



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.

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Preface

This evaluation was commissioned by ILO’s MULTI-ENTERPRISE Unit under the overall oversight of the ILO Evaluation Office (Geneva). As the terms of reference state, the purpose of the final evaluation is to “ensure and improve quality, accountability, transparency of the ILO’s work, strengthen the decision-making process and support constituents in forwarding international labor standards, decent work and social justice”. Such final evaluations are mostly used to draw out lessons to inform current and future project design and implementation. In particular, it has a potential to contribute for further project development and help to define what and how the ILO contributed for promoting women’s economic empowerment (WEE) in the public and private sector in G7 countries. This is very much the approach adopted in this final evaluation.

The evaluation is based on a review of relevant documentation; a three-week online fieldwork mission in July/August 2021; and follow-up discussions with programme managing staff in Geneva office. The consultant would like to thank Ozge Berber Agtas, Evaluation Manager, who managed the evaluation process for ILO and Annie Van Klaveren and Laura Addati, for their contributions to the evaluation. All three have provided much valuable input and guidance to the consultant and evaluation. They also helped the consultant to finalize the reach out to important stakeholders for the purposes of this evaluation. The consultant is also grateful to the Evaluation Officer, Patricia Vital Hurtado, ILO Evaluation Office. A special thanks to all ILO staff attending into this evaluation and key partners, UN Women as a leading agency and EU, as a donor, who engaged so constructively with the evaluation process via attending key informant interviews. Finally, the evaluator would like to thank ILO Office in Japan and ILO Office in Washington for sharing their insights, openness and willingness, which was essential to the process and is greatly appreciated.

List of Abbreviations

AG	Advisory Group
ENT/ MULTI	Multinational Enterprises and Enterprise Engagement Unit
EU	European Union
GEAC	Gender Equality Advisory Council
GEWE	Gender equality and women’s empowerment
FPI	Foreign Policy Instrument
G7	Group of Seven
G20	Group of Twenty
HQ	Headquarters
HLP	High Level Panel on Women’s Economic Empowerment of the UN Secretary-General
ILO	International Labour Organization
ILS	International Labour Standards
ITC-ILO	International Training Centre of ILO
NC	National Coordinator
M&E	Monitoring and Evaluation
MTR	Midterm Review
PI	Partnership Instrument
PIMS	Partnership Instrument Monitoring System
PM	Programme Manager
SC	Steering Committee
SDGs	Sustainable Development Goals
SMEs	Small and medium sized enterprises
ToC	Theory of Change
ToR	Terms of Reference
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
W20	Women 20
WEE	Women’s Economic Empowerment
WEPs	Women Empowerment Principles

Executive Summary

Background and Context

While G7 countries have made substantial progress in gender equity through a wide range of policies and interventions, women and girls still face social, cultural, economic and institutional discrimination, which perpetuates gender inequalities in economic participation and opportunities. These disparities are largely caused by the fact that the responsibility of unpaid care work continues to fall mostly on women. The impact of pay inequality is dramatic over a woman’s lifetime. Having worked less in formal employment but having carried out much more unpaid work at home, many women will retire on lower pensions and see out their final years in poverty.

In recent years, the G7 has pushed the needle forward in support of gender equality. In 2018, Canada mainstreamed gender throughout all themes discussed at the G7 summit; for 2019, the French presidency has revived the Gender Equality Advisory Council created in 2017 under the Canadian presidency and tasked it with compiling a package of best practices from across the globe that advance gender equality. Then, the Advisory Council has identified 79 good practices in gender equality laws in 4 sectors, in which economic empowerment is one of them and in all regions of the world. It calls on the leaders of the G7 and other countries to commit themselves, through the “*Biarritz Partnership*”, to adopt and implement progressive legislative frameworks for gender equality, drawing on its recommendations¹. It calls on the leaders to:

- End gender-based violence
- Ensure equitable and quality education and health
- **Promote economic empowerment²;**
- Ensure full equality between women and men in public policies.

It also called on States to ensure the necessary funding for the implementation of laws and to monitor them on a regular basis, as well as to abolish any discriminatory measures against women that may persist.

Along with summit’ outcomes, the recent documents of the G7 have repeatedly included the general goals of promoting gender equity on the labour market and employment opportunities for women. There are also commitments to specific policies in this area. For example, the *G7 Roadmap for a Gender-Responsive Economic Environment* (2017) explores different aspects of economic inclusion of women. The roadmap also commits to bring together the approaches of various international organizations (e.g. the UN, ILO, OECD, IMF, WB, ILO and EU Commission) for measuring unpaid domestic work and care-work and developing a uniform methodology.³

Even though there have been recent advances toward gender equality in workforce participation and the rigid representation of women and men in long-established gender roles has eased, there are still persistent negative beliefs about gender stereotypes that have not evolved to reflect this positive

¹“Publication of the report of the G7 Gender Equality Advisory Council”, <https://www.elysee.fr/en/g7/2019/08/20/publication-of-the-report-of-the-g7-gender-equality-advisory-council>, accessed on May 2021.

² Even though, both G7 and G20 countries are placing emphasis on gender, although traditionally the G7 has focussed more on socio-political aspects such as education or violence against women, while the G20 has prioritised economic aspects such as women’s participation in labour markets.

³ Berger et al., “The implementation of the G7 and G20 gender equality goals”, Discussion Paper, No. 5/2020, <https://www.econstor.eu/bitstream/10419/215547/1/1693492415.pdf>, accessed on 28th May, 2021

change. Therefore, G7 countries still do need to make interventions such as introducing women and men friendly care policies, gender budgeting at all levels, which could challenge existing barriers to gender equality in employment and entrepreneurship.

By noting the need for interventions of projects focusing on women economic empowerment in G7 countries, the last year of the project was overlapped with the emergence of COVID-19. Women have been specifically affected by the economic impacts of the coronavirus pandemic. Reasons for this include that they are over-represented in some of the worst-hit sectors, and that they do a greater share of unpaid care. The projects conducted by UN agencies should still make women’s economic empowerment to be a focus in the post-pandemic recovery period.

Project Overview

The project Promoting Economic Empowerment of Women at Work through Responsible Business Conduct – G7 countries is a joint project between UN Women and the ILO funded through the EU partnership instrument. The overall objective of the project is to support sustainable, inclusive and equitable economic growth by promoting women’s economic empowerment (WEE) in the public and private sector in G7 countries. More specifically, the project facilitates dialogue and exchanges amongst G7 and EU countries and engage with the private sector in the elimination of gender inequality faced by working women.

The programme has a two-track approach. Where Track 1 focuses on multi-stakeholder policy and action-driven dialogues and knowledge exchanges (case studies, good practice, tools), campaigns and incentives, Track 2 covers private-sector engagement, training, toolkits, incentives for implementing WEPs, transparency, voluntary monitoring and reporting; virtual learning for women’s enhanced access to quality jobs and business opportunities, and links between EU/G7 women’s business associations and networks. The ILO component of the project focuses on the development and dissemination of knowledge products on policy and workplace good practices as well as on capacity building and training tools for policy makers, ILO constituents and private sector. The following activities have been implemented by and under the responsibility of the ILO:

- Activity 1.1.2 Develop, launch, and promote a WEE best practices (how-to) multimedia series on: (i) government policies, (ii) company HR policies; (iii) company supply chain management, (iii) workers’ organizations to promote gender equality, in line with provisions of international labour standards.
- Activity 1.4.2 Develop a training package for public policy makers on promoting gender equality in the workplace, based on provisions of international labour standards
- Activity 2.2.3 Develop a guide for trade unions on promoting gender equality in the workplace.
- Activity 3.3.2. (b) Produce webinars and videos in line with "The women at work initiative" for online training delivery on relevant UN Women, EU and ILO platforms.
- Activity 4.1.2 Disseminate the training package on promoting gender equality in the workplace and assist interested employers' organizations and companies with self-assessment.

Evaluation objectives and scope

This final evaluation aimed to assess the project by carrying out 3 essential tasks: (i) to provide an independent assessment of the *performance* of the project; (ii) to assess the *outcomes* of the project and help to define ILO’s strategic positioning in the intersections between gender, women’s labor market integration and economic empowerment of women, and (iii) to identify *good practices* and draw *lessons* and forward-looking *recommendations*. The evaluation covers all activities and components of the project for the period from January 2018 to June 2021, and it is intended to serve both accountability and learning purposes.

Evaluation Data and Methodology

The evaluation methodology took into account the evaluation questions stated in the ToR along with the evaluation criteria defined by OECD/DAC, including relevance, coherence, effectiveness, efficiency, sustainability and impact potentials, plus ILO’s core principles (gender equality, ILS, tripartism and social dialogue, and just transition to environmental sustainability).

This final independent project evaluation is primarily depended on originally collected qualitative data, where opinions coming from stakeholders supported and clarified the quantitative data obtained from project documents. The evaluation is based on evidence drawn from originally collected qualitative data in the field and also review and analysis of relevant project documents, including mainly ILO materials such as progress report, midterm and final evaluation reports, project materials, academic publications, national, regional and international reports. The documents were used both as information sources and as a basis for triangulating information gained through key informant interviews.

Due to the COVID-19 pandemic, which has resulted in restrictions on the mobility of the consultant to conduct an actual fieldwork, the fieldwork for the qualitative data collection was conducted online between July 1st, 2021, and August 16th, 2021. Therefore, a framework which is created by ILO Evaluation provided a guidance and support on how to conduct the planned final evaluation.⁴ The evaluation conducted 15 Key informant interviews (KII) with ILO and other stakeholders. The respondents were selected based on the list that was provided by ILO during the inception phase. KIIs were conducted with those individuals within and outside ILO judged to be best placed to help answer the top-line questions in the evaluation matrix, together with the subsidiary questions set out in the same matrix table. A semi-structured approach was adopted, using selected questions from the list above to elicit broad responses, as well as issue-specific lines of enquiry.

Limitations: One of the challenges was the time of the evaluation since at first, there was two weeks long ILO’s 109th Session of ILC conference took place. The summer holidays in July and August caused delays for some interviews and respondents. Another challenge was the moving of project manager from New York to Geneva office and took some time off. The ideal case for the consultant was holding a meeting with the project manager first to understand the details of the project. However, the consultant managed to meet with the project manager, and it was a useful interview for the purposes of the final evaluation. It was hard to reach out stakeholders, other than ILO staff members, mainly focal points of the project from the UN Women and EU, who were essential key informants for the final evaluation’s sake. However, with the help of evaluation manager and senior ILO personnel, the evaluation managed to reach out them. It was also challenging not to see some of the key informants, where the connection strength was low. Another challenge was the conduction of multiple evaluations simultaneously. It made a confusion for some key informants, however the ILO evaluation consultant provided information about the purpose of the evaluation, and shared key informant interview question guidelines so to inform the key informants on how ILO’s evaluation differs from other ongoing evaluation beforehand. Finally, the selection of the informants by ILO, in other words, the provision of key informant list by ILO had created a possibility of selection bias, however, during the interviews, if any other key informant was suggested by interviewer, the consultant took into attention and made attempts to reach out the designated person.

Main Findings

⁴ ILO, “Implications of COVID-19 on evaluations in the ILO Practical tips on adapting to the situation”, 24th April 2020, https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_744068.pdf, accessed on August 01, 2020.

The main findings of the final evaluation are clustered under five main themes: (i) Relevance, (ii) Coherence, (iii) Effectiveness, (iv) Efficiency, (v) Sustainability and Impact Potential. The main findings and descriptions of these findings of the report are as follows:

Relevance

Overall, the evaluation has found that the project was highly relevant in addressing a major and global constraints with regards to women economic empowerment, where it is still an issue for developing world and the industrialized world as well, as no countries in the world has achieved gender equality to a maximum level. On the one hand, while G7 countries have made substantial progress in gender equality through a wide range of policies and interventions, women and girls still face social, cultural, economic, and institutional discrimination, which perpetuates gender inequalities in economic participation and opportunities. Therefore, the project has been relevant and contributing ILO’s country strategies in G7 countries.

The project is also highly relevant as it gives an opportunity to provide policy coherence between the ILO, UN Women, UNGC and the UN Secretariat on women’s economic empowerment issues in business operations. In particular, the design and implementation of the components of the project under ILO’s responsibility are relevant to the ILO Strategic Plan (2019-21) and primarily fits into the ILO P&B (2020-21) Outcome 4 on Sustainable Enterprises as Generators of Employment and Promoters of Innovation and Decent Work and Outcome 6 on Gender Equality and Equal Opportunities and Treatment for All in the World of Work. The project is also fully in line with the objectives of ILO and its vision and strategic directions and fits into its portfolio of Gender, Equality, Diversity and Inclusion Branch (GEDI), part of the Conditions of Work and Equality Department of the International Labour Office. Regarding gender equality, the project is fully aligned with the Women at Work initiative. Its results are linked to Sustainable Development Goals – SDG 5 (achieve gender equality and empower all women and girls) with reference to 5.5, SDG 8 (promote inclusive and sustainable development, decent work and employment for all) with particular reference to 8.5, and SDG 10 (reduced inequalities). Even though the project under evaluation has been relevant and is contributing to ILO’s constituent organizations’ mission, mandate and strategic plans, the project was not designed based on ILO’s constituents’ needs and/or grounded on consultation with target beneficiaries.

Coherence

The document review and key informant interviews conducted for the final evaluation indicated that a significant synergy created between the previous & ongoing projects of especially ILO’s Gender, Equality, Diversity and Inclusion Branch (GEDI) and the project being evaluated here. The project under evaluation also benefited from ILO’s strong expertise on providing decent work opportunities, facilitating the access of women into labour market, taking specific measures to promote women’s access to employment and its experience of having partnerships and work experience with other UN agencies, UN Women particularly. Beyond the development projects targeting gender equality under ILO GEDI, another two more-partnership instrument (PI) actions having similar objectives but with different geographic focus, which are “Win-Win – Gender equality means good business” programme, and “WE EMPOWER Asia”, this time, implemented only by UN Women, is building synergies with the WEE Asia project, but cannot extend this collaboration on the ILO side. In addition, it gives an opportunity to provide policy coherence between the ILO, UN Women. Particularly, WE EMPOWER – G7, presents an opportunity to provide policy coherence between the ILO, UN Women, UN Global Compact and the UN Secretariat on WEE issues.

Effectiveness

Overall, one of the major factors that influenced the achievement is the involvement of ILO’s International Training Centre in Turin (ITCILO), which provides regional, national, and international constituents with training and learning courses that support their unique development strategies. Within this project, with the help of ITCILO, the ILO completed the development of training packages on gender equality in English, targeting respectively public policy makers and company managers, including in SMEs. Its role in preparation of the relevant materials and its timely provision of delivery through the online platform was one of the factors influenced the achievement of ILO’s component of the joint project, which focuses on the development and dissemination of knowledge products on policy and workplace good practices as well as on capacity building and training tools for policy makers, ILO constituents and companies. Reviewing and visualizing the training content and adapting its content to different contexts, may help enhance efficiency in the upcoming trainings taking place in different ILO’s interventions.

Even though the evaluation was able to measure the effectiveness of the training materials, such as timeliness, reaching out the targeted population online, provision of web based platforms aligned with the pandemic context, prepared under ILO’s component through qualitative methods, the main limitation of measuring the achievement of the project is the activity level indicators do not provide appropriate information to indicate if the activities realized led to solid results. In addition to this, the indicators are only collected in quantity, not in quality. Since the evaluation doesn’t know the impact of these online tools on policy makers, companies, and other beneficiaries in selected countries due to the lack of satisfactory surveys including pre and post test - ideally collected after trainings, it is quite hard to assess whether the outcomes were realized or how successful the materials provided by ILO on creating positive and/or any impact on beneficiaries. In addition to this, a better and stronger communication and coordination between the implementing partners and the national and local partners would have ensured the efficiency of project management and implementation, which, in return, resulted in effectiveness of the project results.

