops are addressed specifically to technical staff, workshops are sometimes attended by decision makers without their technical staff.

Expert trainers do not receive systematically the **feedback forms or survey reports** from project activities conducted at the country-level. They would appreciate such information which would help them improve and adapt their training courses.

In general, according to participants and trainers, the **duration and set up of capacity building workshops** is not appropriate to reach project's objectives of participants being autonomous in conducting EmPIAs. Interviewees also mentioned the need to include more active learning and regular practical exercises¹⁹ based on each institution's needs. This could be notably done through meetings with consultants for each organization, as organized in Ghana. Meetings with consultants should be organized by the project team and communication on meetings' objective and preparation should be improved.

Experts and participants however recommend:

- Awareness raising to continue with current format (two-hour presentation);
- Basic course (for all);
- Workshop of one to two weeks (for technical staff) with up to 20-25 people: three-day workshop followed by several follow-up workshops / institutional coaching. (Demonstration followed by more intense / regular practical exercises)²⁰; and
- E-learning is useful to complement the training and prepare participants for the course.

¹⁹ The project did not provide, notably upon request in the three countries visited, evidence of formal training needs analysis and of inclusion of systematic principles of adult learning built into the instructional design. The core principles of adult learning include for example learning by doing that integrates active learning as requested by participants.

²⁰ While the project planned initially to provide more extensive technical training, this had to be adapted for various reasons (such as due to the lack of availability of trainers and different needs of institutions).

The first level of theoretical understanding has been met in the three countries. They require now to absorb the knowledge and have the workshops adapted to target audiences. National stakeholders in the three countries also requested multiple times to adapt the project tools and methodologies to their country context and to be provided with concrete examples (e.g. labour provisions in FTAs in other countries).

A strategy of knowledge transfer is also highly required to ensure the knowledge is disseminated at the country level and to tackle the risk of participants leaving their institutions. Integrating the project training into formal programmes of statistical research or training institutes would be also positive, according to interviewees, to ensure the country-knowledge sustainability. Training engineering and facilitation skills development were also mentioned as essential to ensure sustainable project effectiveness. Traditional frontal training based on presentations are not effective enough.

(vi) Appropriateness of "Policy Working Group" approach

◆ ***Is the "Policy Working Group" approach to social dialogue on sectoral and trade policy discussions appropriate to achieving the desired outcomes?***

The establishment of multi-sectoral, inter-ministerial and institutional working groups including employers, workers and other key national stakeholders is perceived as a **highly successful and valuable** output of the project. The support of important stakeholders such as the ILO and the EU are of strong importance.

Employers and trade unions are traditionally involved in subject matters relating to labour rights and not in assessing the impact on employment of sector and trade policies. This is perceived as highly positive to involve them in policy dialogue with various ministries and other institutions. They play a major role, notably in reaching out to end beneficiaries and in implementing policies.

More interdisciplinary work is now needed. Some interviewees stress the fact that "it is not the ministry of labour that creates jobs" and that there are "enough policies". Governing bodies failed to concretely implement a large amount of existing policies.

One of the key challenges is to include at the present stage **top management decision makers** (such as Ministers including in the Agricultural sector) and other stakeholders such as sectoral ministries or key organisations. This will ensure sustainability and that the programme moves smoothly within the expected time frame. **The support of ILO and EU Headquarters were mentioned to be very useful to organize a call for interest of high officials** ("in a short meeting with a limited number of participants" as mentioned by one interviewee).

National stakeholders see the strong potential of such a social dialogue platform and strongly request **more frequent meetings** (every 1.5 to 2 months) to allow the project to move at a quicker pace and improved follow-up.

Participants noted that the absence and change of representatives at meetings make it challenging to advance in the work. ILO support through official letters were suggested as a measure of improvement to **formalize members' regular and mandatory participation** in the working groups.

(vii) Exploring innovative solutions and synergies

◆ ***To what extent has the STRENGTHEN project's strategy been effective in exploring innovative solutions and synergies with other ILO interventions?***

The integrative methodological approach and successful tripartite approach in setting PWG and TWG settings in partner countries **is innovative and creates a new dynamism** that was needed in policy making while policies' impact on employment has most often been overlooked. The creation of platforms of tripartite constituents and other relevant stakeholders (PWGs / TWG) allowed to create an **unintended positive outcome**, i.e. conditions set for enhanced employment-related convergence activities.

Sectors, ministries and social partners who traditionally have not worked together on common issues start, thanks to the project intervention, to conduct dialogues and build capabilities to better tackle untapped potentials in job-rich sectors, setting the stage for a sustainable intervention. (See Figure 4 – Proposal for STRENGTHEN logic model).

(viii) ILO support received by project staff

◆ ***Has the project staff sought and received adequate support / cooperation from the relevant ILO units and offices?***

Project staff in general received adequate support / cooperation from relevant ILO units and offices. One of the issues regarding administrative project implementation lies in that **ILO procedures** are perceived as **lacking clarity and are burdensome** for both project teams at ILO Headquarters and at countries' level.

Such procedures do not always match the needs and pace of partner countries. Moreover, the transition to a new financial system complicates implementation processes. In the Philippines a complementary component was added to the system to facilitate the project work.

Work processes in Ghana and Guatemala are more burdensome and complex due to their coordination with ILO country offices located in Abuja and San José. The evaluation encountered evidence that some activities were complicated to organize due to the slow pace of administrative procedures which makes implementation challenging within tight deadlines. Furthermore, international and national experts mentioned short notice when organizing workshops. At least one-month notice would be helpful. A toolkit with ILO procedures, monitoring tools, templates and results-based monitoring guidelines would be useful for project staff.

(ix) Communication

Although a document exists on how the project is planning to raise awareness and conduct its **communication** activities, very little communication activities have been undertaken, apart from project briefers at the country level and that workshops contribute to raising participants' awareness on EmplAs and ETE subject matters. **Effective and concise communication material** provided by ILO HQ would be needed by countries to facilitate their communication about the project.

(D) EFFICIENCY OF RESOURCE USE

◆ ***What have been the major administrative successes and failures encountered so far in the project's implementation?***

Despite the dedication of ILO HQ and country project teams to keep up with tight deadlines, the project has faced **strong delays** and requires **continuous, strong and proactive dedication of all administrative support staff to reach expected results.**

Shared and proactive efforts from all relevant ILO units and offices are important to avoid repetition of past administrative difficulties faced by the project and to ensure project efficiency considering the project's current delays.²¹

The table below shows the project resource allocation (based on expenses without salaries). Currently the highest percentage of expenses is allocated to per diem and international travel. Some project team members mentioned that the revision of priorities should be done in collaboration with national project team members. During the technical workshop in Ghana on 24 August 2017, the question of insufficient travel and accommodation resources for some participants was raised as this could be on the long-run a demotivation factor for high level experts for whom the travel expenses are too costly.

²¹ "Severe delays in obtaining necessary information from the field and in the processing and issuance of External Payment Authorizations and Purchase Orders by ILO HQ were disrupting project implementation particularly in the field." (Project 2nd Interim Narrative Report, page 30)

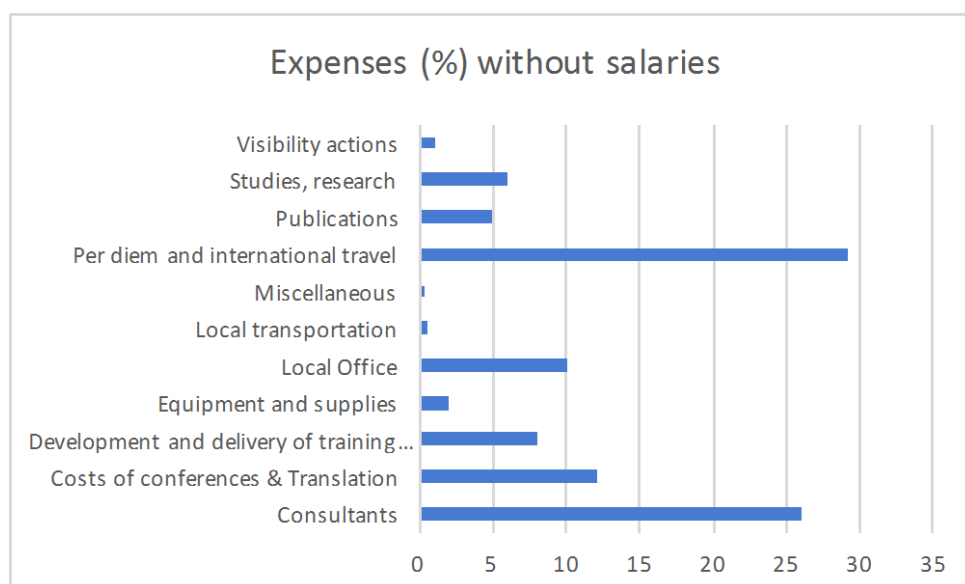


Figure 4 – Project resource allocation

(E) EFFECTIVENESS OF MANAGEMENT ARRANGEMENTS

Management arrangements in particular instrumental to achieve project expected results were following:

- The **recruitment of a full-time national project team** for on-site implementation and synergies between components A and B;
- The establishment of **Policy Working Groups (or Tripartite Working Group in the Philippines)** dedicated to provide institutional support to the project and a platform for tripartite policy dialogue; and
- The selection of international and national resource persons with **high level of expertise**.

National project team members suggested to implement **more regular reporting mechanism with ILO HQ** and to provide for example quarterly progress reports. They would also welcome regular updates on the overall project progress report to have a global view on the project including in other countries.

More informal and formal **inter-country knowledge sharing** would be required **at the current stage** rather than at the end of the project phase to maximize the benefits of such endeavour.

Delegations of the EU currently do not display much knowledge about the project in the three countries as they are mainly involved in the project to represent the EU in key project conferences such as the project launch events.

◆ *Is a monitoring system for results across partner countries in place and how effective is it?*

Project management, planning and reporting mechanisms between partner countries and ILO Headquarters and between ILO Headquarters and the EU Headquarters are **generally considered appropriate** although they need **further improvement with regards to project monitoring**.

At the country level, national project teams send regular reports on project activities to ILO HQ. The ILO project team sends regular reports to the EU HQ according to management arrangements. Monitoring a project to be implemented in 9 countries is challenging. As mentioned above, the design of the projects sets ambitious goals within tight time frames and budget which are perceived as unrealistic, especially by all national project teams who provide daily high level of commitment to project follow-up and implementation.

As also mentioned in the final evaluation of the ETE I project (dated October 2013) and in the ROM assessment (dated March 2017), it is difficult to evaluate the project against the outcome level as it is not included in the logical framework. Monitoring tools mostly include narrative reporting with loose and different reporting formats. There is no evidence that the project work plans, status and logframes are effectively updated and monitored in a systematic and centralized way, as such information was missing at the time when the MTE was conducted. The evaluation required to collect information together with the project team to provide a more coherent and updated overall picture of project progress notably across countries. A

template format for country reporting would be useful to allow **better centralized monitoring of the overall project progress**.

Project logical frames would be more instrumental if improved, and regularly and systematically monitored throughout the project. The importance of good monitoring for successful project results is no longer to be proven and allows a project team to tackle upfront risks, issues and feasibility components rather than being faced with frustrating results or situations. As a common pattern, it is observed that specific objectives as well as objectively verifiable indicators are all output-based and not SMART (specific, measurable, achievable, relevant and time-bound) enough. They are in their great majority formulated as achieved activities and do not address outcomes, such as e.g. applicability of training inputs into practical work of trainees. They are not specifically tagged with time limits for their achievement. Hence, indicators of success are very difficult to monitor. This may be one explanation why monitoring of the project frameworks is generally poor. As often in similar projects from other organizations, the logframes seem to be used as means of reporting, rather than as practical project management tools.

For example, conducting a more thorough **feasibility study and retro-planning** could already inform the project team that the number of partner countries is too high. Possible events such as having presidential elections during the project implementation could have been taken into consideration by the project. For example, the presidential elections in Ghana that took place in December 2016 significantly slowed down the pace of the project between October 2016 and February 2017. Political transition took also place in May 2016 in the Philippines with presidential elections with significant impact on the project advancement at this critical time. “Finish to start” dependencies, leads and lags can hence be integrated when defining project schedules.

While the project triggers important changes in bringing together stakeholders who traditionally work in silos, a **change management strategy** (for example including obtaining key stakeholders’ and decision makers’ buy in) can take into consideration realistic timelines and actions to be included in the project plan.

The evaluation found evidence that **monitoring could be significantly improved** to ensure a successful project implementation especially considering the tight current project schedule and delays.

(F) RESULTS AND SUSTAINABILITY

(i) Integration into international and national policy frameworks

To what extent have the STRENGTHEN project's interventions been integrated into international and national policy frameworks?

The STRENGTHEN project's **interventions are integrated** in supporting notably the new National Employment Policy in Ghana, National Decent Employment Policy in Guatemala and the Philippine Labour and Employment Plan.

The studies undertaken by the project will allow to inform policy makers and social partners on **sound strategic orientation** in terms of sectoral investments, trade in value chains and employment-rich activities and skills development in strategic job-rich sectors or sub-sectors.

(ii) Capacity building enhancing sustainability

To what extent have the capacity building activities enhancing the sustainability of the results of the STRENGTHEN project's interventions been maximized at country level?

At the current stage of the project, the **capacity building needs to be strengthened and simplified for non-technical participants**. A **knowledge transfer strategy** should also be systematized, formalized and monitored by the project.

As mentioned above it is key to ensure that countries have the capacity to use the tools and methodologies notably at various institutional levels and that stakeholders at the decision making, technical and beneficiary levels have acquired the expected capabilities – depending on the needs of each target group.

Not all participants begin with the same level of basic technical knowledge to learn how to conduct EmPIAs. It is important to take into account realistic time to allow participants to (1) fully absorb the training content

and study results, (2) be able to concretely apply and use them in their daily work, and (3) transfer their knowledge in train-the-trainer workshops.

(iii) Risks for sustainability

◆ **How likely is it that project outcomes will endure after its completion?**

Assessing the likelihood of sustainability of results at the country level is tricky at this stage. Nevertheless, the evaluation team has witnessed some **elements that point to some risks related to sustaining project benefits** beyond its duration.

While the level of expertise provided by the project is high, the project entails the risk not to build the capabilities of stakeholder at the expected level and to lose momentum of the new dynamism triggered by the project. All stakeholders feel the need to maintain after the project the structure of tripartite constituents and other relevant stakeholders set up by the project in each country. The project aims at securing a space for a series of social dialogue and to encourage stakeholders to get more engaged.

No exit strategy has though been defined yet. It should be established enough in advance (not only towards the end of the project) to ensure a smooth project final stage and hand over to country stakeholders who will carry on with the activities initiated by the project after closing the project.

(G) GENDER ISSUES ASSESSMENT

Equality of gender is a priority to the ILO. The ILO policy on equality between women and men that is expressed in the Director-General's Circular no. 564 (1999), calls for integrating gender equality into all aspects of ILO work. There is no evidence of specific operational guidelines used by the project team to integrate gender and diversity in the technical cooperation work.

The studies conducted by the project integrate gender-related components. The project teams at headquarters and at country-level are aware of gender-related matters. There is evidence of involvement of women as project / PWG / TWG members²² and capacity building participants. Gender disaggregated data is collected and gender-related matters are integrated in project workshops, although not systematically. Survey questionnaires distributed at workshops also take into consideration the gender dimension. However, capacity building survey results show that gender issues (see [Figure 5](#)) are not always adequately included in the training workshops.