Efficiency

The project’s efficiency has been evaluated under two main themes looking at (i) efficiency of project management and implementation; and (ii) the financial efficiency.

- i. *Efficiency of Project Management and Implementation:* The management structure and the funding were not sufficient and adequate and the very much needed administrative support was not received even from ILO and its partners due to the many reasons such as overturn of the project by many divisions of ILO from the conception phase, the difficulty of MULTI Enterprise unit in finding administrative, technical and political support within ILO. In addition to this, the implementation of Joint projects among UN agencies is challenging and this project is not exception to this. A better coordination and communication between two UN agencies, including holding frequent meetings, exchanging updates, sharing challenges and how to improve the process would have increased the efficiency of the implementation of the project.
- ii. *Efficiency in financial means:* Reviewing all the budget items and justifications for the amendments in budget items the project looks to be carefully undertaken and delivered good value for money under limited resources, both human and financial resources. The national teams in the selected G7 Countries, in Canada, USA and Japan, have expressed the need of more resources in financial and human resources purposes, especially ILO Tokyo office, where there was a need of translation and communication of all project materials and there was no one hired specifically for coordinating the project under evaluation.

Sustainability and Impact Potential

While the evaluation is able to identify some achievements and positive returns in the short term, the longer term sustainability of the project and its impact depends on *four* factors (i) the continuation of the projects focusing on women empowerment and work in developed world (ii) the adaptability of the training materials, workshops, events to a developing country context so that the projects targeting women in developing world can benefit from (iii) create a better consensus between different ILO divisions to initiate and increase their ownership of the project products and make relevant changes, adjustments to make them better responding to the needs of women empowerment in work (iv) conducting policy advocacy addressing the sociocultural and economic barriers that constrain women’s labour force participation potential both in developed world and developing world.

- i. The advisory group members and their experience, and strong network capacity would be playing a role in sustainability of the project outcomes. Even though there is no road map of how the project ensure the advisory group members’ voluntary attendance in continue sharing and disseminating the knowledge produced by We-Empower, they are the highly probable candidates for this purpose among other players.
- ii. Another attempt for sustainability is the emphasis on encouraging participants of offline events, to continue discussions and access resources on the platforms. This potentially supports momentum and sustainability after the in-person meetings (but depends on the continuity of the platforms).
- iii. Even though the training materials were designed from the scratch and targeted the audience of the project under evaluation, these training materials are already proposed in other projects and there has been a good promotion of them through the organization.
- iv. Private sector can contribute into the sustainability of the outcome of this project.

Lessons Learned and Emerging Good Practices

Some messages have emerged from the analysis of the document review and key informant interviews and this section provides a discussion on lessons for future implementation of similar projects for improving project effectiveness, targeting and results, while this section also serves for presenting good practices coming out of this project.

Lessons learned

- i. **Defining and agreeing on roles and responsibilities between partners/stakeholders in the initial stages of the project and balancing their resources and responsibilities is essential for enhancing the efficiency of the outcomes:** The project was conceived without the involvement of the ILO, which caused some problems, issues along the way. Different ILO departments were reached out by UN Women and EU which did not progress further. By the time when ENTERPRISE department engaged in the project, the idea of the project was advanced on the side of EU and UN Women, the project proposal was already formulated and written, so that ILO had limited margin to influence the project design. The expectations and responsibilities of each stakeholder in the project needs to be laid out openly in the inception phase, in order to make sure the next steps of the project can be implemented with ease and the learnings of this phase of the project can be used constructively in developing the partnership between organizations involved in the project.
- ii. **The clearer the communication of ideas, the better coordination and communication between/within stakeholders arises:** On the EU side, the main underpinning objective of the project was to create a partnership within G7 countries to promote economy, trade and to position companies better to increase economic interest while strengthening linkages between EU and G7 countries implementing the project. However, this idea was not carried out to the other parties clearly, which caused misunderstandings both in ILO side and national governments of USA, Japan and Canada side. If this logic of the intervention was better

delivered and better understood on all sides, the implementation would have gone more smoothly.

- iii. **Consultations should have taken place with the ILO constituents:** The lack of prior consultations with ILO constituents led to the ILO’s Bureau for Employers’ Activities (ACTEMP)’s reticence to fully partner in the implementation of the project. In the later stages, even the consultations took place far after the initiation of the project, the employer organizations were not satisfied with the consultations. National employers’ organizations initially consulted on the project idea by the Bureau for employers’ activities (ACTEMP), did not show interest in engaging in the process and therefore were not further consulted during the drafting phase of the project document.

Good practices

The training materials designed and developed for this project was appreciated by majority of the key informants and constituted as one of the strongest parts of the project, where they were contributing to the achievements of this project directly. The training materials were designed from the scratch and targeted the audience of the project under evaluation. Even though they were specifically designed for the project, they found successful for delivering messages, key content to the audience, therefore these materials are already proposed in other projects, which are EU funded projects, as the EU is keen to see collaboration and synergies between projects and there has been a good promotion of them through the organization.

Conclusions

Conclusion 1. The project has been significantly in line with ILO’s mandates, policies, strategies, global, regional and national response to increase women economic empowerment. Along with this project, ILO has been implementing development strategies, policies, and projects accordingly that generate more and decent work for women, particularly in the informal sector, promote women’s leadership in public and corporate economic decision-making and in employer’s and worker’s organizations and finally, promote a culture of equality and shared responsibility between men and women in paid and unpaid care work. However, the way and the timing of involvement of the ILO into the project caused many complications within ILO and with the partners.

Conclusion 2. The project is highly relevant to the context and responsive to the evolving needs of women at work, not only in developing world but in developed world as well. However, national governments selected for the project had distanced themselves from the project noting that all three are developed economies, industrialized states that doesn’t need provision of technical service from EU and/or UN agencies. The same issue was raised among different ILO branches as well, where ILO found it difficult to convey the message and objectives of this project in a clear and coordinated way so that departments within ILO would have acknowledged the fact that it is a new instrument of EU external action, not a classical technical assistance.

Conclusion 3. Due to the late involvement of ILO into the project based on the fact that the project was rejected by different ILO departments, the project’s design was not reflecting ILO constituents’ needs on gender equality and grounded on consultation with target beneficiaries. However, later on, there were consultations with the representatives of business, companies, etc.

Conclusion 4: The intervention delivered resulted in an economic and timely way. Outputs are delivered within the intended timeframe with some delays for certain activities mainly due to the COVID-19. However, due to the budget limitations especially on the ILO side, the ILO country offices in the

selected G7 Countries, in Canada, USA and Japan, especially ILO Office in Japan, have also expressed the need of more resources in financial and human resources purposes during the implementation of the project.

Conclusion 5. To present the impact of the project was hard due to the design, implementation and monitoring and evaluation framework of the project. ILO was responsible of developing of the training materials, however there was no pre-test and post-test conducted for measuring the impact of these trainings. Beyond this, as a part of this final evaluation, the evaluation didn't find a chance to reach out the companies, organizations who took these trainings. In the website, only available data is how many people used these products while engaging online, however there was no information available who these people were. Since the ILO was only responsible of producing these products and didn't have any connection to the companies, it was hard to identify the impact on the users of these products.

Conclusion 6: While the evaluation was able to see some results in the short term, the sustainability of the project is depended on the continuation of the projects focusing on women empowerment and work in developed world, the adaptability of the training materials, workshops, events to a developing country context so that the projects targeting women in developing world can benefit from and conducting policy advocacy addressing the sociocultural and economic barriers that constrain women's labour force participation potential both in developed world and developing world.

Recommendations

Recommendation 1. (Addressed to EU) While working with UN agencies, EU should present the project as a joint commitment of all stakeholders and give more floor to national governments to contribute to the project. In addition, while working with G7 countries, EU need to explicitly state that it is not a technical assistance but a cooperation with the industrialized world, where they share common values. Then, they have a chance to create a positive change on policy level.

Indicate:

- priority or importance (**high**, medium, low)
- time frame for implementation (short-term, medium-term, long-term, **not applicable**)
- resource implications (e.g. **low**, medium, high)

Recommendation 2. (Addressed to ILO) In regard to the future projects, ILO should seek consultation with its constituents and look for an approval of other relevant departments/divisions of ILO which will create consensus among the parties which is essential for the project's sake.

Indicate:

- priority or importance (**high**, medium, low)
- time frame for implementation (short-term, medium-term, long-term, **not applicable**)
- resource implications (e.g. **low**, medium, high)

Recommendation 3. (Addressed to EU) The EU should spend more time to convey its messages to its partners, mainly UN organizations working in developed countries. They need to spend time to convey their messages, objectives of this project in a clear and coordinated way so that UN agencies, in this case, ILO would acknowledge the fact that it is a new instrument of EU external action, not a classical technical assistance but more of a diplomatic tool to have EU as a partner to improve a novel cause of women economic empowerment.

Indicate:

- priority or importance (**high**, medium, low)
- time frame for implementation (**short-term**, medium-term, long-term, not applicable)
- resource implications (e.g. **low**, medium, high)

Recommendation 4. (Addressed to EU and UN Women) Besides holding consultations with employers’ representatives, the consultations should include workers from different sectors, and/or workers, including women with disabilities, indigenous women, refugee entrepreneur women, women working in male dominated sectors therefore, the design of the project would be informed by different challenges that these groups have experienced in the world of work.

Indicate:

- priority or importance (high, **medium**, low)
- time frame for implementation (short-term, medium-term, long-term, **not applicable**)
- resource implications (e.g. low, **medium**, high)

1. Project Background and Context

1.1 While G7 countries have made substantial progress in gender equity through a wide range of policies and interventions, women and girls still face social, cultural, economic and institutional discrimination, which perpetuates gender inequalities in economic participation and opportunities.

Even though women are more likely than men to go to university in G7 countries⁵, but still less likely to be economically active. In Italy, only 56 percent of women are part of the labour force, one of the lowest rates in the OECD.⁶ Women also continue to be employed in jobs that earn less and are less secure. The gender wage gap has decreased since 2000, but women in G7 countries still earned 16% less than men, and female top-earners are paid 21% less than their male counterparts.⁷ In the UK, almost one-third of all working women earn a wage that is insufficient to guarantee a decent quality of life.⁸ In France, women are overrepresented in the poorest paid and least secure jobs, and three-quarters of part-time jobs are filled by women.⁹ In Italy, 33 percent of women are in part-time work, compared to just 9 percent of men,¹⁰ and in all G7 countries the rate of involuntary part-time employment is between 1.5 times (the US) and 3.5 times (Japan) higher for women than for men.¹¹

1.2 These disparities are largely caused by the fact that the responsibility of unpaid care work continues to fall mostly on women. This is especially true in Japan and Italy, where women spend, respectively, almost 5 times and almost 3 times more time on unpaid care work than men – compared to 1.5 times more in Germany and Canada.¹² In Japan, more than 1 million women left their job to dedicate themselves to child care in 2017, compared to 13,000 men.¹³ In the United States, a lack of legislation makes it especially difficult for both mothers and fathers to combine childbearing with work: it is one of the very few countries in the world that has no statutory paid parental leave for employees.

1.3 The impact of pay inequality is dramatic over a woman’s lifetime. Having worked less in formal employment but having carried out much more unpaid work at home, many women will retire on lower pensions and see out their final years in poverty. Living an average of nearly 6 years longer than men, women over 65 are today more than one and a half times more likely to live in poverty than men in the same age bracket.¹⁴

⁵ Oxfam Media Briefing, “How the G7 is fuelling the inequality crisis”, August 2019.

⁶ OECD data – Labour force participation rate, 15–64 (2017): <https://stats.oecd.org/index.aspx?queryid=54748>

⁷ Oxfam Media Briefing, “How the G7 is fuelling the inequality crisis”, August 2019.

⁸ Living Wage Foundation. (2017, November 10). *Women continue to be hit hardest by low wages in UK*.

<https://www.livingwage.org.uk/news/news-women-continue-be-hit-hardest-low-wages-uk>

⁹ A. Poidatz. (2018). *Travailler et être Pauvre: Les Femmes en Première Ligne*. Oxfam France.

<https://www.oxfamfrance.org/actualite/femmes-travailleuses-pauvres-une-bataille-de-tous-les-jours/>

¹⁰ OECD.stat, Incidence of part-time employment by gender (national definition), data for 2017.

¹¹ OECD.stat, rate of involuntary part-time employment, data for 2017.

¹² Gender, Institutions and Development Database (GID-DB). 2019. <https://stats.oecd.org/index.aspx?queryid=54748>

¹³ Government of Japan. 2017 Employment Status Survey. Summary of the Results.

<https://www.stat.go.jp/english/data/shugyou/pdf/sum2017.pdf>

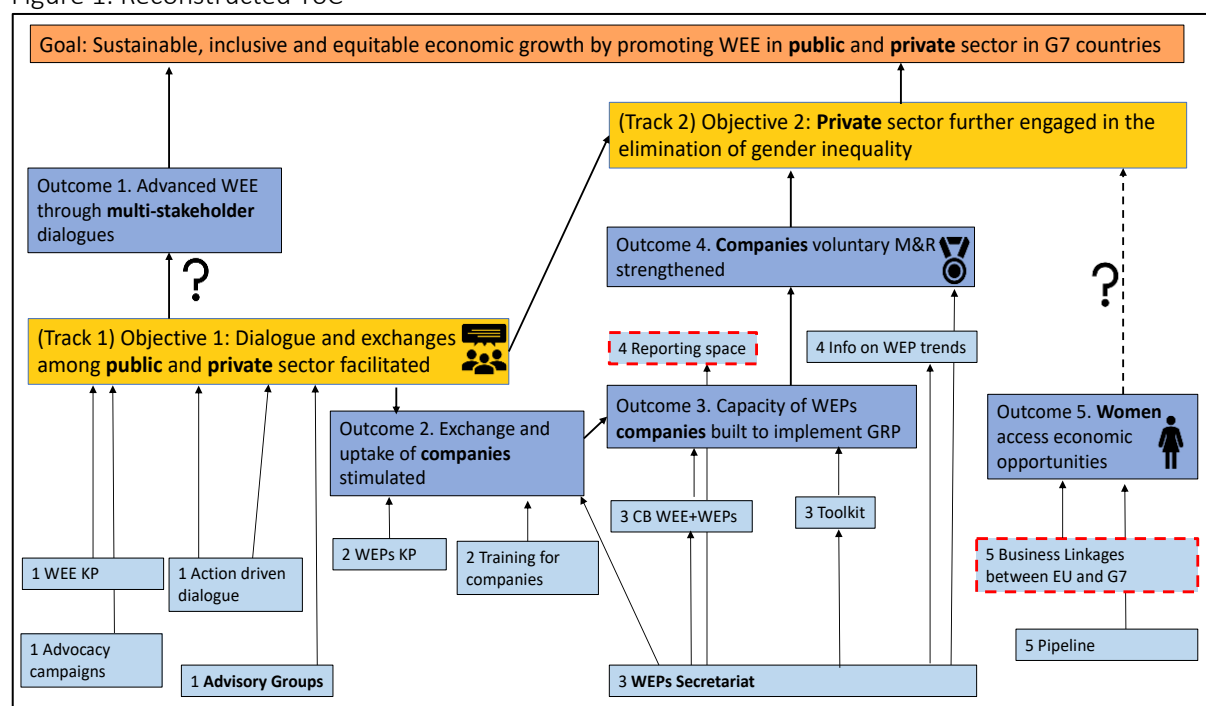
¹⁴ <https://www.oecd.org/social/inequality.htm#gender>

2. Description of the Project and its Objectives

2.1 The project Promoting Economic Empowerment of Women at Work through Responsible Business Conduct – G7 countries is a joint project between UN Women and the ILO funded through the EU partnership instrument. The overall objective of the project is to support sustainable, inclusive and equitable economic growth by promoting women’s economic empowerment (WEE) in the public and private sector in G7 countries. More specifically, the project facilitates dialogue and exchanges amongst G7 and EU countries and engage with the private sector in the elimination of gender inequality faced by working women.