Particular efforts were undertaken in the Philippines to more systematically encompass gender and diversity in the project work. (See [Annex 7](#))²³. In Guatemala, efforts were made to ensure gender equality with regards to workshop participants.

Although project team members are aware of the gender and diversity dimension, most of them do not include the gender-related components in a systematic way based on a clear methodology. While the Project Document includes a small section on Gender mainstreaming, the interim narrative reports do not cover how the project addresses gender-related issues in a separate section. The Project Document notably mentions that it will seek to assess the effects of sectoral and trade policies on productive employment of men and women and consider whether policy interventions need to be tailored or targeted to address gender-specific effects. Integrating gender and diversity into technical assistance requires to define related objectives at the design stage of the project (to be included in the logframe) and then to monitor them. Efforts should be systematic and go beyond the number of selected female team members, experts and participants. Practical guidance and training provided by ILO Headquarters would be needed to apply ILO policy on Equality of gender.

²² The 85 MTE interviewees include a majority of women (50 women with 59% and 35 men with 41%). See [Annex 3](#).

²³ In the Philippines, this was done especially in mentioning women's issues and concerns in the country work plan, reflecting gender issues in the inception study on trade and employment, and incorporating gender issues in the TRAVERA survey and study ToR and questionnaire. Moreover, the project included gender issues in the technical workshops on the effects of trade. Most TWG members are women. The co-chair of the TWG in the Philippines and assistant secretary in the Trade Ministry is a woman. Also, in discussing TRAVERA-related matters, women's issues in the coconut value chains are being raised by TWG members, especially the woman representative from the informal sector.

(H) TRIPARTITE ISSUES ASSESSMENT

The project did a highly satisfactory work in setting the stage to tackle tripartite issues related to the impact of sector and trade policies on employment in a sustainable way. The governments' endeavours to promote the creation of more productive and decent work requires the participation of different ministries, employers' and workers' representatives and other relevant stakeholders traditionally working more in silos on this subject matter. The complexity of these issues require a strong multi-sectoral, inter-ministerial and interdisciplinary approach and social dialogue. The project created a positive unintended effect of contributing to an important pre-requisite for sustainable change in policy making in general at the country level. The PWGs (or TWG) facilitate this strategic shift through collaborative policy making and tripartite collaboration. Therefore, the institutionalization of the PWG / TWG platforms are of high importance to project stakeholders in order to capitalize on these partnerships in the future and to continue backstopping policy decision making with sound empirical evidence.

(I) INTERNATIONAL LABOUR STANDARDS ISSUES ASSESSMENT

International labour standards are legal instruments drawn up by the ILO's constituents. These standards set out basic principles and rights at work. The STRENGTHEN project contributes to promoting compliance with international labour standards through the creation of more productive and decent work. The EU and the ILO cooperate since more than ten years and are partners for decent work and social justice. Such partnership leads to the implementation of shared commitment notably to regulate the social dimension of globalization and to foster inclusive development through the promotion of international labour standards. The core labour standards conventions are notably supported by the ILO technical cooperation on the ground. The project encourages especially small and medium-sized export oriented enterprises to develop a business model that would allow to integrate them into national, regional and global export value chains. This would result notably in increasing levels of productivity and incomes for workers. The STRENGTHEN project promotes the use, benefits and privileges of international trade agreements. This is an incentive for SMEs to integrate the formal sector and to comply with international labour rights notably to benefit for example from the duty-free access provided by the EU GSP+.

CONCLUSIONS

The findings and assessment above lead to the following conclusions:

Conclusion 1 on project preparation and relevance:

The Project prepared by the ILO addresses impact on employment of sector and trade policies with an appropriate and holistic approach using various tools and methodologies in an innovative way. The project is of high relevance to partner countries and is aligned with countries' national frameworks and governments' key priorities. Time plans, budgets and human resources planning proved to be too ambitious and unrealistic. Monitoring tools and processes have not been sufficiently tailored to the needs of project implementers. The project does not integrate gender equality-related objectives in the logframe at the design stage of the project.

The project aligns with EC and ILO's mandates, countries' national frameworks and governments' top priorities. There is a need to move from assumptions to evidence-based decisions related to sector and trade policies, free trade agreements, foreign direct investments, country sectoral investments and skills development to secure inclusive growth and tackle key employment issues.

The project templates for planning, monitoring and reporting use the logical framework tool. However, indicators are only output-based, not tagged with time limits and are difficult to monitor. Guidelines on results-based project cycle management would be useful.

It is challenging for ILO Headquarters and limited country staff to harness such an ambitious project in 9 countries with limited resources and an underestimated budget for Component A. Doing less with more seems to be a more reasonable route for future endeavours. Exit strategies²⁴, change, updated communication and knowledge sharing strategies are not available.

²⁴ Exit strategies would for example allow to include the way forward to institutionalize PWGs / TWG, roles and responsibilities and financial viability.

Conclusion 2 on project progress and effectiveness:

The project did an excellent work in establishing appropriate conditions for sustainable project effectiveness through a consultative approach, working in close cooperation with key ministries and social partners. This is highly appreciated by national stakeholders and led to a strong level of ownership. The PWG / TWG initiated inter-ministerial, inter-institutional and inter-disciplinary cross-cutting dialogue on employment issues. Studies and capacity building workshops are conducted by highly qualified experts. The training provided allowed participants to achieve a basic theoretical knowledge. Simplified, tailored and more practical technical training modules need to be developed. A knowledge transfer strategy should also be systematized, formalized and monitored by the project. The PWGs / TWG need to be further institutionalized and to conduct consultations with beneficiary communities, in particular to tackle rural development and behavioural change issues. National stakeholders report that many good policies and programmes have failed at the implementation phase as contextual, local traditions and behavioural change issues were overlooked. The project experienced significant delays in partner countries at various degrees.

The evaluation findings are in line with the second project progress report. All national stakeholders are satisfied and display high expectations as they see a strong potential in the project. It is challenging for project teams to display successful results within limited deadlines regarding (1) ongoing studies, (2) strengthening capacity building, (3) adapting workshops to target audience (decision makers / generalists or technical staff / modellers), (4) formalizing and institutionalizing policy working groups and involving top management representatives to ensure sustainability and smooth project implementation, (5) increasing the frequency of PWG / TWG meetings and involving local communities, (6) coordinating with relevant projects / programmes, (7) integrating feasibility, contextual needs, behavioural change and CSR-related analysis in policy guidelines. National stakeholders expect the project not to remain at the theoretical level but to lead to concrete support to policies and relevant projects / programmes.

EmplA and ETE tools and methodologies and country-level studies are generally considered as useful by the majority of stakeholders. However, some interviewees report that the tools need to be better adapted to their country's context. Global studies are perceived as being of good quality. At the country level they are however perceived as not very instrumental. Systematic and timely sharing of studies with countries with recommendations on how to use studies at the national level would be useful to provide sound orientation.

The presentations in capacity building workshops are perceived as too technical for participants who do not have a background in Economics. Learning has been until now perceived as theoretical by all stakeholders who expect a more practical application based on studies, case studies and active training.

Data collection at the country level is challenging. Although data is often outdated, it provides sound orientations in policy decision making. The project attempts also to improve data quality through the assessment of the impact of new infrastructures on households' economic situations through the combination of two sources of information, namely (1) households' surveys that details households' employment and income composition and (2) digitalized road maps that track change in road infrastructure over time using GIS database.

Awareness raising has been successful and could be further enhanced at the country and international levels.

It is too early to assess broader outcomes at the current stage, notably considering delays. Many interviewees mention that although they consider the project has achieved a number of objectives (see MTE survey results in annex 11), there are still a lot of ongoing or planned activities.

Conclusion 3 on effectiveness of management arrangements:

ILO project teams receive adequate administrative support. However, ILO procedures lack clarity and are burdensome, especially in countries with no ILO CO. The set-up of a local implementation structure (PWG / TWG and project teams) in the partner countries was instrumental. While resources were allocated to set up national project structures for Component B, this was not the case for Component A. National staff was recruited for the latter at the detriment of research and study budget as a local team was essential for on-site implementation. The project is responsive to the needs of country beneficiaries and provided technical assistance to support national employment and trade policies. There is currently low involvement of Delegations of the EU in the project at the country level, the project being notably one among many other projects in their portfolio.

Conclusion 4 on results and sustainability:

The likelihood to maintain sustainable project results could be jeopardized by the project's very tight deadlines, particularly in countries with the strongest delays. There are some difficulties in institutionalizing policy working groups and in strengthening national capacity for more autonomy.

LESSONS LEARNED AND GOOD PRACTICES(i) SWOT highlights

❖ **What are the strengths, weaknesses opportunities and threats (SWOT) in the project's approach and implementation?**

The project is in general very well received with a high satisfaction rate. Governments seek for scientific justification to support public expenditure towards job creation. Tripartite and inter-ministerial work is also key to achieve successful policy making and implantation. The project hence addresses issues with a high priority incidence with regards to governments' top agenda. The challenge of the project is now to respond to strong expectations of national stakeholders within limited time, human and financial resources. The sustainability of the project is however at current stage not secured. (See [Annex 6](#))

STRENGTHS (S)	WEAKNESSES (W)
<ul style="list-style-type: none"> ▪ Strong alignment between the project and partner countries' strategies and agenda priorities; ▪ Provision of tools and methodologies to governments and social partners to take evidence-based decisions rather than work with assumptions; Providing empirical information into the governance; ▪ Highly appreciated consultative approach at the country level; ▪ Consideration of countries' specific needs; ▪ PWG/TWG: Highly satisfactory work in establishing a platform for dialogue on employment between government ministries, employers, workers and other relevant stakeholders; ▪ Full support of project partners and buy-in of government agencies; ▪ Inter-ministerial and inter-sectorial dialogue is promoted while the tendency was to work more in silos; ▪ Information sharing and benchmarking; and ▪ High expertise level provided by the project. 	<ul style="list-style-type: none"> ▪ Delays (in light of an unrealistic work plan), slow project execution and "there is still a lot to be done"; ▪ Project monitoring/reporting tools and mechanisms are not sufficient to facilitate project successful results; ▪ Absence of design or implementation of exit strategy, communication strategy, change and knowledge management strategies; ▪ Time constraints and project poorly funded; high administrative transaction time; ▪ Insufficient support of high-level decision makers at the country-level; ▪ No connection to/involvement of local communities²⁵; ▪ Absence of a systematized strategy to formalize and institutionalize the PWG/TWG to ensure sustainability; ▪ The workshops are not adapted to all participants (particularly for non-economists); ▪ "Method of training which is more or less theoretical" that does not integrate adult learning principles in instructional design; and ▪ Lack of support in the implementation of sectoral trade-related programmes (as initially planned) while this is a <u>priority</u> for national stakeholders.
OPPORTUNITIES (O)	THREATS (T)
<ul style="list-style-type: none"> ▪ The government's strategic agenda is a door of opportunity; ▪ Opportunity for the country partners to analyse and design sectoral and trade policies; ▪ Opportunity for policy makers to take evidence-based decisions; ▪ Conduct cross-country analysis of employment-related common issues; 	<ul style="list-style-type: none"> ▪ Lack of exit strategy, project acceptability and sustainable project effectiveness; ▪ Change in government and political support; ▪ Turnover in government agencies and partner institutions;

²⁵ PWG and TWG members report that it is key for them that target beneficiaries of sector / trade / employment-related policies and programmes be involved when designing or implementing such policies / programmes in order to take into account the reality of the field.

<ul style="list-style-type: none"> ▪ Government can leverage on ILO expertise; ▪ Opportunity to build capacity in EmplAs and ETE issues; ▪ Define value chains that will provide employment and eventually uplift the economic conditions of workers and farmers; and ▪ Opportunities to address current gaps in trade and employment policies. 	<ul style="list-style-type: none"> ▪ Some may not be able to concretely benefit from the training; and ▪ Lack of buy-in from employers and local trade actors.
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Table 2 – SWOT Analysis

(ii) Work transferable in other countries

◆ **To what extent can lessons learnt from the country-level activities be used for work in other countries?**

The three countries visited present common strengths and challenges (such as PWG / TWG very well received) and capacity building material that can be used in other countries. **Global knowledge is transferable to all countries** if publications, such as desk reviews and methodological studies, are systematically shared with recommendations to countries on how to use them.

(iii) Good practices

◆ **Which of the project's practices could be used as models for activities in other ILO projects and activities in member States?**

The practices of establishing **working groups of tripartite constituents and other relevant stakeholders and consultative processes** are seen as **very valuable**. Promoting employment impact assessments **should become a standard practice** in ILO projects:

- The establishment of **policy working groups** that include tripartite constituents and other relevant stakeholders enhance countries' **ownership**, sustainability and social dialogue, which is one of the four pillars of ILO's work, notably in a context of globalization process.
- The **consultative process** established in all partner countries contributes to national stakeholders' ownership and to sustainable project outcomes.
- **Promoting employment impact assessments** of trade and sector policies and evidence-based decision making should be a continuous practice in ILO projects and activities in member States.

RECOMMENDATIONS

From the conclusions above, the evaluation derives the following recommendations.

- Short-term recommendations address possible improvements of the *ongoing project*;
- Mid-term recommendations are useful for a possible *project extension*; and
- Long-term components could serve for *future projects*.

Recommendation 1 (from conclusions 2 and 4) proposes to the EC and ILO Headquarters a project extension of at least one year to conduct remaining planned activities and implement proposed improvements. Priorities and resource allocation should be closely discussed with national project teams. Priority / Importance: High – Resource implications: Medium²⁶

Short-term:

- a) Review priorities at EC and ILO Headquarters and country levels and adapt project plans, logframes (in particular outcomes and indicators²⁷), resource allocation and manage stakeholders' expectations.

²⁶ Several interviewees mentioned the possibility of a no-cost extension with reasonable human resources expenditures.

²⁷ Establish SMART indicators.

- b) Conduct a risk and feasibility analysis to ensure revised country work plans are realistic. Regularly update risks-related information in cooperation with countries to manage priorities and implement mitigation measures.

Mid-term:

- c) It would be also useful that the final evaluation addresses the possible need for a phase 2 of the STRENGTHEN project. This would allow countries to gain additional experience and prepare for an upscaling of the project at the country and ILO programmatic level.
- d) Plan adequate synergies during extension phase, if accepted. Intra- and inter-institutional potential coordination should be preferably analysed before project implementation, rather than ad hoc, in order to be notably able to allocate relevant resources and define activities as early as possible both at Headquarters and country levels. This would allow to better capitalize on such synergies.

Recommendation 2 (from conclusions 1 and 2) to ILO HQ: Establish solid project management tools, methodologies and RBM guidelines. Priority / Importance: High – Resource implications: Low

Short-term:

- a) Exit strategies should be discussed and drafted well in advance and not only towards the end of the project. Financial viability should be included.
- b) Add project management tools and techniques such as the critical path analysis. Finish to start dependencies, leads and lags should be integrated when defining project schedules.

Long-term:

- c) The number of countries should be selected based on available resources to create success stories and effectively and efficiently involve leaders and change agents. Projects in champion pilot countries can then be replicated in other countries in different regions.
- d) Projects should systematically allocate resources to a local project team with at least one national project coordinator and one financial and administrative assistant.
- e) Projects should systematically assess management inputs based on project staff workloads, taking into consideration change management processes at country level and consultative processes that take time and are necessary to ensure a sustainable project set-up.
- f) Thorough feasibility studies and risk analysis should be conducted during the project design phase.