2.2. The theory of change (ToC) has been reconstructed based on the PIMS Results Framework during the midterm review to examine the extent to which the project’s intervention logic facilitates the likelihood of achieving outcomes (See Figure 1 below)

Figure 1. Reconstructed ToC



Source: Midterm Review Report, February 2020.

2.3 The ILO component of the project focuses on the development and dissemination of knowledge products on policy and workplace good practices as well as on capacity building and training tools for policy makers, ILO constituents and private sector. The project has a two-track approach:

Track 1 focuses on multi-stakeholder policy and action-driven dialogues and knowledge exchanges (case studies, good practice, tools), campaigns and incentives. This track includes two project outcomes that contribute to: (Outcome 1), which is advancing women's economic empowerment through multi-stakeholder dialogues within and across the G7 countries; (Outcome 2), where companies’ enhanced knowledge on how to implement the WEPS and promote international labour standards (ILS)

Track 2 covers private-sector engagement, training, toolkits, incentives for implementing WEPS, transparency, voluntary monitoring and reporting; virtual learning for women’s enhanced access to quality jobs and business opportunities, and links between EU/G7 women’s business associations and networks. This track includes three project outcomes that focus on

contributing to: (Outcome 3), where WEPs companies' implementation of gender-responsive practices in line with the WEPs and ILS; (Outcome 4), where aligning companies' voluntary monitoring and reporting with the WEPs and ILS; (Outcome 5), which is women's strengthened economic opportunities

2.4 The ILO component of the joint project focuses on the development and dissemination of knowledge products on policy and workplace good practices as well as on capacity building and training tools for policy makers, ILO constituents and companies. The following activities have been implemented by and under the responsibility of the ILO:

- Activity 1.1.2 Develop, launch and promote a WEE best practices (how-to) multimedia series on: (i) government policies, (ii) company HR policies; (iii) company supply chain management, (iii) workers' organizations to promote gender equality, in line with provisions of international labour standards.
- Activity 1.4.2 Develop a training package for public policy makers on promoting gender equality in the workplace, based on provisions of international labour standards
- Activity 2.2.3 Develop a guide for trade unions on promoting gender equality in the workplace.
- Activity 3.3.2. (b) Produce webinars and videos in line with "The women at work initiative" for online training delivery on relevant UN Women, EU and ILO platforms.
- Activity 4.1.2 Disseminate the training package on promoting gender equality in the workplace and assist interested employers' organizations and companies with self-assessment.

3. Evaluation Background

3.1. Purpose, Scope and Users

3.1.1 As described in the ToR, this evaluation serves both assessment and learning purposes. The evaluation understands the primary rationale to be to analyze and draw lessons from the experience of the ILO regarding the project, in order to help inform the design of possible further projects to promote women's economic empowerment in high income countries and developing countries as well. It is expected that the conclusions and lessons drawn from the evaluation will also support the future collaborations with UN Women and other UN Agencies.

3.1.2 *Expected Users:* The ToR distinguishes different groups of expected users. The first (primary stakeholders) are those involved in implementation of the project – including international partners, donor, project staff involved in the implementation of project and relevant tripartite constituents including ACTRAV and ACT/EMP. The second (secondary stakeholders) consists of beneficiaries of the project, mainly private and public companies, who benefit directly from the contributions of the project, national constituents, national policymakers and experts and service providers, such as specialists on gender equality, etc.

The primary stakeholders are identified as follows:

ILO Stakeholders: Management and Project Staff at ILO Office. This includes a variety of internal users, including project staff at ILO Office in New York (namely the Project Manager); staff providing technical and administrative support at ILO HQ, mainly the Multinational Enterprises and Enterprise Engagement Unit (MULTI), ENTERPRISES; and units and branches with which the project has engaged during its implementation, such as ILO WORKQUALITY, GEDI, ILO ACTRAV and ACT/EMP, and ITC-ILO. Senior management in ILO's various departments who can draw upon the evaluation findings for regional and corporate learning and accountability purposes. The evaluation may inform future project design; assessments of how local, regional and international priorities are implemented; and it may further

ILO’s work on economic empowerment of women and providing prospect for future collaboration areas with UN Agencies.

UN Women. ILO works closely with other UN agencies, in this project, most notably: The Entity for Gender Equality and the Empowerment of Women (UN Women). It is expected that the evaluation conclusions and lessons learned will be important for this collaboration, not least to optimize joint contributions, synergies and complementarity. Special attention will be given to independent evaluation of UN Women of the project which is being conducted in parallel.

European Union. As a donor and partner, the EU– without which a project of this scale and diversity would not be possible – have a direct stake in the evaluation findings, particularly as these related to ILO and its partners’ performance (accountability).

The Government. The ILO component of the project focuses on the capacity building, sharing knowledge and training tools for policy makers to promote gender equality in the workplace, therefore, government related organizations constitute the main national partners in selected countries. The evaluation will be of particular interest to the line ministries with which ILO collaborates and/or targets during the implementation of the project.

Other partners. Workers’ and Employers’ Organizations. The project focused on development of knowledge products for employers and workers and provided guidance on promoting gender equality in the workplace, therefore constitute partners in the project, therefore they have a direct stake in the findings and recommendations.

The UN Global Compact. ILO has collaborated with them very closely on several activities during the implementation of the project, therefore they also have a direct stake in the findings and lessons learned.

3.1.3 Time period under review: As stipulated in the ToR, the evaluation will cover all activities and components of the project for the period from January 2018 to August 2021.

3.2 Evaluation approach

3.2.1 The evaluation constitutes a summative and a formative assessment of the Project, by evaluating achievements and results, and recommending actions for improvements and sustainability. In this spirit, the terms of reference for the evaluation set the approach clearly. While stressing the application of key **OECD/DAC criteria** of relevance, effectiveness, efficiency, coherence, sustainability and impact potential, the ToR expect that the evaluation:

- Undertook a ‘performance review’ of the project progress/ achievements against all of the OECD/DAC evaluation criteria, including relevance, coherence, effectiveness, efficiency in the use of resources, impact and sustainability of the project interventions over a period the project
- Considered ILO cross-cutting priorities, such as gender equality and non-discrimination, promotion of international labor standards, tripartism, and constituent capacity development, in particular gender dimension, in where gender is the core dimension of the project
- Identified good practices and lessons learned in accordance with the format that is requested by ILO such as identifying and presenting both lessons learned and emerging good practices with a brief summary and with an emphasis on the context, relevant conditions, challenges and successes, causal relationship/factors, targeted beneficiaries, any administrative issue regarding lessons learned and its potential for replication in regard to emerging good practices.

Besides, the evaluation also included reconstructing and examining the project’s **Theory of Change** in the light of logical connect between the levels of results, their alignment with the ILO’s strategic objectives. A particular attention was given to the identification of assumptions, risk and mitigation strategies, and the logical connect between levels of results and their alignment with ILO’s strategic objectives and outcomes at the global and national levels, as well as with the relevant SDGs and related targets.

All this with a view to making recommendations that will help inform the designing of the new projects with a focus on intersections between gender, women’s labor market integration and economic empowerment of women.

3.2.2 To make the above task manageable, and following discussion with the ILO, the consultant adopted the following more focused approach:

- (i) **Focused on all OECD/DAC criteria** –relevance, effectiveness, efficiency, coherence, sustainability and impact potential. With regard to *relevance*, the evaluation considered the fit between ILO’s programme framework and those contained in ILO’s results framework (including P & B) and country strategies and UN Country programme frameworks (UNDAFs/UNSDCFs) and its contribution to sustainable development goals, with particular reference to SDG 5 (achieve gender equality and empower all women and girls), SDG 8 (promote inclusive and sustainable development, decent work and employment for all) and SDG 17 (revitalize global partnership for sustainable development) and ILO’s core principles.. Issues relating to appropriateness will be evaluated and noted as well. With regard to *effectiveness*, the actual effectiveness of the ILO’s contributions, including result achieved (if there is any of), challenges and enabling factors were analyzed. Timeliness of response was also be considered under the heading of effectiveness. With regard to *efficiency*, the actual efficiency of using resources by ILO to produce outputs was analyzed. In addition, the sufficiency of existing management structure and technical capacity was assessed. With regard to *coherence*, the evaluation took into consideration the fit between ILO’s other interventions of at the global level and those contained in this project. With regard to *sustainability*, the focus was on analyzing the possible long-term effects of the project. With regard to *impact*, both the actual impact and potential impact for future was considered.
- (ii) Beyond that, the evaluation also focused on the effects of the COVID-19 pandemic on the project, assessing whether and how unexpected factors have affected project implementation, and whether the project has effectively addressed these unexpected factors, including those linked to the Covid-19 pandemic. This followed EVAL’s protocol on evaluating the ILO’s response to the COVID-19 pandemic.¹⁵
- (iii) Guided by the ILO’s Evaluation Policy, and related policy guidelines, and, the GERAAS evaluation report quality checklist¹⁶, the United Nations System-wide Action Plan; and the Evaluation Performance Indicator (UN-SWAP EPI).
- (iv) In line with ILO’s evaluation policy guidelines and related guidance notes, the evaluation pays specific attention to ILO’s cross-cutting issues, notably the ILO’s normative and tripartite mandate, environmental sustainability, and disability inclusion. These have been cross-cutting concerns throughout the questions, methodology, analysis and final report of the evaluation. This implies involving both men and women in the consultation and evaluation analysis. Moreover, data and information has been requested and reviewed that is disaggregated by sex and assess the relevance and effectiveness of gender, disability inclusion and environmental sustainability related strategies and outcomes within the purview of ILO’s work. Specific measures to reflect gender and inclusion concerns are elaborated in the sections on findings, conclusions and recommendations.

¹⁵ https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_757541.pdf

¹⁶ Global Evaluation Report Assessment and Analysis. System

The matrix of evaluation questions can be found in Annex C of this report.

4. Evaluation Methodology

This section presents the overall evaluation methodology, specifying the approach to different components of the evaluation process and data sources consulted during the evaluation process. The evaluation methodology considers the requirements of the ToR as well as the evaluation criteria defined by OECD/DAC.

4.1 This is predominantly a qualitative evaluation. Qualitative techniques are valuable because they can generate knowledge by capturing various perspectives and experiences from different people, enlightening how things work and understanding contexts¹⁷. These data was collected from multiple sources which allowed for triangulation of findings. Under this evaluation, the data was collected remotely (mainly through the zoom) due to the limitations placed by the current COVID-19 crisis and also COVID-19 shows us that conducting key informants online worked out perfectly for both sides and for both time and resources wise. Even though this evaluation is primarily depended on qualitative data, opinions coming from stakeholders supported and clarified the quantitative data obtained from project documents. Quantitative data was drawn from project documents including the Progress Reports, PIMs Results Matrix, etc.

The evaluation used four data collection methods:

- *In-depth desk review of key level documentation*: The primary methods used in the evaluation was *documentary review*, using mainly ILO materials such as progress report, midterm and internal evaluation reports, project materials, both digital and hardcopy; academic publications and international reports on high income countries (see Document List in Annex F)
- *Key informant interviews with stakeholders*: within and outside ILO judged to be best placed to help answer the top-line questions in the evaluation matrix, together with the subsidiary questions set out in the same matrix table. A semi-structured interview guide was designed with a limited number of core questions and additional ‘prompting questions. During the interviews, the evaluation realized that limiting the guide to a small number of well phrased open-ended questions, enabled interviewees to have the freedom to direct the interview to topics which are most pertinent and relevant to the purposed of the final evaluation of the project. During the elaboration of fieldwork materials, the guide was structured such as to address the review questions and was tailored to the various interviewees agreed in the sample. The evaluation conducted key informant interviews with both with ILO project staff and those from internal departments and country offices of ILO, UN Women as the partner organization, EU as a donor of the project.

4.2 The evaluation conducted 14 KIIs with ILO and other stakeholders. The respondents were selected based on the list that was provided by ILO during the inception phase. A more detailed list is included as an Annex D. 4.7 A general protocol and guidelines for the conduct of interviews and meetings is located under Annex D and Annex E.

*Triangulation*¹⁸

¹⁷ Patton, (2015)

¹⁸ <http://www.qualres.org/HomeTria-3692.html>

4.3 The evaluation used multiple data sources to produce understanding about the topic under discussion. The evaluation used this method to corroborate findings and ensure that the evaluation obtained a rich, rigorous and comprehensive account against the questions being addressed. Using multiple methods and sources triangulation meant checking consistency of findings generated across different data collection method and sources.

Data collection: sampling proposal and rationale

4.4 In order to benefit from a wide range of perspectives in gathering qualitative data on ILO’s project, the consultant consulted a range of informants selected from the primary stakeholder categories outlined in section 4 above. Even though the actual sample size was determined in part by the limitations of time and the availability of informants, the evaluation successfully reached out to 15 key informants and conducted interviews with them.

4.5 Annex D contains the list of informants who were consulted. As far as possible, the consultant aimed to meet key informants in ILO, UN Women and EU who have had the most direct dealings with the project. The list was also formulated under discussion with ILO project team how to schedule and prioritize these meetings.

4.6 In regard to ethical considerations, the consultant ensured that participants are treated as ‘autonomous agents’ and they were given the time and information to decide whether or not they wish to participate, and not pressurized into participating. The participants were selected as per the defined sampling methodology. The consultant also respected respondent’s right to provide information in confidence and make them aware of the scope and limits of confidentiality. Names and any other sensitive information were anonymized.

Limitations

4.7 Due to the COVID-19, the fieldwork took place online and all interviews were conducted either through zoom or google meet up. One of the challenges was the time of the evaluation since at first, there was two weeks long ILO’s 109th Session of ILC conference took place. The summer holidays in July and August caused delays for some interviews and respondents. Another challenge was the moving of project manager from New York to Geneva office and took some time off. The ideal case for the consultant was holding a meeting with the project manager first to understand the details of the project. The consultant managed to meet with the project manager, and it was a useful interview for the purposes of the final evaluation. It was hard to reach out stakeholders, other than ILO staff members, mainly focal points of the project from the UN Women and EU, who were essential key informants for the final evaluation’s sake. With the help of evaluation manager and senior ILO personnel, and EVAL, the evaluation managed to reach out them. It was also challenging not to see some of the key informants, where the connection strength was low.

4.8 Another challenge was the conduction of multiple final evaluations simultaneously. It made a confusion for some key informants, however the evaluation provided information about the purpose of the evaluation, and also shared key informant interview question guidelines so to inform the key informants on how our evaluation differs from other ongoing evaluation beforehand. This means the consultant was not asking similar questions, or not going to have similar discussions since the evaluation was only evaluating the outcome under ILO’s responsibility.

4.09 Finally, the selection of the informants by ILO, in other words, the provision of key informant list by ILO had created a possibility of selection bias, however, during the interviews, if any other key informant was suggested by interviewer, the consultant took into attention and made attempts to reach out the designated person. In some cases, it was successful but in others, she wasn’t.

5. Main Findings

5.1 Relevance

To what extent has the project been relevant and is contributing to ILO’s results framework (including P&B), mandates and policies, particularly on gender equality and international labour standards, social dialogue, inclusion of disability and just transition to environmental sustainability?

5.1.1 Supporting sustainable, inclusive and equitable economic growth by promoting women’s economic empowerment (WEE), which is the main objective of the project under final evaluation here, indicates a high alignment/relevancy with ILO’s mandates, policies, strategies, project and budget documents, Results Based Management (RBM) throughout the years. ILO has taken significant and necessary steps and implement variety of relevant projects with or without partners to invest in gender equality and women’s economic empowerment and more jobs, and decent work for women, implement development strategies, policies and programmes accordingly that generate more and decent work for women, particularly in the informal sector, promote women’s leadership in public and corporate economic decision-making and in employer’s and worker’s organizations and last but not least, promote a culture of equality and shared responsibility between men and women in paid and unpaid care work.¹⁹ Particularly in recent years, ILO’s main strategic documents, such as Programme and Budget (2020-2021), Programme of Work and Results Framework²⁰, has been underpinning outcomes, including gender equality and equal opportunities and treatment for all in the world of work, international labor standards, influential and inclusive social dialogue and finally, mainstreaming disability rights in the world of work.