Recommendation 3 (from conclusions 2 and 3) to ILO HQ and National Project Coordinators: Establish regular monitoring and reporting mechanisms which should be updated at least quarterly and jointly analysed. Priority / Importance: Medium – Resource implications: Low

Short- to mid-term:

- a) Systematize regular monitoring with clear guidelines, templates and reporting formats would be useful as this is a key element for successful project implementation (including monitoring of gender-related objectives).
- b) Use / share / explain monitoring tools to project team members at ILO HQ and country levels to ensure a common understanding. Simple tools included in the evaluation such as for example the Action plan status reporting and Activity lists could be useful for monitoring, communication and inter-country experience sharing purposes.
- c) Share project progress reports, ROM assessment and MTE evaluation reports with country project teams, Delegations of the EU and national stakeholders as this was often requested by stakeholders during MTE missions. The final evaluation of ETE I could also be useful for countries (Component B).
- d) Facilitate communication on the project progress at the global and country levels.
- e) Improve the use of logframes and theory of change. Include a systemic model of change in project monitoring and evaluation. Regarding systemic change management, existing approaches²⁸ can be useful.
- f) A toolkit with ILO procedures, monitoring tools, templates and results-based monitoring guidelines would be useful for project staff.

Recommendation 4 (from conclusions 2 and 4) to ILO HQ and project experts: Capacity Building and knowledge sharing should be reinforced and distinct training programmes should be set up

²⁸ (such as the ones of Michael Quinn Patton or the Forwaves 5D Change Model[®])

**with different levels of technical complexity (for decision makers / generalists and technical staff).
Priority / Importance: High – Resource implications: Low**

Short- to mid-term:

- a) Establish a formal training needs analysis with partner countries that identifies more in detail differentiated training objectives (simplified training content for decision-makers / generalists) and pre-requisite skills (Economics, statistics, etc.) for each training package.
- b) Conduct pre- and post- training skills assessment. The project can conduct a formal test for participants in the technical training (to better identify different target groups). Post-training skills assessment is important to follow-up on capacity building outcome indicators. Preparatory and/or follow-up E-learning trainings could be useful and efficient. Training surveys should be monitored at country and HQ levels and shared with all resource-persons involved in project workshops.
- c) Conduct several practical follow-up trainings including hands-on one-to-one practical work to help participants concretely apply their skills in their organizations for a “better and comprehensive use of the SAM”. Such meetings should be organized and followed-up by the project team. Helping participants to conducting sensitivity analysis to cancel out outliers in outdated data could be useful.
- d) Formalize mandatory and regular participation in capacity building workshops and follow-up workshops with the support of key stakeholders’ top management.
- e) Define a knowledge transfer strategy involving stakeholders’ top management notably to tackle risks of turnover. Monitor outreach to additional beneficiaries of the knowledge transfer capacity building programmes conducted by partner institutions.
- f) Institutionalize the capacity building programme in national training / research institutions.

Recommendation 5 (from conclusions 2 and 4) to EU / ILO Headquarters, project teams and local partners: PWG / TWG platforms and activities should be institutionalized and local communities should be involved. Priority / Importance: High – Resource implications: Low

Short- to mid-term:

- a) Gauge countries’ and all partners’ interests and commitments to engage in the project²⁹. Organize official call for interest meetings with countries’ high level government, social partners’ decision makers and high level officials from the EC and ILO Headquarters.³⁰
- b) Encourage notably Ministers to involve the highest authorities to support the project.
- c) Agree with project management on an exit strategy that includes financial viability, roles and responsibilities of stakeholders.
- d) Formalize and institutionalize PWG / TWG representatives’ formal membership while making regular participation of the same people mandatory, with the support of ILO formal consultations and letters.
- e) Ensure stakeholder representatives do not need to cover unreasonable expenses notably considering travel distance and time allocated to the project outside of their business / work.
- f) Involve local communities (such as field visits and consultations) in the PWG / TWG work prior and during the design and implementation of sector or trade-related policies as requested by many national stakeholders.

Long-term:

- g) Support countries in developing their measurement culture and include guidelines for policy makers on how to conduct contextual, behavioural change and Corporate Social Responsibility related analysis.

Recommendation 6 (from conclusion 2 and 4) to ILO HQ / country project teams and national stakeholders: Enhance employment-related convergence activities triggered and coordinated by national platforms of tripartite constituents and other relevant stakeholders. Priority / Importance: Medium – Resource implications: Low

Short-term:

²⁹ This includes Delegations of the EU. A stronger involvement of EU officials in the project would contribute to strengthening project outcomes and facilitate getting support from country-level key decision makers.

³⁰ Involving high level authorities and promoting the STRENGTHEN project will facilitate a smooth and sustainable project implementation.

- a) Conduct a comprehensive analysis of existing relevant projects / programmes (such as of other public agencies and international organizations) to integrate them in the PWG / TWG activity coordination; Explore possible synergies and coordination of project activities³¹.
- b) Establish a national PWG / TWG coordinated policies implementation strategy that notably seeks to reinforce the national measurement culture.
- c) Provide a simple overview (such as a Gantt Chart) to facilitate coordination, dialogue and mutual support between stakeholders, projects and programmes (avoiding duplication).

Mid-term:

- d) Organize further inter-sectorial, inter-ministerial and tripartite dialogue and support the institutionalization of governments' employment impact assessment to enhance informed decision making for policy and development planning. Invite organizations³² that can present success stories and methodologies in tackling behavioural change in their projects / programmes.

Long-term:

- e) The MTE encourages policy makers to:
 - *Design short-, mid- and long-term policies and strategies to tackle the multiple and complex sector and trade-related issues such as globalization, informality, employers' compliance with labour law and export conditions, migration, youth employment, rural development, gender and diversity and skills development – and behavioural change issues reported as being a recurrent key issue in implementing policies.*
 - *Conduct a realistic assessment of existing human and financial resources and allocation to ministries when drafting policies in general in order to assess governing bodies' ability to implement policies and establish relevant measures.*
 - *Continue displaying efforts to include informal sector related data in EmplAs, taking into consideration how tariff or non-tariff barriers can directly affect the informal sector and investing in skills formation.*³³

Recommendations 7 (from conclusion 2 and 4) to ILO HQ and National Project Coordinators: The project visibility and knowledge sharing should be improved at the national and international levels. Priority / Importance: High – Resource implications: Low

Short-term:

- a) Design / update visibility strategy inside and outside the organization, at international, regional and national levels.
- b) Facilitate informal and formal inter-country experience and knowledge sharing during the project at the current stage. (This could start with a simple exchange of e-mails of national project coordinators in addition of sharing project progress reports and updates).
- c) Identify good practices in countries and facilitate experience sharing based on countries' needs.
- d) Share global studies with recommendations to countries on how they can use them.
- e) Country-level studies should provide clear, concise and practical information to guide policy makers. Country-level surveys should not be too lengthy and include the skills development component.
- f) Provide updated virtual knowledge sharing platforms (or through the project website) with (i) global and national studies and recommendations, (ii) information and / or updates on STRENGTHEN project activities, (iii) links to useful information / data (such as ILO studies, tools and methodologies, ITC database or other projects / case studies) and (iv) awareness raising and capacity building material.

Long-term:

³¹ For example, in Guatemala, EU donor representatives, public agencies, Agexport and USAID display complementary projects and programmes. They expressed their interest in coordinating closer activities with the project while benefiting from the project useful studies and PWG / TWG existing structure. The Agricultural Chamber of Commerce organizes field visits to local programme beneficiary communities. Training programmes (such as entrepreneurship and youth capacity building in agribusiness) are for example organized by Agexport, the Technical Institute for Training and Productivity (INTECAP) and USAID in Guatemala and the Department of Agrarian Reform (DAR) and the Technical Education and Skills Development Authority (TESDA) in the Philippines.

³² For example, Fundazúcar in Guatemala or the Business Sector Advocacy Challenge (BUSAC) in Ghana. According to some interviewees, their experience and know how in managing behavioural change could be useful and transferable to other fields of work.

³³ While globalization allows more integration into global value chains, high-skilled workers experience faster growth in employment and wages relative to low-skilled workers. (Ref. Project Research Study on Trade on Skills)

- g) Promoting employment impact assessments should become a standard practice in ILO projects. The project could also for example be presented at a side event of an ILO international meeting, through a video and centralized communication material.

Many recommendations could be implemented by ILO HQ or country project teams and would require planning dedicated time to these activities. Considering the high number of partner countries and tight deadlines, the project might benefit from the support of some additional internal or external resources and/or expertise to implement project activities and recommendations. The project should, in any case, revise priorities with country project teams and set realistic deadlines based on the available project human resources and remaining budget. If the project undergoes a second phase, it would be important to create a comprehensive work breakdown structure when planning the project in order to identify, in cooperation with partner countries, resource implications and timelines for a successful project and smooth implementation. This should take into consideration the risk that new or strengthened intra- and inter-institutional synergies and getting key stakeholders on board might take more time than expected. Project team members, currently working part time on the project, might require to be allocated, if possible, full time on the project work.

ANNEXES

- Annex 1 Inception Report (*Attached to this document*)
 Annex 2 Terms of Reference

**Terms of Reference
 Independent Mid-term Evaluation
 “Strengthening the Impact on Employment of Sector and Trade Policies”**

ILO Project Code	GLO/14/37/EEC
Administrative Unit	DEVINVEST
Technical Backstopping	DEVINVEST
Donors	EC
Project Duration	4 years (2014 to 2018)
Budget	EUR 7,600,000 (EUR 6,500,000 EC funding; EUR 1,100,000 ILO contribution)
Evaluation Mission Date	August and September, 2017
TOR Preparation Date	May 2017
Evaluation Manager	Waltteri Katajamaki, ENTERPRISES, HQ

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I. INTRODUCTION AND RATIONAL FOR EVALUATION

Employment is a key factor for development as it constitutes a bridge between poverty reduction and growth. This is because people and households that are moving out of poverty most often do this through moving into more productive and decent jobs or improving existing jobs. Productive employment is defined as employment yielding sufficient returns to labour to permit the worker and her/his dependents a level of consumption at least above the poverty line as well as development for communities at large while respecting rights at work. It is one of the four pillars of decent work, the other three being social dialogue, labour standards, and social protection.

Through the Strengthening the Impact on Employment of Sector and Trade Policies project (STRENGTHEN), the European Commission and the International Labour Organization (ILO) aims to respond to the challenges related to

the achievement of full and productive employment, with its overall objective of strengthening the capabilities of country partners to analyse and design sectoral and trade policies and programmes that would enhance employment creation in terms of quantity and quality. STRENGTHEN is funded by the European Commission for the 48-month period from October 2014 to December 2017. It has a total budget of 7'600'000, and it implements activities in 10 EC partner countries in different regions.³⁴ Final beneficiaries of the project are participating ILO member States, and workers, employers and local communities in these countries.

According to the ILO Policy Guidelines for results-based evaluation, all the projects with duration of over 30 months and those with budget more than USD 5 million are required to undergo independent mid-term and final evaluations. While the project has already passed its mid-term mark, the evaluation is foreseen to support the project to focus its activities for the final phases of its implementation.

The Results-Oriented Monitoring (ROM) is an independent review of EU funded external interventions, which was conducted for STRENGTHEN in early 2017. The ROM focused on two project countries, Rwanda and Morocco, and the mid-term evaluation will build on the main findings from the review, not duplicate the efforts.

The mid-term evaluation will be carried out from June to August 2017, including field work in X project countries. It will be conducted in compliance with the principles, norms and standards for project evaluation set forth in the ILO policy guidelines for results-based evaluation. The mid-term evaluation will be carried out in close consultation with the tripartite stakeholders and other key stakeholders in the national and international levels.

Responsibility for management of the evaluation is with the Evaluation Manager, based at the ILO HQ in Geneva, who has no prior involvement in the project. Oversight is provided by the ILO Evaluation Office and the Employment Policy Department Evaluation focal point. The evaluation will be carried out by an independent external evaluation team. The evaluation will be funded by evaluation provision of the project, and it shall comply with the UN Evaluation Norms and Standards and OECD/DAC Evaluation Quality Standard.

II. BACKGROUND AND DESCRIPTION OF THE PROJECT

The STRENGTHEN project has two main components, each of which is managed by a separate Chief Technical Advisor based at the ILO Headquarters in Geneva. Component A is on Employment Impact Assessment, which assists partners to design and implement effective sectoral policies, policy mixes and programmes that address employment challenges and monitor progress in promoting decent employment. Component B is on Assessing the Effects of Trade on Employment, and assists partners to anticipate the effects of trade on workers and design and implement effective policies and programmes that address employment challenges and monitor progress in promoting productive employment. Main tools for achieving the project objectives include expert seminars and workshops, technical papers and studies, as well as training activities and policy dialogue.

The objectives of the project are as follows:

Overall objective

The overall objective of the project is *to strengthen the capabilities of country partners to analyse and design sectoral and trade policies that would enhance employment creation in terms of quantity and quality.*

The specific objectives of the project are:

Specific objective 1

To develop global knowledge on how to strengthen the positive impact on employment of sectoral and trade policies, including in the areas of agriculture and rural development, infrastructure and energy with a focus on private sector development in these sectors, as well as on existing and relevant methods for the employment impact assessment of those policies in selected sectors.

Specific objective 2

To strengthen country-level knowledge on the impact of sectoral and trade policies on productive and decent employment and on measures to optimize the employment effects of selected sectoral and trade policies and related issues such as structural transformation, labour standards, and skills development.

³⁴ Benin, Cote d'Ivoire, Ethiopia, Ghana, Guatemala, Honduras, Morocco, Myanmar, the Philippines and Rwanda.

Specific objective 3

To build the capabilities of governments, social partners, development practitioners, and other relevant stakeholders in partner countries to identify, measure and assess the employment effects of sectoral and trade policies.

Specific objective 4

To provide guidance to development cooperation practitioners in partner countries as well as the European Union (EU) on how to address the employment opportunities and challenges resulting from sectoral and trade policies including through public policies, trade and investment programmes and operations in key sectors in developing countries.

The main partners of the project include governments of the target countries, labour market institutions, statistical offices, research institutions and trade unions and employers' organizations in the target countries, in addition to the International Organisation of Employers (IOE) and International Trade Union Confederation (ITUC), EC and development partners as well as financial institutions of related projects.

The project is managed centrally from the ILO Headquarters in Geneva. It has two Chief Technical Advisors (CTAs), one for each of the main project components. At the country level, the national partners are responsible for local management, supported by a number of national and international consultants and local experts in the countries, recruited as required. One Ministry in each country has the responsibility of country level activity coordination as well as liaison with the ILO. The project has a joint ILO-EC Steering Committee as its supervisory mechanism, which meets annually.

Countries in which the project is active*Component A*

- Cote d'Ivoire
- Ghana
- Guatemala
- Honduras
- Rwanda

Component B

- Benin
- Guatemala
- Morocco
- Myanmar
- Philippines
- Ghana

Activities have started in all of the countries, although they are in different stages of progress. Generally these activities include the establishment of project related committees and structures, the hiring of coordinators, identification of key focus areas or sectors, commissioning of local studies, capacity building and conducting impact assessments of different policy of investment scenarios.

III. PURPOSE, SCOPE AND CLIENTS OF THE EVALUATION

Purpose: The mid-term evaluation serves two main purposes. Firstly, the evaluation supports the project's performance to achieve the project objectives during the remaining implementation period; and secondly, the evaluation is for learning purposes for improvement in the future. In addition, the evaluation serves for accountability purposes to the donors, the ILO constituents, and the key stakeholders of the project. The evaluation objectives are to evaluate the achievement of the project against its objectives and provide forward-looking recommendations for implementing the rest of the project.