5.1.2 The project is also aligned with the ILO Strategic Plan (2019-21) and primarily fits into the ILO P&B (2020-21) Outcome 4 on Sustainable Enterprises as Generators of Employment and Promoters of Innovation and Decent Work and Outcome 6 on Gender Equality and Equal Opportunities and Treatment for All in the World of Work.

5.1.3 Regarding gender equality, the project is fully aligned with the Women at Work initiative²¹, one of the seven ILO centenary initiatives, which has facilitated a move towards a transformative and measurable agenda for equality. The initiative aims to understand and address the causes of gender gaps in the world of work and what needed responses are to address these gender related gaps. There are five building blocks behind this initiative to facilitate a push for equality, which are (i) undervaluation of work taken under by women (ii) decent working time for women (iii) new care economy (iv) raising the voice and representation of women (v) ending violence and harassment.²²

¹⁹ “Decent Work and Women’s Economic Empowerment: Good Policy and Practice”, UN Women and ILO Policy Brief, which can be accessed via https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/---ifp_seed/documents/genericdocument/wcms_184878.pdf, accessed on August 2021.

²⁰ ILO Programme and Budget for 2020-2021, see https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_719163.pdf, accessed on August 2021.

²¹ ILO Women at Work https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_629239.pdf, accessed on August 2021 and see both ILO internal evaluation and midterm review

²² Ibid.

5.1.4 Regarding project’s relevance to international labor standards, following the universal adoption of the Beijing Declaration and Platform for Action in 1995, and the ratification of international labour standards, governments have a responsibility to foster gender equality and women’s empowerment and this project definitely is targeting this as its main objective, particularly women’s economic empowerment. By saying that, the project also promotes main international labour standards specifically on gender equality, particularly the 2019 ILO Convention on *Violence and Harassment (C190)* as well as the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration). Even though it is relevant to the international labor standards, one of the key informants underlined the importance of these standards while it is covering both men and women. Key informant said:

“Violence and Harassment Convention has recognized the right of everyone to a world of work free from violence and harassment, not only women. ILO doesn’t put an emphasis only on women or only men. Indeed, it includes gender-based violence but not only gender-based violence. However, this project’ emphasis only on women seems like we are promoting one sided agenda and we acted against C190. If we think as of today, trade union leaders that were killed in Colombia were men. The messages of this project are right and needed but we need to be balanced.”²³

5.1.5 The project’s relevance to promote inclusion of disability is limited. Even though one of the project documents on “Emerging practices that advance women’s economic empowerment” includes some country examples/good practices that is targeting women with disabilities, that doesn’t go beyond. However, there was a great chance to include women with disabilities in the narrative while working on improving women’s place in the world of work. The project rightly claimed that women face structural barriers in engaging in the world of work. For women with disabilities, these gender-based inequalities are compounded by disability-based inequalities.

To what extent has the project been relevant and is contributing to ILO’s country strategies and UN Country programme frameworks (UNDAFs/UNSDCFs)?

5.1.6 In recent years, the G7 has pushed the needle forward in support of gender equality. In 2018, Canada mainstreamed gender throughout all themes discussed at the G7 summit; for 2019, the French presidency has revived the Gender Equality Advisory Council created in 2017 under the Canadian presidency and tasked it with compiling a package of best practices from across the globe that advance gender equality. Then, the Advisory Council has identified 79 good practices in gender equality laws in 4 sectors, in which economic empowerment is one of them and in all regions of the world. It calls on the leaders of the G7 and other countries to commit themselves, through the “*Biarritz Partnership*”, to adopt and implement progressive legislative frameworks for gender equality, drawing on its recommendations²⁴. It calls on the leaders to:

- End gender-based violence
- Ensure equitable and quality education and health
- **Promote economic empowerment²⁵;**
- Ensure full equality between women and men in public policies.

²³ KII

²⁴“Publication of the report of the G7 Gender Equality Advisory Council”, <https://www.elysee.fr/en/g7/2019/08/20/publication-of-the-report-of-the-g7-gender-equality-advisory-council>, accessed on May 2021.

²⁵ Even though, both G7 and G20 countries are placing emphasis on gender, although traditionally the G7 has focused more on socio-political aspects such as education or violence against women, while the G20 has prioritized economic aspects such as women’s participation in labour markets.

It also called on States to ensure the necessary funding for the implementation of laws and to monitor them on a regular basis, as well as to abolish any discriminatory measures against women that may persist.

5.1.7 Along with summit’ outcomes, the recent documents of the G7 have repeatedly included the general goals of promoting gender equality on the labour market and employment opportunities for women. There are also commitments to specific policies in this area. For example, the *G7 Roadmap for a Gender-Responsive Economic Environment* (2017) explores in detail different aspects of economic inclusion of women. It draws attention to the positive influence that employment has on women’s income, pensions and savings for retirement. The roadmap also looks at the challenges in reconciling work and family life. The roadmap also commits to bring together the approaches of various international organisations (e.g., the UN, ILO, OECD, IMF, WB, ILO and EU Commission) for measuring unpaid domestic work and care-work and developing a uniform methodology.²⁶

5.1.8 On the one hand, while G7 countries have made substantial progress in gender equality through a wide range of policies and interventions, women and girls still face social, cultural, economic and institutional discrimination, which perpetuates gender inequalities in economic participation and opportunities. Therefore, the project has been relevant and also contributing ILO’s country strategies in G7 countries. Even though women are more likely than men to go to university in G7 countries²⁷, but still less likely to be economically active. In Italy, only 56 percent of women are part of the labour force, one of the lowest rates in the OECD.²⁸ Women also continue to be employed in jobs that earn less and are less secure. The gender wage gap has decreased since 2000, but women in G7 countries still earned 16% less than men, and female top-earners are paid 21% less than their male counterparts.²⁹ In the UK, almost one-third of all working women earn a wage that is insufficient to guarantee a decent quality of life.³⁰ In France, women are overrepresented in the poorest paid and least secure jobs, and three-quarters of part-time jobs are filled by women.³¹ In Italy, 33 percent of women are in part-time work, compared to just 9 percent of men,³² and in all G7 countries the rate of involuntary part-time employment is between 1.5 times (the US) and 3.5 times (Japan) higher for women than for men.³³ In Japan, more than 1 million women left their job to dedicate themselves to child care in 2017, compared to 13,000 men.³⁴ In the United States, a lack of legislation makes it especially difficult for both mothers and fathers to combine childbearing with work: it is one of the very few countries in the world that has no statutory paid parental leave for employees.

5.1.9 In align to the findings of the desk review, the key informants, majority of them, also mentioned that gender equality is not primarily a problem of developing world but also it has yet to be achieved in any country. Therefore, it is the relevancy and novelty of this project to keep the gender equality on the agenda globally.

²⁶ Berger et al., “The implementation of the G7 and G20 gender equality goals”, Discussion Paper, No. 5/2020, <https://www.econstor.eu/bitstream/10419/215547/1/1693492415.pdf>, accessed on 28th May, 2021

²⁷ Oxfam Media Briefing, “How the G7 is fuelling the inequality crisis”, August 2019.

²⁸ OECD data – Labour force participation rate, 15–64 (2017): <https://stats.oecd.org/index.aspx?queryid=54748>

²⁹ Oxfam Media Briefing, “How the G7 is fuelling the inequality crisis”, August 2019.

³⁰ Living Wage Foundation. (2017, November 10). *Women continue to be hit hardest by low wages in UK*. <https://www.livingwage.org.uk/news/news-women-continue-be-hit-hardest-low-wages-uk>

³¹ A. Poidatz. (2018). *Travailler et être Pauvre: Les Femmes en Première Ligne*. Oxfam France.

<https://www.oxfamfrance.org/actualite/femmes-travailleuses-pauvres-une-bataille-de-tous-les-jours/>

³² OECD.stat, Incidence of part-time employment by gender (national definition), data for 2017.

³³ OECD.stat, rate of involuntary part-time employment, data for 2017.

³⁴ Government of Japan. 2017 Employment Status Survey. Summary of the Results.

<https://www.stat.go.jp/english/data/shugyou/pdf/sum2017.pdf>

To what extent was the project designed based on ILO constituents’ needs on gender equality and grounded on consultation with target beneficiaries?

To what extent has the project been relevant and is contributing to ILO’s constituent organization’s mission, mandate, strategic/organizational plans?

5.1.10 The ILO promotes social dialogue within its constituents (employers, workers and member states) in formulating, and where appropriate, implementing national policy on social, economic, and many other issues. Even though the project under evaluation has been relevant and is contributing to ILO’s constituent organizations’ mission, mandate and strategic plans, the project was not designed based on ILO’s constituents’ needs and/or grounded on consultation with target beneficiaries due to project rejection by different ILO departments so that ILO involved into the project late. As it was often mentioned through the key informant interviews, the project was designed based on consultations between UN Women, as the main implementing partner and EU, as a donor due to UN Women and EU’s insistence to have ILO as a key partner but rejected by many ILO divisions. In addition to this, engagement from employers’ organizations in the USA and Japan could not be secured, against numerous attempts by the ILO to bring them on board. All interviewed informants from ACTRAV and ACTEMP agreed on the fact that how the project was conceived without ILO’s involvement had negative consequences on the participation of ILO constituents and on project implementation overall. As one of the key informants said:

“Under normal circumstances, MULTI branch should have come forward with a proposal and requested our consultations, our feedback to the proposal. However, even ILO was not on board during the inception of the project, the project design was already completed without taking ILO’s opinions, perspectives, feedback into attention. As constituents, we also couldn’t find a chance to contribute to the design of the project by sharing our needs, priorities, etc. When we were consulted, the project was already approved, the countries and themes, issues were already selected. “

5.1.11 It was not an ideal case for ILO constituents. However, they stated that they were consulted time to time for individual activities, where they forwarded their suggestions, which were considered. For example, the ILO project team undertook consultations with the ILO’s Bureau for Worker’s Activities (ACTRAV) to identify existing gaps on available training packages for trade unions on the topic of gender equality as well as workers’ organizations priorities in terms of capacity development tools. Therefore, in collaboration with the programme for Workers Activities of the ITCILO, the project team developed trade union training materials on promoting women’s leadership with a focus on G7 countries and an online training material on gender equality. In that regard, they were engaged, however, the communication was not as fluid as it should have been.

To what extent has the project been relevant and is contributing to ILO’s the achievement of the Sustainable Development Goals – especially SDG 5, SDG 8 and SDG 10, with particular focus on 5.5., 8.5 and 10.7 in G7 and EU countries?

5.1.12 The project is aligned with and its results are linked to Sustainable Development Goals – SDG 5 (achieve gender equality and empower all women and girls) with reference to 5.5, SDG 8 (promote inclusive and sustainable development, decent work and employment for all) with particular reference to 8.5, and SDG 10 (reduced inequalities).

5.1.13 Even though UN Women is the authoritative agency on gender equality and the empowerment of women, the ILO has also standard setting and technical expertise on gender equality, particularly women economic empowerment. Gender equality and women’s empowerment (GEWE) is at the heart of the universal 2030 Agenda for Sustainable Development and specifically covered by the [Sustainable Development Goal \(SDG\) 5: Achieve gender equality and empower all women and girls](#). The WEE agenda has evolved through further engagement with governments and other key stakeholders, such as during the 2017 United Nations Commission on the Status of Women, the Secretary-General’s High-Level Panel on Women’s Economic Empowerment, the Group of 20 (G20) and the G7. In addition, all activities under ILO responsibility, such as developing WEE best practices, developing guide for trade unions, are for promoting gender equality in the work place. Therefore, the project has been contributing to ILO’s achievement of SDG 5 (achieve gender equality). Regarding making contribution to SDG 8, the primary goal of the ILO regarding gender equality which is to promote opportunities for women and men to obtain decent work in conditions of freedom, equity, security and human dignity, overlaps with the project’s main objective: the empowerment of women as it was outlined throughout the project. A specific example for making contribution to promoting the decent work is the involvement of ILO Office in Japan in project activities regarding sexual harassment and Decent Work.

5.1.14 COVID-19 has deepened already existing inequalities and pandemic affects women and men differently in the world of work and highlights the specific challenges facing women. For example, the pandemic has increased women’s unpaid care work due to the closures of school, nurseries, etc. The project has been contributing to ILO’s achievement of the *SDG 10 (reduced inequalities)* by launching and broadly disseminating the Empowering Women at Work Series of good practices reports while steering the focus of policy guidance and illustrative practices on the COVID-19 pandemic.

5.1.15 Supporting SDGs through the activities conducted under the project also created a synergy with the initiatives stated in the ILO’s Strategic Plan (2018-2021)³⁵ and the project outcome 1.2. *“Women refugees and host country nationals are empowered through increased longer term social and economic recovery and livelihood opportunities”*. *The Women at Work Initiative* helped build an evidence base on which to develop and implement innovative measures to advance the ILO’s work for gender equality and non-discrimination, *the Enterprises Initiative*, which extends ILO’s reach and influence in promoting decent work at the enterprise level—they all enhance and contribute to relevance of the project to strategic interests of ILO, support SDGs, exclusively SDG5 and SDG8.

To what extent has the project been repurposed to provide a timely and relevant response to constituents’ needs and priorities in the Covid-19 context?

5.1.16. Even though the ILO didn’t implement the field activities, or in other words “country level activities” and therefore, the impact of COVID-19 was manageable, the workplan and deliverables was delayed due to COVID-19. The delivery of materials, the design of capacity development platform, the translation of documents into other languages were among the few that experienced delays, cancellations, etc. In addition, the project team within ILO and UN Women and their adaptation of working from home instead of office and the risks of work and life balance has skewed: women are emerged as the most impacted by pandemic. As like many other organizations, ILO had also need time to reassess its own organizational process. In addition, the slowing down of the communication between the partners of the project during the first phase of COVID-19, before the adaptation of the institution to new normal, had slowed down the delivery of activities. The project might have been profiting from much larger consultations, face to face meetings with the constituents however, the lack

³⁵ ILO’s Strategic Plan 2018-2021, https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_531677.pdf

of it was not caused by the pandemic, rather the way of ILO’s involvement into the project, which was mentioned in another section above.

5.1.17. Besides administrative delays, the project responded timely and promptly by developing and publishing “*Family-friendly policies and other good workplace practices in the context of COVID-19: Key steps employers can take*” brief³⁶ which offers recommendations for employers to mitigate the negative consequences stemming from COVID-19. On the other side, it is a timely document where the absence of adequate social protection systems and care policies exacerbates working families’ vulnerability to the crisis. The document was widely disseminated and translated into several languages by other projects and offices, reflecting the fact that is considered as a valuable resource.

5.1.18 A virtual occasion on WE EMPOWER-G7 high-level meeting on COVID-19, which brought together government ministers, CEOs, business associations, trade unions, civil society, global women’s movements, and academia from G7 and EU countries also brought high visibility of the impact of COVID-19 on gender.

Since the women with care responsibilities, informal workers, low-income families, and youth are under particular pressure due to covid along with a significant rise in domestic violence, the participants agreed that women’s empowerment, especially economic empowerment should be part of the crisis response.

5.2 Coherence

How well did the project fit and work with other interventions of the ILO at the global level? What synergies have been created with other partners?
What has been the added value of the ILO work in terms of comparative advantage, with particular focus on gender equality and tripartism?