Scope: The evaluation is for both main components, and while the scope is to evaluate the whole programme, due to the relatively high number of countries in the project, more in-depth treatment will be given to two or three project countries (Ghana, the Philippines and Guatemala are proposed). The selection of the countries for more in-depth assessment has been done by the evaluation manager based on the consultations with the project management and the Evaluation focal point, based on the criteria such as active implementation of the project activities in the countries and the countries already covered in more depth in the ROM Assessment.

Clients: The principal clients for this evaluation are the project management, ILO Employment Policy Department and the Donor European Commission. **The stakeholders in project countries will use the evaluation findings and lessons learned as appropriate.**

IV. SUGGESTED ASPECTS TO BE ADDRESSED/ KEY EVALUATION QUESTIONS

The evaluation should address the overall ILO evaluation criteria, including *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 principles, norms and standards for project evaluation set forth in the ILO policy guidelines for results-based evaluation: principles, rationales, planning and managing for evaluations, 2nd edition (July 2013). The mid-term evaluation should complement and build on the findings and conclusion from the Results-Oriented Monitoring (ROM).

The evaluation shall adhere to the UN Evaluation Norms and Standards and OECD/DAC quality standards.

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

The list of suggested questions below indicates that they should be taken into consideration when developing the evaluation methodology to ensure all seven areas are adequately covered in the evaluation report. The evaluator should make conclusions, recommendations, and identify lessons learnt and good practices based on the below specific questions. The recommendations should particularly focus on the following two aspects:

- Recommendations on the project's performance against each of the four specific objectives and ways and means to achieve them in the remainder of the project; and
- Recommendations on optimizing project arrangements between HQ units and dynamics between the HQ and the field.

The key questions for the two aspects mentioned above are highlighted in italics in the list of questions below. Any other information and questions that the evaluator may wish to address may be included as the evaluator see fit. Suggested specific questions to be addressed include:

A. **Relevance and strategic fit**

- Is the STRENGTHEN project's strategy aligned with the global/national decent work situation and priorities (national development plans, UNDAFs, DWCPs) and the 2030 Sustainable Development Agenda?
- How does STRENGTHEN complement and link to activities of other UN and donors in the target countries?
- How does the STRENGTHEN project's strategy fit with the ILO's 2016-2017 strategic framework and its outcomes on employment promotion and social dialogue?
- Does the design of the STRENGTHEN project reflect adequate background knowledge on the kind of analytical frameworks that currently exist pertaining to the promotion of job-rich growth through sectoral and trade policies?
- How have national development frameworks been or are likely to be informed by the STRENGTHEN project's interventions?

- How does STRENGTHEN support the countries' employment policies?
- How well does it fit in the overall strategy for promoting job-rich growth?

B. Validity of design

- Is the project design properly supported with realistic inputs, outputs and outcomes?
- How clear and consistent is the causal chain?
- How appropriate and useful are the indicators used to assess the progress and verify the achievements of the project?
- Is the number of countries selected for the project appropriate?
- Was the process to select the countries appropriate and based on sufficient criteria?

C. Project progress and effectiveness

- Is the STRENGTHEN project on track towards achieving its stated objectives?
- To what extent has the STRENGTHEN project's strategy been effective in the use of research, knowledge generation and exchange, and capacity building?
- *Are the conceptual and methodological tools developed and the country-level activities perceived as useful in achieving the STRENGTHEN project's specific objectives by (i) ILO constituents (Government and social partners); (ii) ILO operational staff and managers in the field; and (iii) ILO operational staff and managers at ILO Headquarters?*
- *In developing the methodology and delivering country support, how well does the project interact with other synergistic areas such as ILO work on National Employment Policies (NEPs), employment impact assessment, skills and training policies, sectoral strategies, enterprise development and global supply chains?*
- Was the process to initiate country-level work and establishing country-level structures appropriate (procedures, institutions etc.)?
- How have stakeholders been involved in the implementation? How effective has been in term of establishing national ownership? Is the management and implementation participatory and is the participation contributing towards achievement of the objectives?
- *How suitable is the training, capacity building and other material developed under the project for the target groups?*
- Have women and men had the same opportunities to participate in the project activities, including trainings, and how is this reflected in the number of women and men participants?
- *Is the "Policy Working Group" approach to social dialogue on sectoral and trade policy discussions appropriate to achieving the desired outcomes?*
- To what extent has the STRENGTHEN project's strategy been effective in promoting and advancing national policy coherence?
- *To what extent has the STRENGTHEN project's strategy been effective in exploring innovative solutions and synergies with other ILO technical interventions?*
- To what extent has the STRENGTHEN project's strategy been effective in collaborating with UN and/or national partners?
- *Has the project staff sought and received adequate support/cooperation from the relevant ILO units and offices?*

D. Efficiency of resource use

- Which are the key ILO units responsible for project administration and what are their responsibilities?
- Is the administrative structure conducive to the efficient achievement of the project's expected outcomes?
- *What have been the major administrative successes or failures encountered so far in the project's implementation?*
- What is the status of project implementation?
- Is the implementation strategy cost-efficient?
- How well does the project manage its financial and human resources?

E. Effectiveness of management arrangements

- Does the governance and management structures facilitate good results and efficient delivery?
- Is a monitoring system for results across project countries in place and how effective is it?

F. Results and sustainability

- To what extent have the initial results of the STRENGTHEN project's interventions improved methodologies and tools to properly address the effects of sectoral and trade policies on employment?
- *To what extent have the results of the STRENGTHEN project's interventions been integrated into international and national policy frameworks?*
- What are the benefits and preliminary impact that have accrued to target groups?
- *To what extent are the capacity building activities enhancing the sustainability of the results of the STRENGTHEN project's interventions been maximized at country level?*
- Has ILO incorporated the methodologies developed under the project in its portfolio of guidelines and analytical tools?

G. Lessons Learned and Good Practices

- What are the strengths and weaknesses in the project's approach and implementation?
- *To what extent can lessons learnt from the country-level activities be used for work in other countries?*
- Can any good practices related to project operations be discerned at this stage of project implementation?
- *Which of the project's practices could be used as models for activities in other ILO projects and activities in member States?*

V. EXPECTED OUTPUTS OF THE EVALUATION

The expected outputs to be delivered by the evaluator are:

1. **Inception report:** this report based on the Desk review should describe the proposed evaluation methodology and how the selected evaluation tools and set of specific questions to focus on will address the two key aspects stated in Section IV. The evaluation methodology needs to make provision for the triangulation of data where possible. This report will also include an analysis of the strengths and limitations of the proposed evaluation methodology and implications for the types of recommendations that can be made. ILO checklist on Writing the Inception Report: http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang-en/index.htm

2. **Draft evaluation report:** the evaluation report should include and reflect on findings from the fieldwork and the stakeholders' workshop – the report should follow the ILO Checklist 5 on Preparing the evaluation report: http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm and Checklist 6 on: Rating the quality of evaluation reports: http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm
3. **Final evaluation report** incorporating comments from stakeholders
4. Upon finalization of the overall evaluation report, the evaluator will be responsible for writing a **brief evaluation summary** which will be posted on the ILO's website. This report should be prepared following the guidelines included in annex and submitted to the evaluation manager.

Draft and Final evaluation reports include the following sections:

- Executive Summary (standard ILO format) with key findings, conclusions, recommendations, lessons and good practices (each lesson learned and good practice needs to be annexed using the standard ILO format)
- Clearly identified findings
- A table presenting the key results (i.e. figures and qualitative results) achieved per objective (expected and unexpected)
- Clearly identified conclusions and recommendations (i.e. specifying to which actor(s) apply)
- Lessons learned
- Potential good practices and effective models of intervention
- Appropriate Annexes including present TORs and standard evaluation instrument matrix

The entire draft and final reports (including key annexes) have to be submitted in English (word file).

The total length of the report should be a maximum of 40 pages. This is excluding annexes; additional annexes can provide background and details on specific components of the project evaluated.

The report should be sent as one complete document. Photos, if appropriate to be included, should be inserted using lower resolution to keep overall file size low.

All drafts and final outputs, including supporting documents, analytical reports and raw data should be provided in electronic version compatible for Word for Windows. Ownership of data from the evaluation rests jointly with ILO, the donors, and the consultants. The copyright of the evaluation report will rest exclusively with the ILO. Use of the data for publication and other presentations can only be made with the written agreement of ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

The draft reports will be circulated to key stakeholders (including the donors, tripartite constituents, other key stakeholders and partners and ILO staff i.e. programme management, HQ technical departments (EMPLOYMENT), relevant ILO country and regional offices) for their review.

Comments from stakeholders will be consolidated by the evaluation manager and will be sent to the evaluation team to incorporate them into the revised evaluation report. The evaluation report will be considered final only when it gets final approval by ILO Evaluation Office.

VI. METHODOLOGY

The ILO policy guidelines for results-based evaluation provide the general framework for carrying out the evaluation and writing the evaluation report, including the requirements for the recommendations made, lessons learned and good practices documented in the report (http://www.ilo.org/eval/Evaluationguidance/WCMS_176814/lang--en/index.htm).

These guidelines adhere to the evaluation norms and standards of the United Nations system, as well as to the OECD/DAC Evaluation Quality Standards. In addition, the UNEG Ethical Guidelines for Evaluation are to be followed by all parties involved with the process.

The evaluation process will be participatory. All key stakeholders will have the opportunity to be consulted, provide inputs to the ToR and evaluation report, and use the evaluation findings and lessons learnt, as appropriate.

The evaluation is to be carried out independently and the final methodology and evaluation questions will be determined by the evaluation team, in consultation with the evaluation manager. The following primary and secondary data collection techniques are recommended but not limited to.

Review of documentation and field visits

The evaluation team will conduct a desk review first to be followed by interviews and field visits to three countries with project activities. Two of these, Ghana and Guatemala, are predefined, as in these two countries activities are ongoing for both project components. The third country for field visit will be agreed in collaboration with the selected consultant prior to the start of the assignment. The consultant can make use of the sources of information exhibited below for desk review and interview, namely the review of selected documents, and the conduct of interviews

Proposed stakeholders to be consulted

Consultations with stakeholders during the field visits, by phone, e-mail or Skype and/or a questionnaire survey can be conducted with the following:

- a) **ILO staff (Geneva and Countries/ Regions)**
- b) **Donor (EC)**
- c) **Government counterparts in partner countries**
- d) **Social partners in partner countries**
- e) **Members of local project structures (Policy Working Groups, Local Project teams etc.)**
- f) **Local researcher partners and consultants involved**

Sources of Information: Sources of information and documentation that can be identified at this point (not an exhaustive list):

Projects related document:

- Project documents
- Technical progress reports
- Research reports and studies
- Results-Oriented Monitoring (ROM) review
- Mission, meeting, workshop and training reports
- Project budgets
- Monitoring and evaluation plan.

The evaluator will be provided access to all relevant materials by the project team. Wherever possible, the evaluator will be sent key documentation prior to the assignment.

VII. MANAGEMENT ARRANGEMENTS

Management arrangements: The Evaluation Manager is responsible for the overall coordination, management and ensures that reports meet ILO evaluation requirements. The manager of this evaluation is Mr Waltteri Katajamaki, from the Enterprises Department, whom the evaluation team reports to. The Evaluation Office, ILO HQ provides quality assurance and approves the final evaluation report.

Evaluator's tasks: The evaluation team leader will be responsible for conducting a participatory and inclusive evaluation process, and is responsible for delivering the above evaluation outputs using a combination of methods mentioned above. The evaluation team leader is responsible for ensuring sufficient capacity at the country-level to fulfill the evaluation requirements.

The evaluation team leader's responsibilities and profile

Responsibilities
<ul style="list-style-type: none"> • Desk review of projects' documents and other related documents
<ul style="list-style-type: none"> • Development of the evaluation instrument/ inception report
<ul style="list-style-type: none"> • Briefing with ILO
<ul style="list-style-type: none"> • Interviews with colleagues HQ and relevant countries, and other key stakeholders
<ul style="list-style-type: none"> • Undertake a field visit to two or three project countries and consult all the key stakeholders
<ul style="list-style-type: none"> • Draft evaluation report
<ul style="list-style-type: none"> • Finalize evaluation report based on comments
<ul style="list-style-type: none"> • Draft an evaluation summary as per standard ILO format

Profile
<ul style="list-style-type: none"> • No prior involvement in the project
<ul style="list-style-type: none"> • Relevant background in social and/or economic development.
<ul style="list-style-type: none"> • Experience in the design, management and evaluation of complex development programmes, in particular on policy
<ul style="list-style-type: none"> • Experience in evaluations in the UN system or other international context - employment and trade policies
<ul style="list-style-type: none"> • Experience in the UN system or similar international development experience
<ul style="list-style-type: none"> • Fluency in spoken and written English and understanding of ILO cross-cutting issues
<ul style="list-style-type: none"> • Experience facilitating workshops for evaluation findings.

Stakeholders' role: All stakeholders particularly the project team, government, donor, and key partners at the national level will be consulted and will have opportunities to provide inputs to the TOR and evaluation process and report.

The role of the Project Management: The project management provides logistic and administrative support to the evaluation throughout the process.

- Preparation for the missions in the project countries and work in cooperation with the evaluation manager, including detailed schedule and lists of people to be interviewed;
- Ensuring project documentation is up to date and easily accessible by the evaluation team;
- Provide support to the evaluation team during the in-country work including arranging of transportation locally. A detailed itinerary will be provided to the evaluation team prior to embarking on interviews.

VIII. WORK PLAN AND TIMEFRAME***A work plan and timeframe:***

Task	Responsible person	Tentative deadlines
Getting initial inputs from all key stakeholders for the TOR preparation and finalization	Evaluation Manager	12 May
EOI advertised	Evaluation Manager	29 May
Submission of expressions of interest	Evaluation Manager	16 June
Selection of consultant	Evaluation Manager	7 July
Ex-col contract based on the TOR prepared/signed	Project	14 July
Brief evaluators on ILO evaluation policy	Evaluation Manager	21 July
Desk review of documents by the evaluator and Submission of Inception report to evaluation manager	Evaluation Team	4 August
Draft mission itinerary of the evaluation and the list of key stakeholders to be interviewed and list of participants for the stakeholders' debriefing (if any)	Project	7 August
Field visits	Evaluation Team	1 September
Drafting of evaluation report, submitting it to the EM, and ILO HQ debriefing	Evaluation Team	8 September
Sharing the draft report to all concerned for comments	Evaluation Manager	11 September
Consolidated comments on the draft report, sent to the evaluator	Evaluation Manager	22 September
Submission of the revised report	Evaluation Team	6 October
Submission of the final report to EVAL for final approval	Evaluation Manager	6 October

IX. LEGAL AND ETHICAL MATTERS

The evaluation will comply with UN Norms and Standards. UN Evaluation Group (UNEG) ethical guidelines will be followed. 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.

X. ANNEXES**(J) ANNEX 1: RELEVANT ILO EVALUATION GUIDELINES AND STANDARD TEMPLATES**

1. Code of conduct form (To be signed by the evaluator)
http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm
2. Checklist No. 3 Writing the inception report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm
3. Checklist 5 Preparing the evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm
4. Checklist 6 Rating the quality of evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm
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
6. Guidance note 7 Stakeholders participation in the ILO evaluation
http://www.ilo.org/eval/Evaluationguidance/WCMS_165982/lang--en/index.htm
7. Guidance note 4 Integrating gender equality in M&E of projects
http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm
8. Template for evaluation title page
http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm
9. Template for evaluation summary: <http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>

ANNEX 3: LIST OF PERSONS INTERVIEWED

N°	Name and organization
1	Mr. Maikel Lieuw-Kie-Song, Project Manager EmplA, ILO
2	Mr. David Cheong, Project Manager ETE II, ILO
3	Ms. Liliana Rossells, Partnerships / Field Support Department, PARDEV, ILO
4	Mr. Terje Tessem, Chief DEVINVEST & Project head, ILO
5	Mr. Yvan Decreux, Scientific Adviser, Trade and Market Intelligence, ITC
6	Ms. Julia Spies, Project Manager, Trade and Market Intelligence, ITC
7	Mr. Jean-François Klein, Administration Unit of Employment, ILO
8	Mr. Olivier Chaillet, Technical Cooperation Unit, BUD/CT, ILO
9	Mr. Matthieu Charpe, Senior Economist, DEVINVEST, ILO
10	Ms. Sonia Forero, DEVINVEST, ILO
11	Mr. Cornelius Gregg, Skills for Trade and Economic Diversification (STED), ILO
12	Ms. Azita Berar Awad, Director, Employment Policy Department, ILO
13	Mr. Jean-Paul Heerschap, International Cooperation and Development, EC
14	Ms. Françoise Millecam, International Cooperation and Development, EC
15	Mr. Bryan Balco, National Project Coordinator, ILO CO-MANILA
16	Ms. Chona A. Sabugo, Administrative Support Staff, ILO CO-MANILA
D	Mr. Khalid Hassan, Country Director, ILO CO-MANILA (Debriefing)
17	Ms. Therese D. Yosuco, Trade Officer, Trade Section, Delegation of the European Union to the Philippines
18	Ms. Emily Mercado, Programme Officer, Operations Section, Delegation of the European Union to the Philippines
19	Ms. Rafaelita M. Aldaba, Assistant Secretary (IDTPG), DTI (Philippines)
20	Ms. Jollan Llana (BITR) Bureau of international trade relations, DTI (Philippines)
21	Ms. Grace Mirasol (EDC) Export Development Council, DTI (Philippines)
22	Ms. Lydia Guevarra (RGMS) Resource Generation and Management Service, DTI (Philippines)
23	Ms. Elvira Tan (BSMED) Bureau of SME Development, DTI (Philippines)
24	Ms. Myleen Aldana (BTIPR) Bureau of Trade and Industrial Policy Research, DTI (Philippines)
25	Ms. Jovita Vence (BTIPR), DTI (Philippines)
26	Ms. Rafaelita Castro (EMB), DTI (Philippines)
27	Ms. Marianne Rosas, ECOP (Philippines)
28	Ms. Shiela Marie Ramos, Coordinator, Project Management Department, ECOP (Philippines)
29	Ms. Diana D.V. Masalunga, Manager, Export Facilitation and OSEDC Department Philexport (Philippines)
30	Mr. Reynaldo L. Esguerra, Chief Science Research Specialist (EBD), DOST-Industry Technology Development Institute (Philippines)
31	Ms. Cleotilde Bulan, DOST-Industry Technology Development Institute (Philippines)
32	Mr. Elmer K. Talavera, NITESD-Executive Director, TESDA Planning Office Cluster (Phil.)
33	Mr. Celestino Millar, TESDA-Planning Office (Philippines)

N°	Name and organization
34	Ms. Katherine Zarzadias, TESDA-Planning Office (Philippines)
35	Ms. Christina Maureen S. Dulce, Senior TESD Specialist, TESDA-Planning Office (Philippines)
36	Mr. Alex V. Avila, Assistant Secretary for Policy, DOLE (Philippines)
37	Ms. Maria Isabel D. Artajo, DOLE-Institute for Labor Studies (Philippines)
38	Ms. Paulina Kim C. Pacete, DOLE-Institute for Labor Studies (Philippines)
39	Ms. Karen Arlan, DOLE-International Labor Affairs Bureau (Philippines)
40	Ms. Genevic de los Santos, DOLE-International Labor Affairs Bureau (Philippines)
41	Ms. Dominique Tutay, Director, DOLE-Bureau of Local Employment (Philippines)
42	Ms. Geraldine Labayani, DOLE-Bureau of Local Employment (Philippines)
43	Ms. Djoanna Rivera, Farmers Welfare and Institutional Development Division, PCA-Philippine Coconut Authority (Philippines)
44	Ms. Maria Elena Cabanes, Assistant Director, DAR-Bureau of Agrarian Reform Beneficiaries (Philippines)
45	Ms. Nenita Dela Cruz, DAR (Philippines)
46	Ms. Joy Pamittan, DAR (Philippines)
47	Ms. Cecilia Angela Labadan, Chief Economic Development Specialist, Trade Division, NEDA-Trade, Services and Industry Staff (Philippines)
48	Ms. Millicent Joy N. Urgel, Supervising Economic Development Specialist, NEDA-Trade, Services and Industry Staff (Philippines)
49	Mr. Antonio Asper, FFW-Federation of Free Workers (Philippines)
50	Ms. Imelda De La Cruz, PGEA-Philippine Government Employees Association (Philippines)
51	Mr. Darius M. Guerrero, Director, Political and Legislative Action, PTGWO-Philippine Trade and General Workers Organization (Philippines)
52	Ms. Susanita G. Tesiorna, President, ALLWIES-Alliance of Workers in the Informal Economy/Sector (Philippines)
53	Ms. Akua Ofori-Asumadu, National Project Coordinator, ILO, Ghana
54	Ms. Ama Serwaah Boateng, Administrative Support Staff, ILO, Ghana
55	Ms. Emma Ofori-Agyemang, Director PPME, MELR, Ghana
56	Ms. Eleonora Martinello, Economy & Trade Portfolio Officer, Delegation of the European Union to Ghana
57	Mr. Ferdinand Ahiakpor, Chair, PWG / Technical Advisor, NDPC, Ghana
58	Ms. Christine Evans-Klock, UN Resident Coordinator, Ghana
59	Mr. William Baah Boateng, Senior Research Fellow, ACET, Ghana
60	Mr. Joseph Kingsely Amuah, Director, Industrial Relations, GEA, Ghana
61	Mr. Papa Kow Bartels, Team Leader, Industrial Subcontracting & Partnership Exchange, MOTI, Ghana
62	Mr. Ebenezer Padi Adjirackor, Director PPME, MOTI, Ghana
63	Mr. Anthony Amuzu, Deputy Government Statistician, GSS, Ghana
64	Ms. Charlotte Morgan-Asiedu, Director, Human Resources, MOTCCA, Ghana
65	Mr. Mark Badu-Aboagye, Chief Executive Officer, GNCC, Ghana
66	Ms. Luz de María Morales Pineda, Director, Planning, Ministry of Labour and Social Prevision (Guatemala)

N°	Name and organization
67	Mr. Kelvin Aguilar, Chief of Labour Market Observatory, Ministry of Labour and Social Prevision (Guatemala)
68	Ms. Griselda González, Vice-Minister, Ministry of Labour and Social Prevision (Guatemala)
69	Ms. Alicia Valenzuela, Labour Commission, CACIF (Guatemala)
70	Ms. Claudia Díaz, Coordinator, Craft Commission, AGEXPORT (Guatemala)
71	Mr. Adolfo Lacs, Representante del sector sindical, Sindicatos Globales de Guatemala
72	Mr. Carlos Mancilla, Representante del sector sindical, Sindicatos Autónomos de Guatemala
73	Mr. Gerson Morales, Agriculture Project Specialist, Economic Development Office, USAID (Guatemala)
74	Mr. Allan Medrano, Secretaría de Planificación y Programación de la Presidencia, SEGEPLAN (Guatemala)
75	Mr. Carlos Linares Palma, National Project Coordinator for Guatemala and Honduras, ILO
76	Ms. María Consuelo Chajón, Administrative Support Staff for Guatemala and Honduras, ILO
77	Mr. Jonathan Menkos, Executive Director, ICEFI (Guatemala)
78	Mr. Juan Jose Urbina, ICEFI (Guatemala)
79	Mr. Gerson Martinez, ILO Office for Central America, Haiti, Panama and the Dominican Republic
80	Mr. Luis Linares, Associate, ASIES (Guatemala)
81	Ms. Claudia Vásquez, Director, Business Development Services, Ministry of Economy (Guatemala)
82	Ms. Marlene Mazariegos, Cámara del Agro (Guatemala)
83	Ms. Betzaida Revolorio, Ministry of Communication and Infrastructure (Guatemala)
84	Mr. Eddy Delaunay-Belleville, Programme Officer, Cooperation Section, Delegation of the European Union to Guatemala
85	Mr. Alejandro Martínez Rosales, Programme Officer, Cooperation Section, Delegation of the European Union to Guatemala

 ANNEX 4: DATA COLLECTION INSTRUMENTS AND BIBLIOGRAPHY

Description of data collection instruments:

The main data collection instruments used in this evaluation are following: project data, semi-structured questionnaires, interviews, focus groups and project workshop surveys. The evaluation also included a short survey including a SWOT analysis that was distributed to interviewees.

Bibliography:

1. ILO Evaluation Guidelines and Check-Lists
2. DAC Guidelines and Reference Series, Quality Standards for Development Evaluation, OECD-DAC, OECD 2010
3. United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation (latest version: June 2016)
4. 2008 "ILO Declaration on Social Justice for a Fair Globalization"
5. *The Project Document (ProDoc): "Strengthening the Impact on Employment of Sector and Trade Policies"*, 12 August 2014
6. The final *Independent Evaluation* of the first phase of Component B (ETE-I), 16 October 2013
7. The European Commission *Results-Oriented Monitoring (ROM) Assessment*, 6 March 2017
8. EC Mission Report on the annual Steering Committee meeting with ILO for project DCI-HUM/2014/345-378 "Strengthening the impact on employment of sector and trade policies" (July 2017)
9. *Flash Reports and annexed documents:*
 - 9.1. Component A Workplan Chart
 - 9.2. Component A activities Workplan
 - 9.3. ETE-II Workplan
 - 9.4. High level Panel Discussion ETE-II
 - 9.5. Research Symposium ETE-II
 - 9.6. Terms of Reference for experts
 - 9.7. Research publications (e.g. Trade and Skills; Trade, Structural Transformation and Employment)
 - 9.8. Press release (Morocco)
 - 9.9. Global Studies Peer Review Workshop Report
 - 9.10. Proposal for cost sharing (projects in Morocco)
 - 9.11. Report on project launch event (Morocco)
10. *Interim Narrative Reports on the Action Implementation and annexed documents:*
 - 10.1. Background studies commissioned by the project
 - 10.2. Methodological reviews
 - 10.3. Research publications
 - 10.4. Expert's CV and Terms of Reference for experts
 - 10.5. Follow-up study

- 10.6. Briefing notes
- 10.7. Scoping mission reports
- 10.8. Country project plans
- 10.9. Evaluation of training needs (Morocco)
- 10.10. Meeting and Workshop programmes and reports
- 10.11. Project Visibility Strategy
11. ILO STRENGTHEN Project Financial Statements for Income and Expenditure for the periods 01 October 2014 - 29 February 2016 and 01 October 2014 – 31 March 2017
12. Additional country specific project reports and documents (MTE missions)
 - 12.1. Updated country work plans and priorities
 - 12.2. Country Project Progress Reports
 - 12.3. Workshop programmes
 - 12.4. Workshop survey reports
 - 12.5. “Rules of Procedures for STRENGTHEN Policy Working Group (PWG) Meetings” (Ghana)
 - 12.6. Technical Workshop presentations: (i) Ministerial Briefing (meeting with the Vice President and Ministers on 22 August 2017), (ii) Employment impact of EIB infrastructure investments (Short-term) – Case Studies in MENA Partner Countries, (iii) Social Accounting Matrix and Multiplier Analysis - Working Example, (iv) STRENGTHEN Project Presentation. (Ghana, August 2017)
 - 12.7. Reports on Policy Working Group meetings (Guatemala)
 - 12.8. Workshop report and highlights: “Empleo y Desarrollo Nacional: Desafíos y oportunidades para Guatemala” (Guatemala, October 2016)
 - 12.9. “Output-Based Accomplishments and Ongoing Activities for Implementation of the ILO STRENGTHEN Project in the Philippines (As of 31 July 2017)”
 - 12.10. “List of completed bilateral meetings and consultations” (Philippines)
 - 12.11. “The Impact of Trade on Employment in the Philippines: Introduction to the Inception Study”
 - 12.12. Highlights of project consultation meetings (Philippines)
 - 12.13. Reports on Tripartite Working Group meetings (Philippines)
 - 12.14. Workshop reports and highlights (Philippines): (a) ILO-EU STRENGTHEN Project Inception Workshop Group Discussions from 6 to 7 October 2016; (b) Technical Report on the ILO-EU Technical Tripartite Workshop on Assessing the Effects of Trade on Employment in the Philippines (March 2017)
 - 12.15. ILO-EU Technical Tripartite Workshop Presentations: “Computable General Equilibrium Models” and “Introduction to Social Accounting Matrix” (Philippines, March 2017)
 - 12.16. ILO Country Office for the Philippines official communication letters with the Philippine Coconut Authority (PCA), Office of the President
 - 12.17. List of “Gender-related activities” (Philippines)
13. ITC Workshop presentations and documents on countries’ export potential (Ghana and Morocco)
14. Guidelines for sector selection: http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/documents/instructionalmaterial/wcms_416392.pdf
15. ILO publications:
 - 15.1. “Comercio y empleo: de los mitos a los hechos”, ILO, 2011
 - 15.2. “El comercio exterior y el empleo agrícola en Guatemala”, ILO, 2012

- 15.3. “El impacto del comercio de servicios en el empleo: el sector *call centres* y servicio al cliente en Guatemala”, ILO, 2013
- 15.4. “Structural change, employment and education in Ghana”, Employment Working Paper N°193, ILO, 2015
- 15.5. “Improving Impact Assessment of the Effects of Trade on Employment: Study on Qualitative and Mixed Method Approaches”, ILO, 2017
16. Government publications:
 - 16.1. “Política Nacional de Empleo Digno 2017-2032 – Crecimiento económico sostenido, inclusivo y sostenible”, Gobierno de la República de Guatemala, Ministerio de Trabajo y Previsión Social, 2017
 - 16.2. “Proceso de construcción participativo de la política nacional de empleo digno - Crecimiento económico incluyente y sostenible”, Gobierno de la República de Guatemala, 2017
 - 16.3. “Sistema nacional de información MIPYME Guatemala – Año Base 2015”, Gobierno de la República de Guatemala, Ministerio de Economía

ANNEX 5: MTE Questionnaire (E/S)

ANNEX 1: Document to be distributed and collected at the end of meetings

Please mention your role in the project:

- ILO HQ or other agency staff member
- Donor representative
- Country project team member
- Beneficiary representative

A. How satisfied are you overall with the project outcomes? (Please mark your answer with a cross.)

1 = Very dissatisfied	2 = Somewhat dissatisfied	3 = Somewhat satisfied	4 = Very satisfied

Comments:

B. To what extent do you consider the project has achieved its expected outcomes?

0-25%	26-50%	51-75%	76-100%

Comments: *Please mention the most important outcome(s) / improvement(s) you expect to be achieved by the project?*

C. Please provide any additional comment in the SWOT table below:

STRENGTHS (S)	WEAKNESSES (W)
OPPORTUNITIES (O)	THREATS (T)

Thank you for your participation!