5.2.1 It is the “Gender, Equality, Diversity and Inclusion Branch (GEDI), part of the Conditions of Work and Equality Department of the International Labour Office, is responsible for promoting gender equality and inclusion of women in the world of work. This division of ILO provides advice, tools guidance and technical assistance to constituents with respect to promoting more inclusive workplaces and addressing multiple grounds of discrimination towards women. Therefore, they have quite a lot of projects, programmes under their portfolio, which created significant synergy and complementary of the project under evaluation. However, the evaluation also needs to note that all of them have been/were targeting development countries, rather than advanced industrialized economies. (See table below)

Table 1. The list of Projects on gender equality and women’s empowerment conducted by ILO

<i>Title</i>	<i>Time Span</i>	<i>Location</i>
<i>The Way forward after the revolution: Decent Work for women in Egypt and Tunisia</i>	April 2012-April 2015	Egypt and Tunisia

³⁶ See the brief at https://www.ilo.org/wcmsp5/groups/public/--ed_emp/--emp_ent/--multi/documents/publication/wcms_740708.pdf

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<i>Joint UN Programme on Gender Equality and Women’s Economic Empowerment</i>	September 2011-March 2014	Ethiopia
<i>Access to Employment and Decent Work for women</i>	May 2012 - July 2016	Indonesia
<i>Joint UN Programme on Gender Equality and Women’s Economic Empowerment</i>	July 2012 - June 2014	Kenya
<i>Promoting the Rights of Women Migrant Domestic Workers in Lebanon</i>	June 2011 - May 2014	Lebanon
<i>Empowering women and girls in vulnerable situations through decent work</i>	August 2013-July 2014	Madagascar
<i>Project on Gender-Responsive Recovery for Sustainable Peace in Nepal</i>	September 2012 - June 2014	Nepal
<i>Towards Gender Equality and Women’s Empowerment in the occupied Palestinian territory</i>	October 2013-December 2014	Occupied Palestinian Territory
<i>Promoting gender equality for decent employment</i>	April 2012 - March 2015	Pakistan
<i>Nutrition Security and Maternity Protection through Exclusive and Continued Breastfeeding Promotion in the Workplace</i>	January 2013 - April 2014	Philippines
<i>Support to the promotion of gender equality and women’s empowerment</i>	August 2012 - February 2014	Somalia
<i>More and Better Jobs for Women: Women’s Empowerment through Decent Work</i>	March 2013 - April 2016	Turkey
<i>Joint UN Programme on Gender-Based Violence</i>	July 2013 - December 2016	Zambia

Source: <https://www.ilo.org/gender/Projects/lang--en/index.htm>*The table is built by the author.

5.2.2 Even though the projects above targeting women in the developing economies as its target, the objectives of the portfolio overlaps with the objective of the project under evaluation, such as promoting ratification and implementation of gender equality Conventions, takes specific measures to promote women’s access to employment, works to ensure that gender equality is on the agenda etc.

5.2.3 Beyond the development projects targeting gender equality under ILO GEDI, another two more-partnership instrument (PI) actions having similar objectives but with different geographic focus, which are “Win-Win – Gender equality means good business” programme, implemented together by ILO and UN Women, which promotes the economic empowerment of women in the corporate sector in six countries in the Latin American and Caribbean Region. There is also “*WE EMPOWER Asia*”, this time, implemented only by UN Women, which promotes the economic participation and empowerment of

women in seven Asian countries.³⁷ The UN Women WE EMPOWER – G7 team at HQ has established strong relationships, advised and shared best practices and lessons learned with these two sister programmes to ensure coherence and consistency across the organization particularly as it relates to the WEPs.³⁸ However, while “Win-Win Gender Equality means good business” created a significant synergy with the project under evaluation, UN WOMEN is building synergies with the WEE Asia project, but cannot extend this collaboration on the ILO side but EU cross pomored it with other EU finded prgramms in Asia managed by ILO. Therefore, a document analysis and evaluation interviews indicated that a significant synergy created between the previous and the project being evaluated here and plus, it gives an opportunity to provide policy coherence between the ILO, UN Women. Particularly, WE EMPOWER – G7, presents an opportunity to provide policy coherence between the ILO, UN Women, and UN Global Compact on WEE issues.³⁹

5.2.4 Besides project’s fit with other interventions of ILO, the project under evaluation benefited from ILO’s strong collaboration with International Training Centre of the ILO in Turin, Italy to deliver most of its technical outputs including - the training package for public policy makers , the guide for trade unions , the training package for HR and supply chain managers and the webinars and videos in the line with the women at work initiative and the Centre’s strong expertise on developing capacity development tools to promote gender equality and women empowerment at the workplace.

5.3 Effectiveness

To what extent has the project objectives been achieved? What are the results noted, particularly in terms of notable successes or innovations? What were the major factors influencing the achievement or non-achievement of the objectives?

5.3.1 Throughout the implementation of the Project, the ILO component of the joint project focuses on the development and dissemination of knowledge products on policy and workplace good practices as well as on capacity building and training tools for policy makers, ILO constituents and companies. The following activities have been implemented by the ILO:

- i. Developing, launching and promoting a WEE best practices (how-to) multimedia series on: (i) government policies, (ii) company HR policies; (iii) company supply chain management, (iii) workers’ organizations to promote gender equality, in line with provisions of international labour standards (Activity 1.1.2)
- ii. Developing a training package for public policy makers on promoting gender equality in the workplace, based on provisions of international labour standards (Activity 1.4.2)
- iii. Developing a guide for trade unions on promoting gender equality in the workplace (Activity 2.2.3)
- iv. Producing webinars and videos in line with "The women at work initiative" for online training delivery on relevant UN Women, EU and ILO platforms (Activity 3.3.2)
- v. Disseminating the training package on promoting gender equality in the workplace and assist interested employers' organizations and companies with self-assessment (Activity 4.1.2)

5.3.2 Under each output below, the activities that ILO was responsible of are listed with the baseline, target and the results with their indicators. The evaluation managed to put together only activities that

³⁷ KII

³⁸ Mid-term review report of the EU-UN Women-ILO Partnership Programme Promoting Economic Empowerment of Women at Work through Responsible Business Conduct in G7 Countries – WE EMPOWER – G7 countries”

³⁹ There are institutional limitations to joint work for the ILO as there is an internal process by which the ILO should consult with the ILO’s Bureaux of Employers’ (ACT/EMP) and Workers’ Activities (ACTRAV), according to the ILO’s governance structure.

were conducted by ILO as a table that shows the baseline, target, and collected outputs connected to ILO’s activities, where indicators told us whether the goals under ILO’s responsibility were achieved.

Output 1.1. Knowledge products and tools on WEE available

Indicator	Period	Baseline	Target	Result	Success rate
1. Number of knowledge products and tools on WEE developed	2018-2020	0	12	11	

Output 1.3: Action Driven Dialogue Organized

Indicators	Period	Baseline	Target	Result	Success rate
1. # of participant in an event	2018-2020	0	50	232	%
2. Percentage of participants who report having benefited from an event	2018-2020	0	0	%90	%
3. # of EU companies that participated in an event	2018-2020	0	0	9	%
4. Number of non-EU companies that participated in an event	2018-2020				

Output 1.4: Advocacy campaigns on key women’s economic empowerment developed, launched and managed

Indicators	Period	Baseline	Target	Result	Success rate
1. # of knowledge based products developed	2018-2020	0	6	5	%
2. # of communications products developed	2018-2020	0	8	3	%
3. # of companies in G7 signing the WEPs	2018-2020	0	140		%
4. # of stakeholders sharing good practices	2018-2020	0	50		%

Output 2.2: Knowledge exchange and training for companies on WEE and WEPs implementation for companies delivered

Indicators	Period	Baseline	Target	Result	Success rate
1. # of participants in an event	2018-2020	0	400	32	%
2. Percentage of participants who report having benefited from an event	2018-2020	0	%60		%
3. # of EU companies that participate in an event	2018-2020	0	100	7	%
4. # of knowledge-based products developed	2018-2020	0	5 for ILO)	2 WE Test Assessment tools and 3 modules for companies (WE Master)	%

Output 3.3: Capacity building and training on WEPs implementation for companies delivered

Indicators	Period	Baseline	Target	Result	Success rate
1. # of participants in an event	2018-2020	0	500	2201 (85% women)	%
2. % of participants who report having benefited from an event	2018-2020	0	%60	%90	%
3. # of EU companies that participated in an event	2018-2020	0	120	72 (EU); 78 (G7)	%
4. # of knowledge-based products developed	2018-2020	0	7	4	%
5. # of non-EU companies that participated in an event	2018-2020	0	120	229	

Output 4.1: Companies publicly report on progress against WEPs implementation and participate in gender audits

Indicators	Period	Baseline	Target	Result	Success rate
1. # of participant in an event	2018-2020	0	150	533	%
2. % of participants who report having benefited from an event	2018-2020	0	%60		%
3. # Number of EU companies that participated in an event	2018-2020	0	50	12 EU companies 18 G7 companies	%
4. % of participating EU companies which report having benefited from an event	2018-2020	0	%60		%
5. # of knowledge based products developed	2018-2020	0	2		
6. # of communication products developed	2018-2020		6	15	

Source: PIMS Results Matrix December 2020, 10th of March, 2021

Developing, launching and promoting a WEE best practices (how-to) multimedia series

5.3.3 As a part of the activity of “WEE best practices” multimedia series, the ILO launched the Empowering Women at Work Illustrative Practices Series, which presents key guiding frameworks and over 100 illustrative policies and practices by stakeholders of the world of work, including companies both in their operations and supply chain, trade unions, governments in promoting gender equality at work in G7 countries. It focuses on topics such as: (i) promotion of women to leadership positions; (ii) non-discrimination in employment, (iii) equal pay for work of equal value, (iv) ending violence and harassment against women in the world of work, (v) work-life balance and care policies, (vi) decent jobs in the care economy.

5.3.4 Regarding multimedia series focus on non-discrimination at work, the adoption of the ILO Convention No. 190 (or C190 for short), which is the first international treaty to recognize the right of everyone to a world of work free from violence and harassment, including gender-based violence and harassment, in June 2019 (came into force on 25 June 2021) provided opportunity for ILO Japan Office to promote the issue of “work free from violence and harassment” and had found a chance to build a good collaboration with RENGO:

“Focusing on the topic of work free from violence and harassment is one of the achievements of WE Empower project since it is very relevant to C190 and timing is excellent. It found a place in social media in Japan so that we could budget for the events to promote Convention 190 and found a chance to collaborate with RENGO which voted in favour of the convention along with government, whereas the employers’ organization abstained.”⁴⁰

⁴⁰ KII with ILO Tokyo Office

5.3.5 Just after the ratification of the Convention, ILO Tokyo Office held a study session in cooperation with Kwansai Gakuin University and explained the Convention in detail to promote it. It is an achievement of the project to find a chance to promote the Convention in Japan, where the issues of harassment in the workplace is a concerning issue. According to the “Survey on Harassment in the World of Work” released by RENGO, 38% of the 1,000 working men and women in their 20s to 50s who responded said they had been harassed in the workplace. The survey reality of "job-hunting sexual harassment" and other forms of harassment suffered not only by those working but also during job-hunting⁴¹.

5.3.6 Under this activity, another achievement is the materials prepared for the purposes of this activity were quite successful and also useful by attracting quite interest in the topic, especially the COVID-19 related policy brief titled “Family friendly policies and other good workplaces practices in the context of COVID-19: Key Steps employers can take” so that the outreach and relevancy of the materials resulted in the visibility of ILO.

5.3.7 Last but not least, the report on government’s good practice was also quite successful and used widely in the ILO communication campaign for the purposes of International Women’s Day 2021. The material has a French version as well, However, the project was not successful in developing good practice for employers’ organizations due to ACTEMP refusal to participate in project implementation. Instead, the good practices report was designed and published focusing on practices by companies, rather than employers’ organizations themselves. In addition, the project accomplished documenting good practices from trade unions as well.

Developing a training package for public policy makers on promoting gender equality in the workplace, based on provisions of international labour standards

5.3.8 International Training Center of the ILO (ITCILO) is the training arm of the ILO, where it runs training, learning and capacity development services for governments, workers, employers and other stakeholders and the same unit, ITCILO joined the project as a supplier of development of training packages on gender equality in the workplace. While designing the tools, they took into consideration of G7 countries’ needs, priorities, particularly US, Canada and Japan. As key informant in the ITC unit mentioned

“Since these countries are very advanced in social and economic terms, we tried to make the training materials very engaging, attractive to be able to get the attraction of the targeted audience, including policy makers, companies, CSR managers, etc. Then, we developed e-learning modules which are user friendly under advanced country context, and proposed models targeting two different categories: policy makers on the one side and companies on the other side.”⁴²

5.3.9 Along with the content, the choice of graphic design, colors, characters were also designed for country specific. For instance, in the case of Japanese version, the material was translated and through the translation, the text was adapted to the cultural context and local sensitivities, that is why Japanese version was a little bit delayed. In addition, UN Women’ concerns regarding graphic, design, colors, etc. were also taken into attention as well.

5.3.10 Among all the topics, the “Achieving Work-Life Balance” module, which aims to show the challenges and benefits of reconciling work and life demands, became very relevant for the interest of

⁴¹ Akiko Koyabashi, “ No more harassment at welcome parties, no more job hunting sexual harassment - what is the ILO’s anti-harassment convention?”, *Buzzfeed*, 5 of July 2019, <https://www.buzzfeed.com/jp/saoriibuki/shukatsu-rengo>, access on August 2021.

⁴² KII

both companies and policy makers under COVID-19 circumstances. It was one of the most interesting training modules which got more attention mainly related to the circumstances that COVID-19 brought.⁴³ Since the pandemic has further exposed the existing challenges to balancing paid work, personal lives and care responsibilities, the learning webinar on work life integration in the “new normal” attracted attention, as 462 people participated, where 82 per cent of them were women. Among the participants, 95 per cent reported being very or somewhat satisfied with the event, while 83 per cent indicated being well informed or informed after the webinar⁴⁴. The production and dissemination of the learning webinar was so timely and useful to showcase workplace practices implemented during the pandemic to support workers to balance their work and family responsibilities during the COVID-19 pandemic.

5.3.11 The innovative side of the products are their ability to serve as a capacity development platform with an inclusion of self-assessment of gender related issues tests, feedback mechanism embedded in the training, orientation of users in the use of training modules to improve their capacities. Another achievement is even though the materials were specifically designed for this WE-Empower project, the platform will be translated into Spanish and Portuguese to deliver projects to CSR in Latin America and Brasil and now, the current translation of website and tools under way, therefore, it contributes to the sustainability of the project, how the project tools can become informing to other projects in other regions. As it is stated by ITC ILO:

“The regional office is interested in, particularly self-assessment tool since it is very useful tool to help companies to show gender perspective, gender sensibility of the workers, human resources. Since multinational companies are in all over the world, this tool could be applied in everywhere. Like in this case, targeting multinationals in Latin America, therefore it is not wasted resources but appreciated modules can be applied anywhere in the world”

5.3.12 Even though the products were innovative, taken cultural and local sensitivities into attention throughout the design process, and timely designed, made available online for users during the pandemic, which indicated an achievement on its own, the impact of these products on the beneficiary side is unknown due to the lack of data on companies’ feedback and non-involvement of companies into the final evaluation process as beneficiaries, direct users of these products. In addition, ILO didn’t have in contact with the enterprises that have used these products, but UN Global Compact disseminated these products among the beneficiaries, and they have access to the beneficiaries.

Developing a guide for trade unions on promoting gender equality in the workplace

5.3.13 This is illustrative practices guide targeting trade unions that was developed with the partnership of International Trade Union Confederation (ITUC) aiming to train young women interested in leadership positions in trade union organizations. The guide is articulation of ITUC “Women in Global Leadership” (WGL) programme and it is translated into French and Japanese by the project. Besides US and Canada, particularly Canada, where today there are more women than men in trade unions, this guide is especially relevant to the needs of Japan, where the lowest unionization rates of women, and the largest gender gaps in unionization rates in G7 and EU countries⁴⁵, can be found in. Overall, as it is stated in KIIs, gender is not kind of concept that is widely used or appreciated in Japan. In other words, the concept of “gender equality” is less commonly preferred. As it is stated in the KII:

⁴³ KII

⁴⁴ https://www.ilo.org/global/meetings-and-events/events/WCMS_764071/lang--en/index.htm

⁴⁵ Empowering Women at Work, Trade Union Policies and Practices for Gender Equality

https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/---multi/documents/publication/wcms_760529.pdf

“This project is mainly driven to incorporate ideas that is difficult to conceptualize along with other business terms. On the one hand, “gender equality” is less commonly understood and the government doesn’t like the idea of intervention of third parties, however, on the other hand, this has affected the new Action Policy positively, which RENGO adopted in 2019 called “we will change the future towards a secure society.”⁴⁶

Therefore, the project under evaluation helped Japanese RENGO to further its goal in advancing initiatives for the equal participation of men and women and other aspects of “Diversity,” including the adoption of relevant laws and the improvement of workplace environments. Noting this achievement, still instead of emphasizing “gender equality”, “equal participation of men and women” is underlined due to the cultural sensitivities in the members of trade union and among the Japanese society as well.

5.3.14 The collaboration of the ITUC helped this activity to produce positive outcomes in terms of supporting the objective of increasing women’s leadership in trade unions. However, one of the shortcomings stated by one of the key informants is the lack of or limited role of the trade unions in advisory groups, particularly of United States and Canada was stated as one of the shortcomings of the implementation process of the project.⁴⁷

Producing webinars and videos in line with “The women at work initiative” for online training delivery on relevant UN Women, EU and ILO platforms

5.3.15 Under this activity, ILO successfully designed, implemented and completed learning webinar series, including (i) Learning webinar: Work-life integration: Successful workplace practices in the “new normal”, (ii) Learning Webinar: Business, non-discrimination and gender equality in the time of COVID-19, (iii) Learning Webinar: Employer-Supported Solutions for Childcare, (iv) Learning webinar: Achieving Equal Pay: Lessons from the ILO 2018-2019 Global Wage Report and Global Stakeholders.

5.3.17 The seminar on “Business, non-discrimination and gender equality in the time of COVID-19” was also very timely produced and disseminated webinar, where they reviewed employment practices and identified critical areas to maintain workplaces free from gender-based discrimination including in time of the COVID-19 crisis. It also showed that how the ILO Helpdesk can offer practical guidance to companies and shared workplace practices in promoting gender equality and non-discrimination by showcasing examples of Novo Nordisk (Denmark) and Bending Spoons (Italy). The learning webinar attracted 704 registrants and 391 attendees (84 per cent women). Among the participants, 95 per cent reported being very or somehow satisfied about the event, while 92 per cent indicated being well informed or informed after the webinar.⁴⁸

5.3.18 The training webinar on “employer supported childcare”, which aims to give participants an understanding of the critical role of employer-supported childcare in promoting gender equality at the workplace. It shows the business case for employer-supported childcare and highlights possible workplace solutions and illustrative practices from the International Finance Corporation’s (IFC) guide as well as the experiences of the companies such as Patagonia and Danone Italy. The training webinar attracted 253 registrants (76 per cent women), including 110 companies. Among the participants, 94 per cent reported being very or somehow satisfied about the event, while 85 per cent indicated being well informed or informed after the webinar.⁴⁹

5.3.19 The last learning seminar which is part of the project’s activities focused on “achieving equal pay”, which aims to emphasize understanding of the prevalence and drivers of the gender pay gap, as

⁴⁶ KII

⁴⁷ KII

⁴⁸ https://www.ilo.org/global/meetings-and-events/events/WCMS_742425/lang--en/index.htm

⁴⁹ https://www.ilo.org/empent/Projects/WCMS_740631/lang--en/index.htm

well as collaborative opportunities, and a toolkit of good practice examples, including IKEA and Starbucks. As it is stated in ILO’s webpage that the webinar attracted 782 registrants, which translated into nearly 250 viewers (91 per cent women) primarily from the private and civil society sectors. Most participants reported becoming more informed on the topic after the webinar and the majority reported positive levels of satisfaction.⁵⁰

Disseminating the training package on promoting gender equality in the workplace and assist interested employers’ organizations and companies with self-assessment

5.3.20 As the ILO designed and has still maintaining a webpage titled “EW@W Capacity Development Platform”, which is available in 5 languages, including English, French, Japanese, Spanish and Portuguese. It is one platform which includes component that designed and delivered under the ILO component of the project. In collaboration with the ILO’s training unit ITC in Turin, a web and social media campaign through Facebook was organized to disseminate the ILO knowledge products and training resources. Based on Social Media Campaign Report⁵¹, published by ITC, the dissemination campaign carried out reached more than 20,000 people in over 15 EU and G7 countries through the paid Facebook promotion; 393 people driven to visit the ewaw.itcilo.org course platform and over 433 people reached through the webinar promotion on Work-Life Balance. ILO ITC also published reports, including “Empowering Women at Work. Trade Union Policies and Practices for Gender Equality” in English and in French, and “Empowering Women at Work: Company Policies and Practices for Gender Equality” in UN Women’s We Empower website.

5.3.21 However, as the reach out is mostly quantifiable in access numbers to the website, it created a challenge on measuring the real impact of these training packages on actual users. This evaluation didn’t find a chance to reach out the beneficiaries of these materials, mainly companies. However, since UN Global Compact considered this document useful, they promoted these materials among their member companies, in where they have a network of 1000 companies and their role in this project is to promote these tools through its network. However, at the end of the day, in total 68 companies, in Japan (14 companies), United States (17 companies) and Canada (37 companies) participated women empowerment principles trainings, which is quite low outreach number compared to the large network of UN Global Compact. ILO Help Desk for business has also promoted the tools and training materials, however they didn’t quantify the number of outreach of dissemination.

5.3.22 In the case of Japan, as the time of the interview, all the materials were published however they haven’t disseminated them yet.:

“The lessons learned on that side will help future projects implementations but also the relationship that is strengthened with RENGO due to the WE Empower project will help us to disseminate other projects’ outcomes efficiently and timely to trade union leaders who are influential names in the business environment in Japan.”

5.3.23 Besides all the achievement and implementation challenges and limitations on measuring some achievements (detailed below) that were stated above each activity under ILO’s responsibility, overall, one of the major factors that influenced the achievement is the involvement of ILO’s International Training Center in Turin (ILOITC). In general, the Centre provides regional, national, and international constituents with training and learning courses that support their unique development strategies. Within this project, with the help of ILOITC, the ILO completed the development of training packages on gender equality in english, targeting respectively public policy makers and company managers,

⁵⁰ https://www.ilo.org/empent/Projects/WCMS_706781/lang--en/index.htm

⁵¹

including in SMEs. Its role in preparation of the relevant materials and its timely provision of delivery through the online platform was one of the factors influenced the achievement of ILO’s component of the joint project, which focuses on the development and dissemination of knowledge products on policy and workplace good practices as well as on capacity building and training tools for policy makers, ILO constituents and companies.

5.3.24 As it is stated above, the main limitation of measuring the achievement of the project is the activity level indicators do not provide appropriate information to indicate if the activities realized led to solid results. In addition to this, the indicators are only collected in quantity, not in quality. Since the evaluation hasn’t been able to discern the impact of these online tools on policy makers, companies, other beneficiaries in selected countries due to lack of satisfactory surveys, pre and post test, it is quite hard to mention whether the outcomes were realized or how successful the materials provided by ILO on creating positive and/or any impact on beneficiaries.

5.3.25 Even though all the themes selected for the project, such as gender pay gap, so relevant to elevate the women economic empowerment, there was no thematic area focusing on childcare policies in the selected countries. Since the ILO couldn’t help to shape the project’s content in their own way, there was a missing chance of including such an important topic otherwise included. One of the key informants mentioned:

“The contribution of ILO to thematic selection of issues could have been immense since ILO’s structure allow ILO to create opportunities to hear from variety of players in the work life, such as workers, and workers’ organizations, companies from different sectors, representation of employers and employers itself. However, we got involved in the middle of project and it was difficult to sort out how you can create a space for yourself, for inclusion of your department’s feedbacks”.

What have been the implications of the COVID-19 pandemic on the nature and degree of achievement of the project?

Has the project fostered ILO constituents’ active involvement through social dialogue through this project in articulating a response to the immediate effects of the pandemic?

5.3.26 One of the main implications of COVID-19 pandemic on the nature of the achievement of the project is the project’s timely focus on work-life balance and care policies. On December 2020, ILO and ILOITC, in cooperation with the WorkLife HUB held a learning webinar entitled **Work-life integration: Successful workplace practices in the “new normal”**. The learning webinar aimed to showcase workplace practices implemented during the pandemic to support workers to balance their work and family responsibilities during the COVID-19 pandemic. Even before the pandemic women were performing majority of the unpaid care work and as a result, experiencing relevant negative consequences in terms of losing their jobs, having less income, and downgrading in the career in the world of work. The pandemic has been magnifying and accelerating these pre-existing gender inequalities; therefore, the event/workshop was so timely and relevant for the needs of the working women. According to ILO ITC, it took so much attention compared to other learning webinars.

5.3.27 The backside of the COVID-19 impacts on the project as it provoked the slowdown in the delivery of activities as it is stated by the ILO project team:

“As all organizations need to reassess their organizational process. We were concerning about the implementation of the activities. For example, we need to delay our work plan due to the

pandemic. We need to make the capacity platform and training materials ready in English earlier, but it made available by September 2020. There are minor adjustment needs arisen due to the pandemic.”

The business disruption of service providers based at the ILO-ITC in Turin had an impact but for two reasons, the negative impact of COVID-19 on the project was partially prevented. First, the availability of seminars online and provision of online materials such as web-based tools for trainings was quite useful and relevant and timely noting the pandemic context. Second, the business disruption of partners and service providers based at the ILO-ITC (Turin, Italy) and ITUC (Brussels, Belgium) have been addressed by the contingency measures agreed in the no-cost extension package.

Tripartism and social dialogue are an issue of concern for this project. No tripartite consultations were conducted when drafting the project document and the governance structure (SC and AG) of the project was not composed of the ILO tripartite constituents. This was the result of a multitude of factors such as the late involvement of the ILO in the design of the project due to rejection of the project by different ILO departments, a lack of consultations with these tripartite actors during the design phase of the project (when the project idea was proposed to the ILO), the lack of interest from employers’ organizations in some of the target countries, etc. However, even though the project did not directly contribute to strengthen social dialogue, it did seize opportunities to highlight the ILO COVID-19 response policy framework, of which social dialogue is one of the four pillars. Also, some of the illustrative practice reports (particularly the trade unions’ good practice report) highlight the relevance of social dialogue to address gender issues.

To what extent have the project activities, products and tools involved constituents and disseminated to them for consumption, policy advocacy or service delivery?

5.3.28 The involvement of ILO constituents was quite problematic from the inception phase until the completion of the project and majority of the key informant interviews conducted for this project underlined how the non-involvement of the ILO from the conception phase of this project had a negative impact on social dialogue among ILO constituents. As it is stated by one of the key informants:

“The project had a great potential and might have created more opportunities, if the project heard workers’ voices, not just representatives of employers or the governments. One of the useful things is to get the different constituents to the table to identify their priorities, main areas that need to be reformed such as childcare. There was a reluctance but if the labor was on the table, things would have taken different shapes, the discussions would have been more fruitful and beneficial for both sides.”⁵²

5.3.29 Particularly, throughout the project, there was a continued reticence from the ILO’s Bureau for Employers’ Activities (ACTEMP) to be fully partner in the implementation of the project and besides ACTEMP, national governments had distanced themselves from the project particularly at the onset of the project. Noting that all three are developed economies, industrialized states that doesn’t need provision of technical service from EU and/or UN agencies. On the EU side, they also expressed the wish of a stronger engagement with policymakers which would have helped to bring up the issues on the governments’ agenda and access to the policy advocacy through engagement of policy makers. Both in Japan and Canada, representatives of relevant ministries (Ministry of Labour, Health and Welfare in Japan and Ministry of Labour in Canada) attended as observers to advisory group meetings. ON the US side, the things were more challenging as the Trump administration already scrapped G7 Gender

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Equality Advisory Council (GEAC), which was created by Prime Minister Trudeau during Canada’s G7 presidency in 2018. French President Emmanuel Macron renewed it in 2019 by renewing its members and its mandate. However, the project succeeded in actively involving representatives of trade unions in major multistakeholder events, webinars, and Advisory Group meetings including representatives of ITUC, the Canadian Labour Congress (CLC) and Japan’s Trade Union Confederation (RENGO).

Has the project yielded desired results on the ILO’s core principles (gender equality, ILS, tripartism and social dialogue, and just transition to environmental sustainability)?

5.3.30 The primary goal of the ILO regarding gender equality is to promote opportunities for women and men to obtain decent work in conditions of freedom, equity, security and human dignity. The empowerment of women is the main objective of this project as outlined throughout this evaluation report. This project thus directly contributes to the realization of this cross-cutting policy driver of the ILO.

5.3.31 As outlined in the project document, the ILO has experience advising governments on law and policy to redress gender inequality. Numerous ILO conventions and recommendations specifically address gender equality, including two fundamental ILO Conventions 23 - the Equal Remuneration Convention, 1951, No. 100 and the Discrimination (Employment & Occupation) Convention, 1958, No. 111; as well as the Workers with Family Responsibility Convention, 1981 (No. 156), the Maternity Protection Convention, 2000 (No. 183) and the newly adopted Violence and Harassment Convention, 2019 (No. 190). The United States have not ratified any of these Conventions and Japan has not ratified Convention No.100. The project dealt with the topic relevant to these Conventions. However, it did not focus on the universal ratification of these Conventions, although the project includes advocacy efforts and technical assistance to promote the ratification of ILO Conventions on gender equality.

5.3.32 The International Labour Conference adopted a new International Labour Standard to combat violence and harassment at work in June 2019. This topic is highly relevant to the project, opportunities were seized to address it at country level as part of the implementation strategy in Canada and Japan. In Japan, the project organized a press briefing following the adoption of the Convention that was well attended by the media as it is stated above.

5.3.33 Tripartism and social dialogue are an issue of concern for this project as it is stated several times in this report. No tripartite consultations were conducted when drafting the project document and the governance structure of the project was not composed of the ILO tripartite constituents due to the main factors: (i) the late involvement of the ILO in the design of the project due to rejection of the project by different ILO departments, (ii) the lack of consultations with tripartite actors during the design phase of the project (when the project idea was proposed to the ILO), (iii) the lack of interest from employers’ organizations in some of the target countries and the specific nature of this project – a joint project with UN Women, (iv) lack of specific guidance on the governance requirements for the ILO in this specific case.

How effective was the monitoring mechanism set up, including the regular/periodic meetings among project staff and with the beneficiary, donor and key partners?

5.3.34 Even though the monitoring mechanism set up was under the responsibility of the UN Women, as a leading agency, and project monitoring and reporting tracked the progress of execution timely and effectively, ILO also closely monitored all activities under its responsibility through its internal monitoring system and made adjustments where corrective measures need to be taken due to the COVID-19 pandemic. EU Partnership Instrument Monitoring system (PIMs) have been developed and was implemented by ILO for monitoring outputs conducted by ILO. Yearly Information Notes provided a comprehensive reporting tool at the level of outputs, based on the given project indicators. These notes were prepared meticulously and presenting all information that was crucial for the purposes of the project, such as baseline, target, progress so far, risks, means of verification. ILO has supported these yearly performance reports by submitting data regularly about the activities implemented by ILO. Beyond the submission of yearly performance reports, progress reports were also submitted to the donor on a yearly basis through the ILO’s internal donor reporting dashboard. In addition, very detailed, meticulously drafted mid-term review report assessed the mid-term performance of the project, achievements of output under ILO responsibility also served for the monitoring purposes very successfully.