ANEXO 1: Documento distribuido y recopilado al final de las reuniones

Por favor mencione su papel en el proyecto:

- Sede de la OIT
- Representante de donante
- Miembro del equipo del proyecto de país
- Representante de beneficiario en el país

D. ¿Qué tan satisfecho está usted en general con los resultados del proyecto? (Marque su respuesta con una cruz.)

1 = Muy insatisfecho	2 = Algo insatisfecho	3 = Algo satisfecho	4 = Muy satisfecho

Comentarios:

E. ¿Hasta qué punto considera que el proyecto logró los resultados esperados?

0-25%	26-50%	51-75%	76-100%

Comentario: Por favor mencione los resultados o mejoras más importantes que espera del proyecto.

F. Por favor, proporcione cualquier comentario adicional en la tabla FODA a continuación:

FORTALEZAS (F)	DEBILIDADES (D)
OPORTUNIDADES (O)	AMENAZAS (A)

¡ Gracias por su participación!

ANNEX 6: SWOT Analysis (Summary)

STRENGTHS (S)	WEAKNESSES (W)
<ul style="list-style-type: none"> • EC / ILO support • Strong alignment between the project and partner countries' strategies and agenda priorities • Support of government representatives in all countries, in particular in Ghana where Ministers promoted the project and involved the country's Vice President • Promotion of the assessment of the impact on employment of trade and sector policies, while often overlooked. • Provision of tools and methodologies to governments and social partners to take evidence-based decisions rather than work with assumptions • Ability of the project to help governments to implement policies amidst financial constraints • Project bringing a new and holistic approach in the field of EmPIAs and ETE • Collaboration with complementary programmes at the Headquarter level (STED and TRAVERA). • Highly appreciated consultative approach at the country level • Consideration of countries' specific needs • PWG / TWG: Highly satisfactory work in establishing a platform for dialogue on employment between government ministries, employers, workers and other relevant stakeholders • Having a "convergence initiative" for countries' agencies • Full support of project partners and buy-in of government agencies • Strong engagement of project team members and national stakeholders • Rules of procedures / Group organization instrument created / currently being established in some partner countries to facilitate the PWG work • Inter-ministerial and inter-sectorial dialogue is promoted while the tendency was to work more in silos • Information sharing and benchmarking. • PWG / TWG Common purpose and shared goal: Integration of employment as a cross-cutting issue to address the creation of decent work and investment in job-rich sectors • Effective identification of job-rich sectors or sub-sectors • Effectiveness of PWGs / TWG in gathering and securing tripartite consensus and agreements • Strong administrative / support staff. • High expertise level provided by the project • Technical backstopping on EmPIA from ILO HQ • The studies allow to have a broader view on employment policies. • Gender-related components are incorporated in studies and survey reports. 	<ul style="list-style-type: none"> ▪ Delays (in light of an unrealistic work plan), slow project execution and "There is still a lot to be done." ▪ The design of the project did not include a feasibility study and realistic assessment of time and resources required. ▪ Time constraints and project poorly funded to achieve project outputs and expected improvements ▪ Priorities and resource allocation were not yet reviewed based on more robust project management techniques. ▪ High administrative transaction time ▪ Project monitoring / reporting tools and mechanisms are not sufficient to facilitate project successful results. ▪ Lack of clarity of the objective of the project at the beginning of the intervention; low understanding of project outcomes notably at the country level ▪ Difficult to have a clear and concise overview of the project progress overall ▪ Lack of disaggregated financial reporting per country and per outcomes / outputs ▪ The cooperation with other programmes was done ad hoc and did not allow to conduct a more thorough study of possible synergies when the project was designed. This would allow to allocate appropriate budget to cover more significant contributions from other programmes. ▪ Low project visibility at the country and international levels ▪ Absence of design or implementation of exit strategy, updated communication strategy, change and knowledge management strategies. While the project visibility strategy allocated EUR 50'750 for visibility actions, the project only spent 12% of the said budget. ▪ No common communication format on the project to facilitate stakeholders' quick understanding of the project including systematic time lines. ▪ Insufficient support of high-level decision makers at the country-level to ensure smooth and sustainable project implementation ▪ Insufficient involvement and follow-up with EU representatives at the country and Headquarter levels ▪ Not all key stakeholders are represented in the PWG / TWG (such as additional sectoral ministries, agencies conducting complementary programmes and projects and if possible, representatives of the informal sector)³⁵ ▪ No connection to / involvement of local communities in the project while it is perceived as a <u>priority</u> by many stakeholders ▪ Absence of a systematized strategy to formalize and institutionalize the PWG / TWG to ensure sustainability ▪ Insufficient formalisation of PWG members' mandatory and regular participation ▪ Low frequency of meetings does not allow smooth project continuity. ▪ Lack of involvement of some attendees; lack of financial resources to secure attendees' participation on the long-term.

³⁵ The informal sector is represented in the TWG in the Philippines.

<ul style="list-style-type: none"> • Triggering a measurement culture in partner countries; maximising policies' opportunities while reducing their negative impact • Building capacity of decision makers and technical staff. 	<ul style="list-style-type: none"> ▪ Capacity building mainly achieved at a theoretical level ▪ The workshops are not adapted to all participants; Presentations are perceived as too technical for participants who do not have a background in Economics. ▪ "Method of training which is more or less theoretical" that does not integrate adult learning principles in instructional design ▪ Participants sent by their institutions to technical workshops are not always technical staff with pre-requisite skills (e.g. supervisors and decision makers). ▪ Difficulty to collect updated data at the country level. ▪ Lack of support in the implementation of sectoral trade-related programmes (as initially planned) while this is a <u>priority</u> for national stakeholders. ▪ No guidelines on how to include behavioural change, contextual analysis and corporate social responsibility components in the project policy guidelines and implementation while this is perceived as a <u>key element of policy making</u> by the majority of interviewees.
<p>OPPORTUNITIES (O)</p>	<p>THREATS (T)</p>
<ul style="list-style-type: none"> • The government's strategic agenda is a door of opportunity. • The current government wants to promote job creation especially for the youth. • The EU has Employment as one of its key strategic areas (EDF / European Development Fund) • Support in the design of employment policies • Job creation and transition to formalization • Project replication in other sectors and countries • Common agreement on targeted sectors or sub-sectors • Government openness in pooling resources for the poor communities • Economic growth for the people and the country as a whole by supporting the agricultural sector • Value chains that will provide employment and eventually uplift the economic conditions of workers and farmers • Export market opportunities • More consultations with concerned workers. • Opportunity for the country partners to analyse and design sectoral and trade policies • Opportunities to introduce and mainstream labour standards in trade policies • Opportunity for policy makers to take evidence-based decisions • Ability to estimate the long-term outcome of investment interventions • Conduct cross-country analysis of employment-related common issues • An avenue to tackle informal sector-related issues • Potential for the productive sectors to discussing at a common table and receiving guidance • Government can leverage on ILO expertise. • Opportunity to build capacity in EmplAs and ETE issues; more workshops • Training staff of various institutions and training of other staff of PWG / TWG members' institutions on the use of the SAM • Define value chains that will provide employment and eventually uplift the economic conditions of workers and farmers • Opportunities to address current gaps in trade and employment policies. 	<ul style="list-style-type: none"> • Change in government and political support; political vulnerability • Turnover in government agencies and partner institutions • Globalization-related issues • Conversion of agricultural lands into other applications • Informal sector issues • Rural Development, youth employment and behavioural change issues • Market competitiveness • Price volatility of selected products • Sustainability of the project due to (a) mobility of staff to other jobs and (b) low level of remuneration • Spreading too thinly: both on the part of the government and the implementers. • Absence of exit strategy, project acceptability and sustainable project effectiveness • Lack of funding for sustainability • Lack of buy-in from employers and local trade actors • Resistance to change by the workers / farmers • Farmers' attachment to traditional products • Lack of political support from relevant stakeholders / high level representatives, including government agencies • High level of expectation of government and stakeholders albeit real threat of project time left for managing these expectations. • If the project fails to reach expected results, it will be subjected to bad publicity and its credibility could be in question. • Heavy administration – internal dynamics that may affect implementation and follow through • No practical implementation; Functional policy to be translated into programmes, projects and activities • Non-extension of the project.

ANNEX 7: Gender-related activities (Philippines)

Gender and Diversity Accomplishments of the STRENGTHEN Project (As of 31 August 2017)

Project Activity/Output	Gender Aspects/Dimensions
STRENGTHEN Country Work Plan 2016-2018	Mention of women's labour and employment issues Discussion on Project Sustainability, especially in the context of how outputs of the STRENGTHEN Project can help strengthen Philippine government policies and programmes to address trade pressures and impacts on vulnerable workers, especially women and informal workers
Inception Study on the Review of Trade and Employment Policies and Programmes in the Philippines	Inclusion of gender-disaggregated data and statistics on trade and employment Incorporation of gender aspects of trade and employment in the literature review discussion, especially the impacts of trade on women in trade unions and on women's wages and issues on gender wage inequality as a result of trade
29 to 31 March 2017 Technical Tripartite Workshop on the Effects of Trade on Employment	Brief discussion by ITC on trade effects on employment by gender
20 to 22 June 2017 ITCILO Training-Seminar on Labour Provisions in International Trade Arrangements	In the training organized by ITCILO, Philippine delegates and participants from other ASEAN countries, as well, were introduced to the gender dimensions of trade by discussing gender and other social provisions in trade arrangements
24 to 25 August 2017 Follow-Up Workshop on Trade and Employment	Inclusion of a Specific Workshop Presentation, Session and Simulation Exercise on the Impacts of Trade on Gender and Employment
Terms of Reference for the 2017 National Tripartite Workshop on Trade and Labour Standards (Tentatively scheduled on 11 and 12 October 2017)	Inclusion of a specific session on Gender in Free Trade Agreements (FTAs)
Terms of Reference (TOR) for the TRAVERA (Value Chains) Survey of Selected Filipino Coconut Export-Oriented Enterprises	Inclusion of Gender and Employment Items and Questions in the Enterprise Survey
Terms of Reference (TOR) for the TRAVERA Country Study on Filipino Coconut Export Value Chains	Inclusion of need to focus also on gender issues in employment in the coconut sector in the proposed country study TOR

ANNEX 8 – PROJECT ACTION PLAN STATUS AND COUNTRY ACTIVITIES

Component A

COMPONENT A	Year 1 / 2015		Year 2 / 2016		Year 3 / 2017		Year 4 / 2018		Implementing body
	Semester 1	Semester 2	Semester 1	Semester 2	Semester 1	Semester 2	Semester 1	Semester 2	
1.1. General study (desk review, incl. Selected sub-sectors)		C							ILO
1.2. Methodology Study		C							ILO
1.3. WS on result with experts		C							ILO
1.4. Publication of findings					O				ILO
2.1. Background study on sectors									
Ghana				C					
Guatemala						O			
Honduras						O			
Ivory Coast						O			
Rwanda					O				
2.2. Develop methodological tool									ILO, national partners
Ghana						O			
Guatemala						O			
Honduras						O			
Ivory Coast						O			
Rwanda						O			
2.3. Data collection (surveys)									ILO, national partners
Ghana						P			
Guatemala						O			
Honduras						O			
Ivory Coast						O			
Rwanda						O			
2.4. Conduct country analysis									ILO, national partners
Ghana						O	O		
Guatemala						O	O		
Honduras						P			
Ivory Coast						O			
Rwanda						O			
2.5. Publication of findings									ILO, national partners
Ghana							P		
Guatemala							P		
Honduras							P		
Ivory Coast							P		
Rwanda							P		
3.1. Convert global knowledge into training material, with country adjustments									ILO, national partners
Ghana					C				
Guatemala							P		I
Honduras							O		
Ivory Coast							O		
Rwanda							O		
3.2. Training needs assessment									ILO, national partners
Ghana				C					
Guatemala				C					
Honduras				C					
Ivory Coast							O		
Rwanda				C					
3.3. Provide awareness raising WS for policy makers									ILO, national partners
Ghana				C					
Guatemala							P		II
Honduras							P		
Ivory Coast							P		
Rwanda							P		
3.4. Provide training for users									ILO, national partners
Ghana					O				
Guatemala				C					
Honduras				C					
Ivory Coast							O		
Rwanda				C					
3.5. Provide training for modellers									ILO
Ghana							P		
Guatemala (Next session planned in November or February)							P		
Honduras							P		
Ivory Coast							P		
Rwanda							O		ILO, ITC
3.6. Provide training for EU practitioners									ILO
Ghana								P	
Guatemala								P	
Honduras								P	
Ivory Coast								P	
Rwanda								P	
3.7. Permanent technical assistance: Mentoring programme									ILO, national partners
Ghana				C					
Guatemala						O			
Honduras						P			
Ivory Coast						O			
Rwanda						O			
4.1. Country WS with policy makers to provide guidance									ILO, national partners
Ghana								P	
Guatemala								P	
Honduras								P	
Ivory Coast								P	
Rwanda								P	
4.2. Reference guide on employment impact of sector policies									ILO in consultation with
GLOBAL						O			
4.3. Global and final WS (incl. EU staff)								P	ILO
GLOBAL								P	
4.4. Distribution of promotional material								P	ILO, national partners
GLOBAL								P	

C = Completed
 O = Ongoing
 P = Planned

I = Priority I
 II = Priority II
 III = Priority III

COMPONENT B

COMPONENT B	Year 1, 2015		Year 2, 2016		Year 3, 2017		Year 4, 2018		Implementing body / PRIORITY 1, 2 or 3 / To be continued in 2019
	Annex 1	Annex 2	Annex 1	Annex 2	Annex 1	Annex 2	Annex 1	Annex 2	
Preparation phase									
Preparation of detailed action plan				C					GD
China									
Guatemala									
Philippines									
Myanmar									
Lightfoot set up of ILO HQ				C					GD
China (12/16/2015-02/16/2016)									
Guatemala									
Philippines									
Myanmar									
Identify experts for studies				C		C			GD
China									
Guatemala									
Philippines									
Myanmar									
Activities									
3.1 Commission papers on specific issues related to the impact of trade and trade policies on production and decent employment									
China									GD, International experts
Guatemala									
Philippines									
Myanmar									
China									
Guatemala									
Philippines									
Myanmar									
3.2 Commission study on complementing methodologies									
China									GD, International experts
Guatemala									
Philippines									
Myanmar									
3.3 Organize an international meeting of experts									
China									GD, International experts
Guatemala									
Philippines									
Myanmar									
3.4 Draft, publish, and disseminate an assessment tool kit									
China									GD
Guatemala									
Philippines									
Myanmar									
3.5 Conduct research into training courses									
China									GD, ITC-AD, ITC, ISE
Guatemala									
Philippines									
Myanmar									
3.6 Conduct country-level studies									
China									GD
Guatemala									
Philippines									
Myanmar									
3.7 Publish and disseminate Country Reports									
China									GD
Guatemala									
Philippines									
Myanmar									
3.8 Conduct a survey to identify need for project in partner countries and perform lightfoot set up									
China (07/16/2015)									GD, ITC, ISE
Guatemala									
Philippines									
Myanmar									
3.9 Organize knowledge sharing workshops and conceptual training in partner countries									
China (11/16/2015)									Planned to continue if possible in 2018 GD, ITC-AD, ITC, ISE
Guatemala									
Philippines									
Myanmar									
3.10 Organize technical training for govt. departments and research organizations									
China (08/15/2017)									GD, ITC-AD
Guatemala									
Philippines									
Myanmar									
3.11 Provide continuous technical advisory services for the assessment of the impact of trade and trade policies on production employment									
China									GD
Guatemala									
Philippines									
Myanmar									
3.12 Establish Policy Working Group/conduct meetings in each partner country for formulating policies, strategies and programmes									
China (04/10/2016)									Planned to continue if possible in 2019 GD, ITC, ISE
Guatemala									
Philippines									
Myanmar									
3.13 Apply the SBCs for Trade and Economic Diversification (STED) tool									
China									GD, ITC, ISE
Guatemala									
Philippines									
Myanmar									
3.14 Provide support in the implementation of sectoral trade-related programmes									
China (started with studies)									GD, ITC, ISE
Guatemala									
Philippines									
Myanmar									
3.15 Organize a national seminar in the partner countries									
China									Planned to continue if possible in 2018 GD, ITC, ISE
Guatemala									
Philippines									
Myanmar									
3.16 Draft, publish, and disseminate a Policy Resource Guide									
China									GD
Guatemala									
Philippines									
Myanmar									