5.3.35 There is also webinar monitoring systems that ILO can see the registration numbers of living webinar, numbers of active live viewers, etc. For example, as it is stated in ILO 2020 Progress Report, Learning Webinar on Employer-Supported Solutions for Childcare, which gathered several companies and partner organizations such as the EU and International Finance Corporation, as well as ILO experts, and focused on key topics of gender equality and the world of work in the context of the COVID-19 pandemic. Thanks to the webinar monitoring system that reported 1,419 registrations and over 500 active live viewers. That webinar monitoring system also allowed ILO and UN Women to track the number of participants attending the webinars so that there is evidence of companies’ showing interest to attend these seminars.

5.3.36 Besides monitoring, ILO designed a work plan together with UN Women to monitor the progress of outputs in details with noting new and delayed activities, the main responsible agency of the activities implemented in a quarterly period of implementation. Even though it was a good tool to monitor who did what, a key informant mentioned:

“Since the format of the monitoring mechanism is quite different between UN Women and ILO, it was challenging and time consuming at some point to align our systems of monitoring. Besides monitoring, even reporting was a challenge. Plus, we need to report to UN Women due to the arrangements we made with the EU, which put ILO in a position of a contractor of another UN agency, which is not good to be seen as and made us align with UN Women tools whereas we get used to use our own tools while monitoring, reporting, etc.”

5.3.37 The regular meetings between project stakeholders, especially between UN Women and ILO and also internal follow-up meetings after the seminars, events would have increased the efficiency and served for monitoring purposes to check the quantity and quality of the outputs delivered in the field. Even though the post-training/post-seminar surveys was conducted and they were served for monitoring purposes, monitoring progress was focused on the quantity of the outcomes, not the quality of the outputs, such as if they would have focused more on what the outcome of these trainings on beneficiaries/users of these webinars or instead of focusing on the number of knowledge products produced, how the content, quality of content, dissemination of the webinars have an impact on

recipients would have been useful for the purposes of evaluating the impact of the project on final beneficiaries.

5.4 Efficiency

How efficiently the resources of project (time, expertise, funds, knowledge and know-how) have been used to produce outputs and results?

5.4.1 Reviewing all the budget items and justifications for the amendments in budget items the project looks to be carefully undertaken and delivered good value for money under limited resources, both human and financial resources. While UN Women team consisting of five full time positions including project manager, policy specialist on WEPs, innovation and knowledge management specialist, communication analyst and operation and reporting associate, plus 15 more consultants supporting the project, ILO New York Office had one personnel, policy specialist, contracted for the purposes of the project and relocated her from Geneva to NY office, who coordinated with the UN Women on the implementation of ILO’s project activities. However, policy specialist was hired part time in the first place which was an underestimation of the amount of her time and work necessary for the project. Then, with an adjustment from the budget, where the unspent funds from the project initiation directed to fund her position, plus some administrative support given by Geneva office until December 2018- then by New York office-since January 2019, ILO office handled the implementation of the project’s activities, given the low staff-activity budget ratio in ILO’s component.

5.4.2 Besides the main coordination of the project in the headquarter, the ILO Office in Tokyo also expressed the need of more resources in financial and human resources purposes, where there was a need of translation and communication of all project materials and there is no one hired specifically for coordinating this project. However, as it is stated by one of the key informants, ILO Tokyo Office was very active in liaising with UN Women in Japan, and this good collaboration was instrumental for the project (not only limited to ILO’s work but also to UN Women activities in the country). Besides ILO offices in G7 countries, national coordinators hired by UN Women initially worked on a 50% basis and were considerable understaffed, which hindered the collaboration with ILO at the country level. ILO Washington Office, on the other hand, felt isolated, left out of the project and stated that they were not very well informed about the decision-making processes, not having any budget allocated for them and also not being part of the project from the conception phase, therefore, they thought their expertise to reach out the necessary partners in USA to make productive contribution was taken out from them. The coordination with ILO Washington Office might have been useful to reach out the national departments to engage them more into the project in the advocacy level.

Given the size of the project, its complexity and challenges under Covid-19 environment, have the existing management structure and technical capacity been sufficient and adequate?

Has the project been receiving adequate political, technical and administrative support from the ILO and its partners? If not, why? How that could be improved?

5.4.3 Apart from COVID-19 environment, the management structure and the funding were not sufficient and adequate and the very much needed administrative support was not received from ILO, other than MULTI division and ILO New York office, where MULTI’s Secretary has been very active in supporting the project, due to the many reasons that will be detailed below. First, this project was overturned by many divisions of ILO from the conception phase. Since the project was overturned by many different ILO divisions during the inception phase, the MULTI Enterprise unit has a difficulty to

find administrative, technical and plus political support within ILO as well. All the ILO staff that was interviewed for the purposes of this evaluation shared their willingness for more inclusion in designing stage, planning stage for country level and global level workplans. This is mentioned as:

“ILO hesitated quite long become part of this project because we have never really done projects in G7 countries. They are not countries that is funded by EU or preferred to be funded by EU. We hesitated quite long but at the end, we decided to be part of it due to the decision of MULTI unit, the senior level felt that it was a really good opportunity to be part of this project to make ILO more visible in these countries while engaging with multinational companies and national governments at the same time.”

5.4.4 As it is stated by a key informant that it was one of the first implemented project in G7 countries by ILO and it was not about technical service delivery, however it was not easy to accept within ILO divisions and selected countries’ national offices that the project and its activities were funded by EU, which was implemented in G7 countries. During especially the design stage, there was a need of clear communication strategy to tell the country offices about the content of the project, the technical details, the main reasons of ILO’s attendance then it would have secured the cooperation and collaboration between different ILO divisions and country offices. There should have been regular communication for ILO planning to let them to have a better view of what is happening in headquarter level.

5.4.5 ILO project team was not in touch with UN Women team very frequently. In other words, they didn’t schedule biweekly or bimonthly meetings to inform each other, and their responsibilities under the project was quite different so ILO project team did not get technical or administrative support from UN Women either. On the UN Women side, they also suggested as a lesson learned that it would have been helpful to have ILO project member in NY to sit in the same office with UN Women so that they would have exchange updates, challenges and how to improve the process in a daily basis. They also stated that they made an actual offer which was rejected by ILO project coordinator. In one of the interviews, key informant mentioned that they were first aware of challenges between UN Women and ILO while reading the midterm review report and they thought that challenges mentioned by ILO side would have been overcome so easily if UN Women knew them before the report. Holding biweekly sessions might have helped to coordinate better and to support ILO timely, effectively and efficiently. This was also recommended in the midterm evaluation⁵³.

5.4.6 How COVID-19 added up into these challenges is stated in the midterm review report⁵⁴. With the suspension of the ILO internship programme since March 2020, which resulted in the impossibility of hiring new ILO interns in New York as of June 2020, which was quite helpful to support ILO Policy Specialist in the project implementation, given the low staff-activity budget ratio in ILO’s component. ILO interns had been described as key in providing research assistance for the production of knowledge products and other technical assistance. COVID-19 led to the suspension of the ILO internship programme since March 2020. This had an impact on the implementation of ILO component, since the ILO contract policies only allow hiring external collaborators (consultants) for time-bound output-based work, which is not suitable for regular technical assistance.

⁵³ Midterm review report of the EU-UN Women-ILO Partnership Programme Promoting Economic Empowerment of Women at Work through Responsible Business Conduct in G7 Countries – WE EMPOWER – G7 countries”

⁵⁴ ILO Progress Report-ILO Component-- Annual Narrative and Financial Progress Reports to UN Women ILO Component – Year 3

5.5 Sustainability and impact potential

To what extent is the achieved progress likely to be long lasting in terms of longer-term effects? If not, what action might be needed to form a basis for longer term effects?

How likely will the ILO project lead to results that will be sustained or integrated in other post-pandemic response over time?

To what extent have results contributed to advance sustainable development objectives (as per UNSDCFs, similar UN programming frameworks, national sustainable development plans, and SDGs)?

To what extent has the project contributed to advance the ILO’s core principles (ILS, tripartism and social dialogue, and just transition to environmental sustainability)?

How much has the project facilitated and enhanced the EU-ILO partnership and the joint promotion in the respective countries of gender values and activities.

5.5.1 As key informants and the desk review confirmed the usefulness and sustainability of the training materials produced specifically for this project. Even though the training materials were designed from the scratch and targeted the audience of the project under evaluation, they are already translated into Spanish and Portuguese, where the translations were funded by the EU-funded projects that wanted to use them. Moreover, as it is mentioned by a key informant, these materials are already proposed in other projects, which are EU funded projects, as the EU is keen to see collaboration and synergies between projects and there has been a good promotion of them through the organization. As it is seen in ILO’s website, they have given specific references to the materials and by making some adjustments, they can be of use for other projects as in the case of projects related to Corporate Social Responsibility in Latin America.

5.5.2 While the evaluation was able to see some achievement and positive returns in the short term, the longer term sustainability of the project and its impact depends on *four* factors (i) the continuation of the projects focusing on women empowerment and work in developed world (ii) the adaptability of the training materials, workshops, events to a developing country context so that the projects targeting women in developing world can benefit from (iii) conducting policy advocacy addressing the sociocultural and economic barriers that constrain women’s labour force participation potential both in developed world and developing world.

5.5.3 Under normal circumstances, financial sustainability used to be of high concern for all partners involved into the projects. However, under this project, the materials were designed, prepared, and available on-line. They located in ILO website and WE-Empower website. Therefore, they are accessible for the companies, who would like to undertake the trainings. However, if the materials need to be adjusted for the purposes of other projects, ILO need to use its expertise to secure funding via transferring their know-how on seeking international funds, proposal writing, formulating outcomes and outputs designing activities, monitoring and evaluation-where there is a need.

5.5.4 The advisory group members and their experience, and strong network capacity would be playing a role in sustainability of the project outcomes. Even though there is no road map of how the project ensure the advisory group members’ voluntary attendance in continue sharing and disseminating the

knowledge produced by We Empower, they are the highly probable candidates for this purpose among other players. By noting this, it is important to note that this also falls under the responsibility of UN Women, since the Advisory Group is an UN Women led activity in the project under evaluation.

5.5.5 Another attempt for sustainability is the emphasis on encouraging participants of both offline and online events, to continue discussions and access resources on the platforms. This potentially supports momentum and sustainability after the in-person meetings (but depends on the continuity of the platforms). WEPs related tools or products can be sustained through the WEPs Secretariat and its knowledge and learning platforms, at least until 2022, be promoted by WE EMPOWER ASIA. To sustain the Secretariat on the long run, ways of generating income by e.g., making companies pay for training or advisory services from the Secretariat, would need to be explored.

6. Conclusions

6.1_The project has been significantly in line with ILO’s mandates, policies, strategies, global, regional and national response to increase women economic empowerment. Along with this project, ILO has been implementing development strategies, policies, and programmes accordingly that generate more and decent work for women, particularly in the informal sector, promote women’s leadership in public and corporate economic decision-making and in employer’s and worker’s organizations and finally, promote a culture of equality and shared responsibility between men and women in paid and unpaid care work. However, the way and the timing of involvement of the ILO into the project caused many complications within ILO and with the partners.

6.2. The project is highly relevant to the context and responsive to the evolving needs of women at work, not only in developed world but in developing world as well. However, national governments selected for the project had distanced themselves from the project noting that all three are developed economies, industrialized states that doesn’t need provision of technical service from EU and/or UN agencies. The same issue was raised among different ILO branches as well, where ILO found it difficult to convey the message and objectives of this project in a clear and coordinated way so that departments within ILO would have acknowledged the fact that it is a new instrument of EU external action, not a classical technical assistance.

6.3. Due to the late involvement of ILO into the project, the ILO had a limited margin to influence project’s design and since the project was rejected by various ILO departments until ENTERPRISE department involved, therefore it was not totally reflecting ILO constituents’ needs on gender equality and it wasn’t grounded on consultation with target beneficiaries on time. However, later, there were consultations with the representatives of business, companies, etc. Led by UN Women.

6.4. The intervention delivered is resulted in an economic and timely way. Outputs are delivered within the intended timeframe with some delays for certain activities mainly due to the COVID-19, which led to the no cost extension of the project into mid 2021. However, due to the budget limitations especially on the ILO side, the national teams in the selected G7 Countries, in Canada, USA and Japan, have also expressed the need of more resources in financial and human resources purposes during the implementation of the project.

6.5. To present the impact of the project was hard due to the design, implementation and monitoring and evaluation framework of the project. ILO was responsible of developing of the training materials, however there was no pre-test and post-test conducted for measuring the impact of these trainings. However, instead of measuring the impact, there were post surveys conducted after each of the training webinars to measure satisfaction. Beyond this, as a part of this final evaluation, the evaluation didn’t find a chance to reach out the companies, organizations who took these trainings. On the website, only

available data is how many people used these products while engaging online, however there was no information available who these people were. Since the ILO was only responsible of producing these products and didn't have any connection to the companies, it was hard to identify the impact on the users of these products.

6.6. While the evaluation was able to identify some results in the short term, the sustainability of the project is depended on the continuation of the projects focusing on women empowerment and work in developed world, the adaptability of the training materials, workshops, events to a developing country context so that the projects targeting women in developing world can benefit from and conducting policy advocacy addressing the sociocultural and economic barriers that constrain women's labour force participation potential both in developed world and developing world.

7. Recommendations

7.1 **Recommendation 1.** (Addressed to EU) While working with UN agencies, EU should present the project as a joint commitment of all stakeholders and give more floor to national governments to contribute to the project. In addition, while working with G7 countries, EU need to explicitly state that it is not a technical assistance but a cooperation with the industrialized world, where they share common values. Then, they have a chance to create a positive change on policy level.

Indicate:

- priority or importance (**high, medium, low**)
- time frame for implementation (short-term, medium-term, long-term, **not applicable**)
- resource implications (e.g. **low, medium, high**)

Recommendation 2. (Addressed to ILO) In regard to the future projects, ILO should seek consultation with its constituents and look for an approval of other relevant departments/divisions of ILO which will create consensus among the parties which is essential for the project's sake.

Indicate:

- priority or importance (**high, medium, low**)
- time frame for implementation (short-term, medium-term, long-term, **not applicable**)
- resource implications (e.g. **low, medium, high**)

Recommendation 3. (Addressed to EU) The EU should spend more time to convey its messages to its partners, mainly UN organizations working in developed countries. They need to spend time to convey their messages, objectives of this project in a clear and coordinated way so that UN agencies, in this case, ILO would acknowledge the fact that it is a new instrument of EU external action, not a classical technical assistance but more of a diplomatic tool to have EU as a partner to improve a novel cause of women economic empowerment..

Indicate:

- priority or importance (**high, medium, low**)
- time frame for implementation (short-term, medium-term, long-term, **not applicable**)
- resource implications (e.g. **low, medium, high**)

Recommendation 4. (Addressed to EU and UN Women) Instead of holding consultations with employers' representatives, the consultations should include workers from different sectors, and/or vulnerable workers, including women with disabilities, indigenous women, refugee entrepreneur women, women working in male dominated sectors therefore, the design of the project would be informed by different challenges that these groups have experienced in the world of work.

Indicate:

- priority or importance (high, **medium**, low)
- time frame for implementation (short-term, medium-term, long-term, **not applicable**)
- resource implications (e.g. low, **medium**, high)

8. Lessons Learned and good practices

Some messages have emerged from the analysis of the document review, key informant interviews and this section provides a discussion on lessons learned for future implementation of similar projects for improving project effectiveness, targeting and results:

8.1 Defining and agreeing on roles and responsibilities between partners/stakeholders in the initial stages of the project and balancing their resources and responsibilities is essential for enhancing the efficiency of the outcomes: The expectations and responsibilities of each stakeholder in the project needs to be laid out openly in the conception phase, in order to make sure the next steps of the project can be implemented with ease and the learnings of this phase of the project can be used constructively in developing the partnership between organizations involved in the project. However, the project was conceived without the involvement of the ILO. By the time when ENTERPRISE department engaged in the project, the idea of the project was advanced on the side of EU and UN Women, the project proposal was already formulated and written, so that ILO had limited margin to influence the project design, resource sharing, overall rules of the game.