Colour Code
 (Blue)
 (Green)
 (Yellow)
 (Red)

C = Completed
 D = Ongoing
 P = Planned

1 = Priority I
 2 = Priority II
 3 = Priority III

GHANA		ILO STRENGTHEN MTE_List of studies / events & workshops								
Component (A/B/Both)	DATE (from)	DATE (to)	(A) STUDY (Title)	(B) EVENT	C) CAPACITY BUILDING WORKSHOP	Name of Author / Expert (A)	NUMBER OF PARTICIPANTS (B and C)	Please mark with a cross		
								Done	In progress	Planned
Both	13.10.2016			Project Launch Event			60	X		
Both	13.10.2016	14.10.2016			Technical Session		35	X		
Component A	24.08.2017				Follow Up Session		30	X		
				How many PWG? And when?						
	14/10/16			Inauguration of Policy Working Group						
	16/09/16, 22/11/16, 9/2/17			3 Policy working group meetings to deliberation on current status of trade and employment etc						
	8/12/16, 22/3/17, 2/07/17			4 Technical sub-committees to review for the procurement of/and review of work of consultants thus rerecruited						
	Nov 2016 - March 2017		Background Study on the Agricultural Sector of Ghana with Special Focus on Agro-Processing	Background Study						
	Nov 2016 - March 2017		Background Study on the Infrastructure Sector of Ghana with Focus on Public Investments	Background Study						
	Nov 2016 - March 2017		Impact of Sector and Trade Policies on Employment	Study						
	Apr-17		A technical needs assessment of participating agencies	TNA						
	15/05/17 - 18/05/17			A technical training workshop for representatives of selected ministries, departments and agencies as well as the academia						
	05/17 - date			Follow Up Activities and Mentoring of Modellers on EmplA						
	22/08/17			Meeting with the Vice President of Ghana and Policy Makers (Economic Mangement Team) to brief them on EmplA						

GUATEMALA ILO STRENGTHEN MTE_List of studies / events & workshops										
Component (A/B/Both)	DATE (from)	DATE (to)	(A) STUDY (Title)	(B) EVENT	C) CAPACITY BUILDING WORKSHOP	Name of Author / Expert (A)	NUMBER OF PARTICIPANTS (B and C)	Please mark with a cross		
								Done	In progress	Planned
Both	18/10/16	19/10/16		Launch of project and workshop Strengthening the Employment Impact of Sectoral and Trade Policies on Guatemala			35 participants (15 women and 20 men)	X		
Both	19/10/16	19/10/16		Establish a Policy Working Group -PWG- (in Guatemala " <i>Grupo de Trabajo Asesor de Políticas Públicas que Impactan en el Empleo -GTA-</i> ").			30 participants (16 women and 14 men)	X		
Both	08/02/17	08/02/17		First meeting of Policy Working Group -PWG- (in Guatemala " <i>Grupo de Trabajo Asesor de Políticas Públicas que Impactan en el Empleo -GTA-</i> ").			16 participants (8 women and 8 men)	X		
Both	24/02/17	24/02/17		Second meeting of Policy Working Group -PWG- (in Guatemala " <i>Grupo de Trabajo Asesor de Políticas Públicas que Impactan en el Empleo -GTA-</i> ").			7 participants (5 women and 2 men)	X		
B	05/04/17	15/04/17		Review and inputs of the ToR of TRAVERA SURVEY conducted by the Policy Working Group			Process carried out by email.	X		
B	05/04/17	15/04/17		Review and inputs of the ToR of TRAVERA STUDY conducted by the Policy Working Group			Process carried out by email.	X		
B	19/04/17	28/04/17		Review and inputs of the ToR of STED STUDY conducted by the Policy Working Group			Process carried out by email.	X		
Both	01/03/17	22/07/17	Country-level study " <i>Fortalecimiento de impacto en el empleo de las políticas sectoriales de Guatemala Agricultura, construcción y suministro de energía</i> "			Jonathan Menkos, Walter Figueroa, and Mark Peñate		X	X	
Both	20/06/17	23/07/17			Evaluation of the Impact of Sectoral and trade Policies on Employment on Guatemala		32 participants (18 women and 20 men)	X		
	20/09/17	20/09/17			Training Workshop Trade and International Labor Standards				X	

HONDURAS ILO STRENGTHEN MTE_List of studies / events & workshops										
Component (A/B/Both)	DATE (from)	DATE (to)	(A) STUDY (Title)	(B) EVENT	C) CAPACITY BUILDING WORKSHOP	Name of Author / Expert (A)	NUMBER OF PARTICIPANTS (B and C)	Please mark with a cross		
								Done	In progress	Planned
A	08/02/17	08/02/17		Establish a Policy Working Group -PWG- (in Honduras " Mesa Sectorial de Empleo Decente del CES-Honduras").			10 participants (2 women and 8 men)	X		
A	28/08/17	28/03/17		First meeting of Policy Working Group -PWG- (in Honduras " Mesa Sectorial de Empleo Decente del CES-Honduras").			10 participants (2 women and 8 men)	X		
Both	01/03/17	22/07/17	Country-level study "Fortalecimiento de impacto en el empleo de las políticas sectoriales de Honduras Agricultura, construcción y suministro de energía"			Jonathan Menkos, Walter Peña, and Juan Urbina		X	X	
Both	26/06/17	28/07/17			Evaluation of the Impact of Sectoral Policies on Employment on Honduras		35 participants (11 women and 24 men)	X		

ILO STRENGTHEN MTE_List of studies / events & workshops									
MYANMAR							Please mark with a cross		
DATE (from)	DATE (to)	(A) STUDY (Title)	(B) EVENT	C) CAPACITY BUILDING WORKSHOP	Name of Author / Expert (A)	NUMBER OF PARTICIPANTS (B and C)	Done	In progress	Planned
05-Jun-17	05-Jun-17		Launch & Inception Workshop		Mr.David Cheong	45	X		
20-Jun-17	22-Jun-17			Training Seminar on labour provisions in trade agreements		4	X		
28-Aug-17	28-Aug-17		First PWG Meeting		Mr. Cristian	35	X		
04-Dec-17	06-Dec-17			Technical Training on assessing the effects of trade on employment	Mr. David Cheong	40			X
07-Dec-17	07-Dec-17		PWG Meeting			40			X
08-Sep-17		Commision papers on specific issues related to the impact of trade and trade policies on productive and decent employment						X	
Mar-18	Mar-18		PWG Meeting	1. Training workshop on trade and International Labour standard , 2. Organise national tripartite Workshop		40			X
Jun-18	Jun-18		PWG Meeting			40			X
Sep-18	Sep-18		PWG Meeting	Organise a national seminart to discuss Stategies and actions that could be put in place after the end of the project		40			X
Dec-18	Dec-18		PWG Meeting			40			X
Mar-19	Mar-19		PWG Meeting			40			X
Jun-19	Jun-19		PWG Meeting			40			X
Sep-19	Sep-19		PWG Meeting			40			X

ILO STRENGTHEN MTE_List of studies / events & workshops							Please mark with a cross		
PHILIPPINES							Done	In progress	Planned
DATE (from)	DATE (to)	(A) STUDY (Title)	(B) EVENT	C CAPACITY BUILDING WORKSHOP	Name of Author / Expert (A)	NUMBER OF PARTICIPANTS (B and C)			
April 2016	September 2016		Pre-Inception Meetings and Consultations with Stakeholders and Project Partners			DOLE, DTI, NEDA, TESDA, DOST, DAR, DA, PEZA, TC, ECOP, PHILEXPORT, PCCI, MBC, ALU, TUCP, FFW, ALLWIES, SENTRO, PTGWO, PGEA, PSLINK, WLB, JFCs	X		
October 6, 2016	October 7, 2016		STRENGTHEN Project Launch and Inception Workshop			130 Participants/Tripartite Constituents	X		
November 29, 2016	November 29, 2016		Preliminary Tripartite Working Group (TWG) Meeting			20 Tripartite Constituents	X		
February 13, 2017	February 13, 2017		1st 2017 STRENGTHEN TWG Meeting on Trade and Employment			30 Tripartite Constituents	X		
March 24, 2017	Present	Inception Study on the Review of Trade and Employment Policies			Dr Alvin Ang, Ateneo de Manila University			X	
March 29, 2017	March 31, 2017			Technical Tripartite Workshop on the Effects of Trade on Employment	Yvan Decreux (International Trade Center), Dr Alvin Ang (Ateneo de Manila), Dr Philip Arnold Tuano (Ateneo de Manila), Mr Mark Pascacio (Philippine Statistics Authority), Mr Albert Lamberte (De La Salle University), Prof Luis Abueg (De La Salle University)	30-40 Tripartite Constituents	X		
May 29, 2017	May 29, 2017		2nd 2017 STRENGTHEN TWG Meeting on Trade and Employment			35 Tripartite Constituents	X		
June 20, 2017	June 22, 2017			ITCILO Training Seminar on Labour Provisions in Trade Arrangements	ITCILO	6 Philippine Delegates/Participants	X		
July 24, 2017	Present	Ongoing Request for Proposal (RFP) Selection and Evaluation Process Re: TRAVERA (Value Chains) Enterprise Survey of Coconut Export Oriented Enterprises						X	
July 25, 2017	July 25, 2017		Project Meeting and Presentation with the United Coconut Association of the Philippines (UCAP)			Meeting with UCAP Executive Director (Total of 3)	X		
July 31, 2017	July 31, 2017		3rd 2017 STRENGTHEN TWG Meeting on Trade and Employment			30 Tripartite Constituents	X		
August 24, 2017	August 25, 2017			Follow-Up Workshop on Assessing the Effects of Trade on Employment	Dr Philip Arnold Tuano and Ms Marjorie Muyrong (Ateneo de Manila)	30-35 Tripartite Constituents	X		
August 31, 2017	August 31, 2017		Courtesy Call and Technical Presentation with the Philippine Coconut Authority (PCA)			Meeting with PCA Administrator and Deputy Administrator (Total of 4)	X		
October 11, 2017	October 12, 2017			National Tripartite Workshop on Trade and Labour Standards	Ms Karen Curtis, ILO Deputy Director (STANDARDS Department)				X
2018		Country Study on Coconut Export Value Chains							X
2018		Country Study on Coconut Skills Development							X

ANNEX 9 – ROM Conclusions and Recommendations

Conclusions	
N°	Conclusion
C1	Relevance: Capacity development activities play a central role in this project. However, precise choices on how capacity will be strengthened are still pending, and project management is reconsidering the distinction in the initial project design between training sessions for policy-makers, modellers and development practitioners.
C2	Relevance: The involvement of the social partners in the project is still underdeveloped, at global level and in most project countries. Their potential to play a relevant role in ensuring that the project experience feeds global knowledge and decision-making, as well as in the identification of the social partners to involve in the project countries, remains untapped”.
C3	Relevance: The definition of project Objectives, ERs and proposed Activities in the project logframe is coherent, and selected indicators are generally adequate to monitor the project orientation to outcomes. However, from a project management perspective, it lacks measurable quantitative indicators and targets that would allow the project team to monitor the project progress and implementation pace. SoVs are generally well defined, with the exception of the first indicator for SO2 and the indicator for SO3.
C4	Relevance: The project has established local coordination platforms to have stakeholders lead in project implementation and facilitate dialogue between governments and the social partners. In Component A, participants on the government side are officers working in technical units, and while they do possess the technical competences to receive and discuss the project analyses, they have no decision-making capacity, leaving the project with a need to find effective options to influence decision-making. The ILO is exploring the possibility to establish SC of decision-makers, similar to the group in place in Component B countries.
C5	Efficiency: By design, the ILO Technical Team in Geneva is expected to engage in exchanges with the local experts concerning the adaptation of global approaches and methods to country contexts. If these are handled appropriately and are responsive to the needs of the local experts, they can be an important feature to qualify the project results and sustain the efficiency and the sustainability of the project
C6	Efficiency: At ILO HQs, inputs originate from different units. A more coherent framework of intervention, within a common conceptual approach, would be beneficial for the project and would ensure that the project can be a learning opportunity within the ILO, as the leading global agency in the project domain.
C7	Efficiency: Monitoring at the country level is not orderly structured, with loose reporting formats and timelines that are not helpful to build a coherent picture of progress across the project countries.
C8	Efficiency: The resources allocated to conduct employment impact assessments may be too low to avoid counter-effects on the project potential for meaningful outcomes. Other issues possibly requiring amendments of the project document include, for Component A, references to the target groups of in-country training activities, and for Component B, the collaboration with the ITC- ILO and a cost-sharing agreement being discussed with another ILO project in Morocco.

Recommendations	
N°	Recommendation
R1	Implementing partner: Reinforce dialogue and collaboration with the representations of employers and workers involved in the project at the global level, agreeing on the specific support they can provide to identify the social partners to involve in the implementation countries and qualify local processes of social dialogue (related to Conclusion C2).
R2	Implementing partner: Review the project logframe to also include measurable indicators and quantitative targets, with a view to enhance project management capacity to monitor the project progress and implementation pace, especially in the implementation countries, and allow reference to such indicators in project reports (related to Conclusion C3).
R3	Implementing partner: Identify effective options to reach out to policy makers and enhance the project prospects to influence decision-making in the implementation countries involved in Component A, in collaboration with the local focal persons for the project (related to Conclusion C4).
R4	Implementing partner: Include meaningful exchanges between the ILO Technical Team in Geneva and the local experts in the preparation of the terms of reference for conducting the employment impact assessments, with a view to ensure the appropriate adaptation of global analytical methods and tools to specific country conditions (related to Conclusion C5).
R5	Implementing partner: Define a coherent framework of intervention and a common conceptual approach for ILO HQ technical inputs to the project (related to Conclusion C6).
R6	Implementing partner: Introduce clear reporting timelines and common templates to enhance monitoring of the project progress in the implementation countries (related to Conclusion C7).
R7	Implementing partner: Verify possible needs to adapt the allocation of project resources to the current project needs (related to Conclusion C8).
R8	Implementing partner: Address the issue of how the analytical inputs being produced at central level (ILO HQs) can be brought together and contextualized in the employment impact analysis conducted in the implementation countries. Consider also options to consolidate knowledge on the chosen methodological approaches and key methodological issues encountered at the local level, to allow the appropriation at the global level of the project experience in the implementation countries (related to Conclusion C9). Implementing partner: Address the issue of how the analytical inputs being produced at central level (ILO HQs) can be brought together and contextualized in the employment impact analysis conducted in the implementation countries. Possibilities in this sense may include direct exchanges between the ILO Technical Unit in Geneva and the local experts (workshops, conference calls, emails), as well as the identification by the ILO of a minimum set of knowledge issues to be addressed in EmplAs at the country level. Consider also options to consolidate knowledge on the chosen methodological approaches and key methodological issues encountered at the local level, to allow the appropriation at the global level of the project experience in the implementation countries (related to Conclusion C9).
R9	Implementing partner: Revise the different timelines for project implementation, starting with the country work-plans, and on such basis, build a comprehensive overview of the project implementation progress, and discuss possible needs for project adaptation (related to Conclusion C10).

Annex 10 – Project progress against STRENGTHEN specific objectives

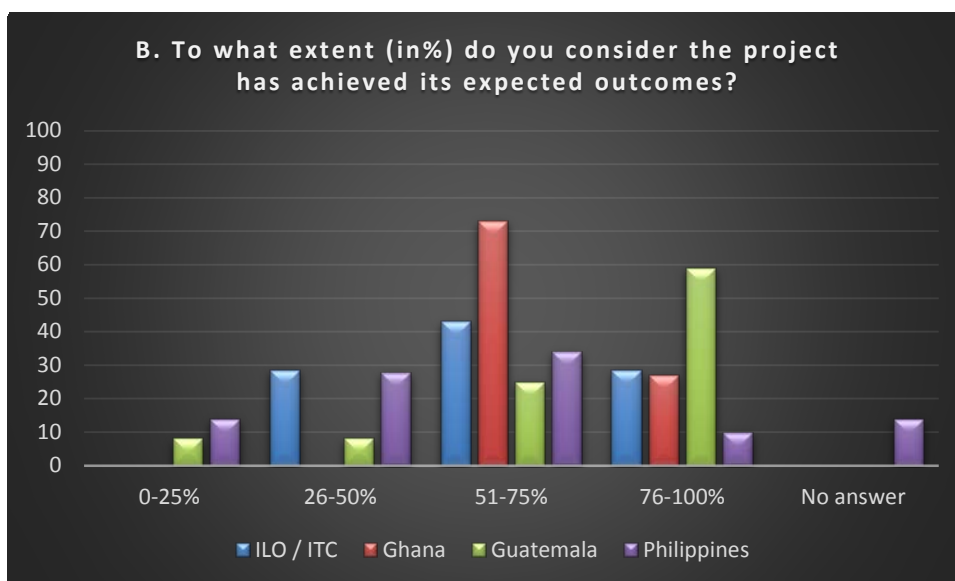
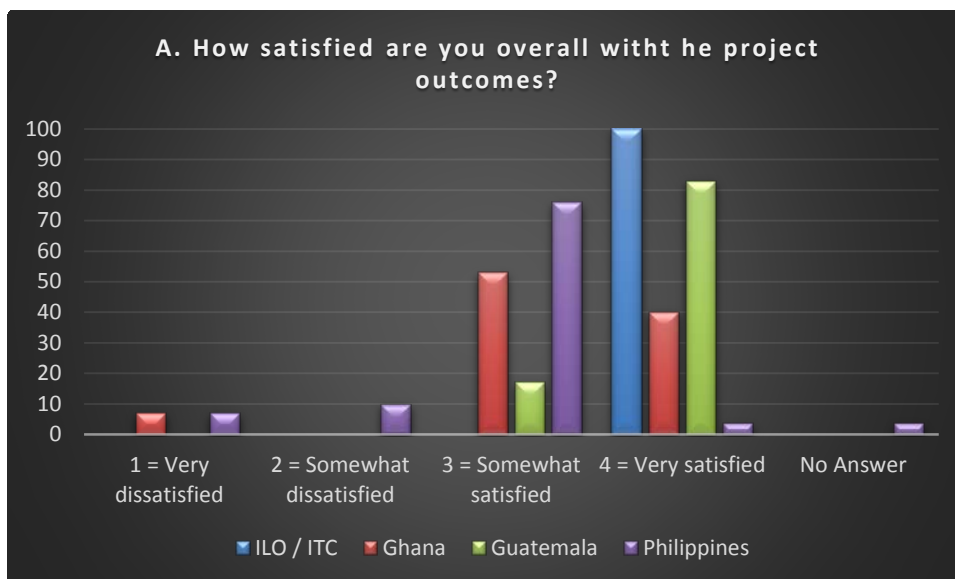
<p>Specific objective 1</p> <p><i>To develop global knowledge on how to strengthen the positive impact on employment of sectoral and trade policies, including in the areas of agriculture and rural development, infrastructure and energy with a focus on private sector development in these sectors as well as on existing and relevant methods for the employment impact assessment of those policies in selected sectors.</i></p>	<p>1.1. The Project has issued various desk studies, methodological reviews of high quality for both components A and B. These papers were written by highly qualified experts and contribute to developing global knowledge on how to strengthen the positive impact on employment of sector and trade policies.</p> <p>1.2. The EU Mission report on the 3rd Meeting of the Joint Steering Committee on the STRENGTHEN project and the Minutes of this meeting mention the importance to develop a comprehensible reference document for development practitioners or EmplA reader-friendly guidelines (“EmplA for Dummies”).</p> <p>It was reported that the project to date has collected “more of a range of approaches rather than tools”. The project is not yet at a stage of producing such simplified guidelines. However, the project is working towards this goal and the project staff is confident that this will be achieved.</p> <p>1.3. Although significant work has been undertaken at the Headquarter level, there would be opportunities to share studies (notably those being currently finalized) in a more coordinated and coherent way with participating countries. It was reported that while global knowledge studies would ideally be prepared prior to countries’ studies rather than in parallel, there is an opportunity to share the studies while countries are preparing, for example, the Enterprise surveys. Country beneficiaries would appreciate it to have more visibility on the global knowledge outputs, for example on a simple centralized knowledge sharing platform, giving access to all STRENGTHEN studies with recommendations on how to use them.</p>
<p>Specific objective 2</p> <p><i>To strengthen country-level knowledge on the impact of sectoral and trade policies on productive and decent employment and on measures to optimize the employment effects of selected sectoral and trade policies and related issues such as structural transformation, labour standards, and skills development.</i></p>	<p>2.1. The project has conducted country-level studies strengthening the country-level knowledge on the impact of sector and trade policies on productive and decent employment.</p> <p>2.2. In Ghana, three studies were conducted between November 2016 and March 2017: (1) Background Study on the Agricultural sector of Ghana with Special Focus on Agro-Processing; (2) Background Study on the Infrastructure Sector of Ghana with Special Focus on Public Investments; (3) study on the Impact of Sector and Trade Policies on Employment.</p> <p>2.3. In Guatemala and Honduras, the project conducted between March and July 2017 a country level study on the impact on employment of sectoral policies in the Agricultural, Construction and Energy sectors.³⁶</p> <p>2.4. In the Philippines, an Inception Study is ongoing since March 2017 with a Review of Trade and Employment Policies. Since July 2017, there is also an ongoing Request for Proposal (RFP) for an Enterprise survey on Coconut Export Oriented Enterprises. This will be followed by Country Studies on Coconut Export Value Chains and Coconut Skills Development in 2018.</p> <p>2.5. Some countries face strong delays in conducting studies. For example, in Myanmar, it was planned to commission papers on specific issues related to the impact of trade and trade policies on productive and decent employment only in September 2017.</p> <p>2.6. According to country project staff, it is challenging to conduct all expected studies within the project tight deadlines, further to the delays the project faced in its implementation.</p>

³⁶ « Fortalecimiento de impacto en el empleo de las políticas sectoriales de Guatemala: Agricultura, construcción y suministro de energía. »

<p>Specific objective 3</p> <p><i>To build the capabilities of governments, social partners, development practitioners, and other relevant stakeholders in partner countries to identify, measure and assess the employment effects of sectoral and trade policies.</i></p>	<p>3.1. Due to delays, the project achieved, for the time being, to build capabilities of project stakeholders generally at a theoretical level.</p> <p>3.2. Although the satisfaction rate is high for the first project workshops, participants often consider the training content too theoretical and not sufficiently adapted to the target audience (in particular for non-economists).</p> <p>3.3. Enhanced practical exercises and analysis - tailor-made to stakeholders' particular needs - as well as follow-up workshops would be highly appreciated by project stakeholders to allow them to fully absorb the learning.</p>
<p>Specific objective 4</p> <p><i>To provide guidance to development cooperation practitioners in partner countries as well as the European Union (EU) on how to address the employment opportunities and challenges resulting from sectoral and trade policies including through public policies, trade and investment programmes and operations in key sectors in developing countries.</i></p>	<p>4.1. The project provides guidance to development cooperation practitioners in partner countries based on its strong alignment with national policies and strategies related to the impact on employment of sector and trade policies and strategies. The participation of key tripartite stakeholders in the Policy Working Groups (or Tripartite Working Group) allows the project to support project partners in decision making on employment opportunities and challenges resulting from sectoral and trade policies.</p> <p>4.2. For example, in the Philippines, the STRENGTHEN project's programme components on value chains upgrading (TRAVERA) and skills development (STED) are areas that can very much support the Department of Trade and Industry's national export and development objectives as well as other national policies and strategies.</p> <p>4.5. In Ghana, the project was very timely as the new National Employment Policy was adopted in 2015 and is aligned with the country's policies and strategies such as the First Medium-Term Private Sector Development Strategy (PSDSI) which principal objective is to create jobs and to enhance livelihoods.</p> <p>4.2. In Guatemala, the project provided guidance to the government, in particular to the Ministry of Labour and Social Prevision with regards to the establishment of the National Policy on Decent Work in Guatemala, that came into force in April 2017.</p> <p>4.3. There is currently low involvement of EU delegations in the three countries visited. However, there is an interest from both sides to cooperate more closely on the project and to coordinate employment-related activities at the country level, in particular in Guatemala.</p>

Annex 11 – MTE Survey results

63 interviewees or teams of interviewees submitted a duly completed MTE form. This represents 74% of 85 interviewees who participated in the MTE. A total of 51 interviews were conducted between 31 July and 11 September 2017. Considerable efforts were done to follow-up and include relevant project stakeholders in the evaluation process despite very tight deadlines, notably through teleconferences after country missions. EU donor representatives were not in a position to provide extensive feedback or to fill in the form in the three countries due to limited knowledge or involvement in the project. In Ghana, on 24 August 2017, participants in the technical workshop who were familiar with the project were also asked to fill in the form.



Figures 6 & 7 – MTE survey results in %



GHANA

15 / interviewees (14) + participants in technical workshop (22.08.2017)

- ✓ Donor representative (0)
- ✓ Country project team member (1)
- ✓ Beneficiary representatives (14)



GUATEMALA

12 / 18 interviewees (67%)

- ✓ Donor representative (0)
- ✓ Country project team member (1)
- ✓ Beneficiary representatives (11)



PHILIPPINES

29 / 36 interviewees (80%)

- ✓ Donor representative (2)
- ✓ Country project team member (2)
- ✓ Beneficiary representatives (25)

In addition, 7 ILO Headquarter and ITC staff members participated in the MTE survey.

Annex 12 – Emerging Lesson Learned

Evaluation Title:
Mid-Term Evaluation of the STRENGTHEN project

Project TC/SYMBOL:
GLO/14/37/EEC

Name of evaluators:
Maria Zarraga, Claude Hilfiker

Date:
30 October 2017

The following Lesson Learned has been identified during the course of the evaluation. Further text can be found in the conclusions of the full evaluation report.

LL Element	Text
Brief summary of lesson learned (link to project goal or specific deliverable)	<p>While the STRENGTHEN project team faces different issues in different countries, the project also encounters similar challenges across countries.</p> <p>According to project staff, it would be useful to share inter-country knowledge and experience during the project implementation rather than towards the end of the project.</p> <p>Strengthening knowledge sharing contributes to the quality of the project, continuous improvement and learning to achieve best possible results.</p>
Context and any related preconditions	<p>The national project scope of partner countries should remain relatively similar to allow useful knowledge and experience sharing.</p> <p>The language issue can limit in particular informal knowledge sharing, for example, between National Project Coordinators.</p>
Targeted users / Beneficiaries	<p>Project stakeholders at the national level would welcome enhanced inter-country knowledge sharing through, for example, sharing more international case studies.</p> <p>Project staff report that they would welcome knowledge and experience sharing across partner countries, with the support of ILO Headquarters, to maximize project effectiveness and efficiency. Project country teams face similar difficulties and challenges, notably at the operational level.</p>
Challenges / negative lessons – Causal factors	<p>Knowledge management should not become burdensome. Measures to implement knowledge and experience sharing should facilitate project implementation and use user-friendly tools.</p>
Success / positive issues – Causal factors	<p>There is strong interest and willingness of project staff and stakeholders to learn from each other and share their project experience and knowledge.</p>
ILO administrative issues (staff, resources, design, implementation)	<p>Common tools (such as an electronic platform) provided by the ILO could be useful in order to share project documents, best practices, case studies, communication and capacity building materials, etc. between project stakeholders at the country and international levels. Updating knowledge sharing platforms requires extra resources / time.</p>
Other relevant comments	

Annex 13 – Emerging Good Practice

Evaluation Title: Mid-Term Evaluation of the STRENGTHEN project	Project TC/SYMBOL: GLO/14/37/EEC
Name of evaluators: Maria Zarraga, Claude Hilfiker	Date: 30 October 2017
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.)	<p>Employment and job creation related policy making and implementation require shared efforts from government ministries, employers' and workers' representatives and other relevant stakeholders. This can be done through the creation of tripartite policy working groups (PWGs), integrating a consultative approach.</p> <p>In the case of the STRENGTHEN project, policy working groups facilitate the creation of a sustainable project framework.</p> <p>In order to set up sustainable interventions in employment-related policy design and implementation, it is key to create in-country platforms that facilitate common achievements by tripartite stakeholders and other relevant stakeholders.</p>
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p>Relevant conditions include shared goals between policy makers and social partners.</p> <p>A strategy on how to institutionalize policy working groups during and after the project implementation is key to ensure sustainability.</p> <p>The creation of PWGs is facilitated if there is a strong alignment between the project objectives and partner countries' strategic agendas.</p>
Establish a clear cause-effect relationship	<p>Policy design and implementation require notably technical expertise, political support, resources and social dialogue to be successful.</p> <p>The early involvement of key stakeholders through the establishment of PWGs facilitates project interventions, conducting consultations, needs analysis, facilitated discussions and collaboration, priority setting, and potentially knowledge and experience sharing at the national and international levels.</p>
Indicate measurable impact and targeted beneficiaries	<p>A measurable outcome and impact would be enhanced employment-related convergence activities triggered and coordinated by such national tripartite platforms – involving all relevant stakeholders.</p> <p>In order to contribute to an increase of productive and decent job creation in partner countries, it is necessary not to act as a stand-alone project, but in cooperation with other national partners.</p>
Potential for replication and by whom	<p>The creation of policy working groups can be replicated in other countries by ILO Headquarters and national project staff with the support of tripartite constituents.</p>
Upward links to higher ILO Goals (DWCPs Country Programme Outcomes or ILO's Strategic Programme Framework)	<p>This emerging good practice is in line with ILO Outcome N°1 on "More and better jobs for inclusive growth and improved youth employment prospects" and N°10 on "Strong and representative employers' and workers' organizations."</p>
Other documents or relevant comments	