8.2 The clearer the communication of ideas, the better coordination and communication between/within stakeholders arises: On the EU side, the main underpinning objective of the project was to create a partnership within G7 countries to promote economy, trade and to position companies better to increase economic interest while strengthening linkages between EU and G7 countries implementing the project. However, this idea was not carried out to the other parties clearly, which caused misunderstandings both in ILO side and national governments of USA, Japan and Canada side. This instrument of EU is different from others, and it is not development cooperation, not providing technical assistance but cooperation between likeminded countries to EU, or in other words, working together with likeminded countries for serving EU’s trade, economic interest while improving conditions in the world of work, such as gender equality, gender equal pay and improving situation and work together to eliminate challenges in front of women economic empowerment. Therefore, G7 countries are seen as partners, and EU as making partnership with the governments, not a donor. However, this message wasn’t delivered properly both to the ILO and the national governments, which caused a reluctance on the side of national governments to work with EU and divisions within ILO didn’t want to involve some action that was seen like EU was delivering technical assistance to the developed countries. If this logic of the intervention was better delivered and better understood on all sides, the implementation would have gone more smoothly. In addition, the EU, UN Women and/or ILO did not engage with the three target countries governments to agree on the project scope and objectives. The ILO expected that the EU would have conducted consultations with the three target countries prior to the redaction of the Action Fiche.

8.2 Consultations should have taken place with the ILO constituents: The lack of prior consultations with ILO constituents led to the ILO’s Bureau for Employers’ Activities (ACTEMP)’s reticence to fully partner in the implementation of the project, as it is mentioned and highlighted in previous reports, evaluations and throughout the key informant interviews. In the later stages, even the consultations took place far after the initiation of the project, the employer organizations were not satisfied with the consultations. National employers’ organizations initially consulted on the project idea by the Bureau for employers’ activities (ACTEMP), did not show interest in engaging in the process and therefore were not further consulted during the drafting phase of the project document. Contrary to UN Women and

all other UN agencies, ILO is the only tripartite UN agency with government, employer, and worker representatives. Therefore, UN Women was responsible only for national governments and civil society organizations are another key stakeholders and they engaged directly with companies on technical issue of relevance. UN Women's structure is a bit different than ILO, where ILO has constituents that they are responsible of. Employers' organizations were then only contacted at the time of setting up the national project advisory groups.

Good practices

The training materials designed and developed for this project was appreciated by majority of the key informants and constituted as one of the strongest parts of the project, where they were contributing to the achievements of this project directly. The training materials were designed from the scratch and targeted the audience of the project under evaluation. Even though they were specifically designed for the project, they found successful for delivering messages, key content to the audience, therefore these materials are already proposed in other projects, which are EU funded projects, as the EU is keen to see collaboration and synergies between projects and there has been a good promotion of them through the organization.

ANNEX A. Evaluation Terms of Reference

Final Independent Evaluation of “Promoting Economic Empowerment of Women at Work through Responsible Business Conduct – G7 countries” Project

Overview	
ILO Project Code	GLO/17/37/EUR (106527)
Project Title	Promoting Economic Empowerment of women at Work through Responsible Business Conduct – G7 countries, WE-EMPOWER-G7
Contracting Organization	International Labour Organization (ILO)
ILO Responsible Chief	Vic Van Vuuren, Director ENTERPRISE Department
Administrative Unit in charge of the project	MULTI/ENTERPRISES
Technical Unit	MULTI/ENTERPRISES
Funding source/donor	EU Partnership Instrument
Project Budget	Overall - 6,446,200 EUR ILO-EUR 948,200 (EU contribution 837,200 EUR)
Project Location	Canada , France, Germany, Italy, Japan , United Kingdom, United States of America (Bolded countries with project presence)
Project Duration	January 2018 to August 2021
Outcome(s) and CPO	Outcome 4, GLO334
Evaluation Manager	Özge Berber Agtaş, ILO Office for Turkey
Type of Evaluation	Final Independent Evaluation
Expected Starting and End Date of Evaluation	17 May – 20 July 2021

I. INTRODUCTION AND RATIONALE

As per ILO evaluation policy, this project is subject to a mid-term internal evaluation and a final independent evaluation. The [mid-term evaluation](#) was conducted in July 2019. In that regard, the final independent evaluation, as projected in the work plan of the project, will be undertaken by an external consultant(s). The final evaluation will only focus on the components implemented by ILO and will also benefit from the findings of the final independent evaluation of the joint project being implemented by UN Women.

ILO Evaluation Policy adopted by the Governing Body in October 2017, provides for systematic evaluation of programmes and projects in order to improve quality, accountability, transparency of the ILO’s work, strengthen the decision-making process and support constituents in forwarding decent work and social justice. It is planned that the final independent evaluation will be carried out under the overall supervision of the ILO Evaluation Manager, with the support of the Evaluation Focal Point for the ENTERPRISES Department and ILO Evaluation Office.

a. Project description

The project *Promoting Economic Empowerment of Women at Work through Responsible Business Conduct – G7 countries* is a joint project between UN Women and the ILO funded through the EU partnership instrument for a total of 6,446,200 EUR (ILO part - 873,200 EUR), covering the countries Canada, Japan and the United States. The project implementation period is 45 months (January 2018 to August 2021) and the ILO team is based in New York City, USA and Geneva, Switzerland.

The overall objective of the project is to support sustainable, inclusive and equitable economic growth by promoting women’s economic empowerment (WEE) in the public and private sector in G7 countries. More specifically, the project facilitates dialogue and exchanges amongst G7 and EU countries and engage with the private sector in the elimination of gender inequality faced by working women.

The overall project is guided by the UN Women’s Empowerment Principles (WEPs), the International Labour Standards (ILS) and the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration). The ILO component of the project focuses in particular on the development and dissemination of knowledge products on policy and workplace good practices as well as on capacity building and training tools for policy makers, ILO constituents and private sector.

The project has a two-track approach:

Track 1 focuses on multi-stakeholder policy and action-driven dialogues and knowledge exchanges (case studies, good practice, tools), campaigns and incentives. This track includes two project outcomes that contributes to:

Outcome 1: Advancing women's economic empowerment through multi-stakeholder dialogues within and across the G7 countries

Outcome 2: Companies’ enhanced knowledge on how to implement the WEPs and promote international labour standards (ILS)

Track 2 covers private-sector engagement, training, toolkits, incentives for implementing WEPs, transparency, voluntary monitoring and reporting; virtual learning for women’s enhanced access to quality jobs and business opportunities, and links between EU/G7 women’s business associations and networks.

This track includes three project outcomes that focus on contributing to:

Outcome 3: WEPs companies' implementation of gender-responsive practices in line with the WEPs and ILS

Outcome 4: Aligning companies' voluntary monitoring and reporting with the WEPs and ILS

Outcome 5: Women’s strengthened economic opportunities

The ILO component of the joint project focuses on the development and dissemination of knowledge products on policy and workplace good practices as well as on capacity building and training tools for policy makers, ILO constituents and companies. The following activities have been implemented by the ILO:

- **Activity 1.1.2** Develop, launch and promote a WEE best practices (how-to) multimedia series on: (i) government policies, (ii) company HR policies; (iii) company supply chain management, (iii) workers’ organizations to promote gender equality, in line with provisions of international labour standards.
- **Activity 1.4.2** Develop a training package for public policy makers on promoting gender equality in the workplace, based on provisions of international labour standards
- **Activity 2.2.3** Develop a guide for trade unions on promoting gender equality in the workplace.
- **Activity 3.3.2. (b)** Produce webinars and videos in line with "The women at work initiative" for online training delivery on relevant UN Women, EU and ILO platforms.

- **Activity 4.1.2** Disseminate the training package on promoting gender equality in the workplace and assist interested employers' organizations and companies with self-assessment.

The project is aligned with the ILO Strategic Plan (2019-21) and primarily fits into the ILO P&B (2020-21) Outcome 4 on Sustainable Enterprises as Generators of Employment and Promoters of Innovation and Decent Work. The project outcomes also contribute to Outcome 6 on Gender Equality and Equal Opportunities and Treatment for All in the World of Work. Its results are linked to Sustainable Development Goals – SDG 5 (achieve gender equality and empower all women and girls) with particular reference to 5.5, SDG 8 (promote inclusive and sustainable development, decent work and employment for all) with particular reference to 8.5 and SDG 17 (revitalize global partnership for sustainable development) with particular reference to 17.18.

b. Management Arrangements

The ILO Policy Specialist based in New York leads the implementation of ILO activities and outputs under the project in collaboration with the ILO Multinational Enterprises and Enterprise Engagement Unit (ENT/MULTI) of the Enterprises Department in Geneva, and coordinates with UN Women. Administrative assistance for the project was provided by the Administrative Associate (ENT/MULTI) and the Senior Operation Assistant (ILO New York).

The ILO Coordination team in Geneva led by the Chief of the Multinational Enterprises and Enterprise Engagement Unit (MULTI) at the ILO Enterprises Department and the Technical Specialist in the same unit acted as the management team of the ILO Component over the inception phase. The project team in Geneva provides consistent and timely support and coordination to the project activities. The ILO office in Tokyo also plays a key role in liaising with ILO Constituents and key counterparts in Japan.

II. PURPOSE, SCOPE AND CLIENTS OF THE EVALUATION

Independent final project evaluations assess development cooperation projects and programmes as a means to deliver ILO outcomes to constituents both at the national and global level with reference to the relevant strategic documents including ILO P&B and DWCP. They assess the projects in terms of relevance, efficiency, effectiveness, coherence, impact and sustainability of outcomes, and test underlying assumptions about contributions to broader developmental impacts. Project evaluations have the potential to:

- improve project performance and contribute towards organizational learning;
- help those responsible for managing the resources and activities of a project to enhance development results from the short term to a sustainable long term;
- assess the effectiveness of planning and management for future impacts;
- support accountability aims by incorporating lessons learned in the decision-making process of project stakeholders, including donors and partners.
- support conceptualization of the next phases, steps, strategies and approaches. The evaluation results would contribute for further project development and help to define what and how the ILO contributed for promoting women’s economic empowerment (WEE) in the public and private sector in G7 countries.
- liaise closely with the evaluation manager of the UN Women to coordinate ongoing final independent evaluation being conducted by UN Women and send preliminary results to the evaluation team of UN Women for inputs and comments.

The scope of the evaluation will encompass all activities and components of the project under the direct responsibility of the ILO from its start and up to the actual time of the mission. The main recipients of the evaluation are:

- ILO Project Management Unit
- ILO Office in New York
- ILO Multinational Entreprises and Enterprise Engagement Unit ENT/MULTI, ENTERPRISES
- ILO WORKQUALITY and GEDI
- ILO ACTRAV and ACT/EMP
- Partnering UN Agency (UN Women)
- ILO Constituents
- EU (the donor and project partner)
- Project Steering Committee members
- Project partners and stakeholders

The evaluation will integrate tripartism and social dialogue, and just transition to environmental sustainability issues as a cross-cutting concern throughout its methodology and deliverables. Gender equality and non-discrimination will be placed at the heart of the evaluation. It will also give a specific attention to how the project is relevant to the ILO’s global programme framework including P&B (2020-21), ILO Action Plan for Gender Equality (2018-21), contribution of the project to SDGs and UN country frameworks, and COVID-19 response. For that, the evaluation is expected to follow the guidance documents included in Annex 1.

III. CRITERIA AND QUESTIONS

The evaluation will apply the key criteria of relevance, coherence, effectiveness, efficiency, sustainability and impact potential and apply international approaches for international development assistance established by OECD/DAC Evaluation Quality Standard. In particular,

- A. The evaluation should address the evaluation criteria related to: project progress/ achievements and effectiveness, efficiency in the use of resources, impact and sustainability of the project interventions as defined in the [4th edition of the ILO Policy Guidelines](#) for results-based evaluation (2020).
- B. The evaluation adheres to confidentiality and other ethical considerations throughout, following the [United Nations Evaluation Group \(UNEG\) Ethical Guidelines and Norms and Standards in the UN System](#). The evaluation process observed confidentiality related to sensitive information and feedback elicited during the individual and group interviews. To mitigate bias during the data collection process and ensure a maximum freedom of expression of the implementing partners, beneficiaries and other stakeholders, project staff will not be present during interviews.
- C. The core ILO cross-cutting priorities, such as gender equality and non-discrimination, promotion of international labour standards, tripartism, and constituent capacity development should be considered in this evaluation. In particular, gender dimension will be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. It should be noted that gender core dimension of the project as the main aim of the project is to provide decent employment opportunities to Syrian women.

- D. The evaluation will also focus on the effects of the COVID-19 pandemic on the project, assessing whether and how unexpected factors have affected project implementation, and whether the project has effectively addressed these unexpected factors, including those linked to the Covid-19 pandemic.
- E. It is expected that the evaluation will address all of the questions detailed below to the extent possible. The evaluator may adapt the suggested evaluation criteria and questions, but any fundamental changes should be agreed upon between the ILO evaluation manager and the evaluator. The evaluation instrument (as part of inception report) to be prepared by the evaluator will indicate and/or modify (in consultation with the evaluation manager), upon completion of the desk review, the selected specific aspects to be addressed in this evaluation.

The suggested evaluation criteria and indicative questions are given below:

Relevance

- Project’s fit with the context:
 - To what extent has the project been relevant and is contributing to:
 - ILO results framework (including P&B), mandates and policies, particularly on gender equality and international labour standards, social dialogue, inclusion of disability and just transition to environmental sustainability?
 - country strategies and UN Country programme frameworks (UNDAFs/UNSDCFs)
 - constituent organization’s mission, mandate, strategic/organizational plans?
 - the achievement of the Sustainable Development Goals – especially SDG 5, SDG 8 and SDG 10, with particular focus on 5.5., 8.5 and 10.7 in G7 and EU countries?
 - To what extent has the project been repurposed to provide a timely and relevant response to constituents’ needs and priorities in the Covid-19 context?
- Appropriateness of the project design:
 - To what extent was the project designed based on ILO constituents’ needs on gender equality and grounded on consultation with target beneficiaries?
 - To what extent does the project embed institutional capacity development of social partner organizations into the implementation?

Coherence

- How well did the project fit and work with other interventions of the ILO at the global level? What synergies have been created with other partners?
- What has been the added value of the ILO work in terms of comparative advantage, with particular focus on gender equality and tripartism?

Effectiveness

- To what extent has the project objectives been achieved? What are the results noted, particularly in terms of notable successes or innovations? What are the major factors influencing the achievement or non-achievement of the objectives?
- What have been the implications of the COVID-19 pandemic on the nature and degree of achievement of the project?
- Has the project fostered ILO constituents’ active involvement through social dialogue through this project in articulating a response to the immediate effects of the pandemic?

- Has the project yielded desired results on the ILO’s core principles (gender equality, ILS, tripartism and social dialogue, and just transition to environmental sustainability)?
- To what extent have the project activities, products and tools involved constituents and disseminated to them for consumption, policy advocacy or service delivery?
- How effective is the monitoring mechanism set up, including the regular/periodic meetings among project staff and with the beneficiary, donor and key partners?

Efficiency

- How efficiently the resources of project (time, expertise, funds, knowledge and know-how) have been used to produce outputs and results?
- Given the size of the project, its complexity and challenges under Covid-19 environment, have the existing management structure and technical capacity been sufficient and adequate?
- Has the project been receiving adequate political, technical and administrative support from the ILO and its partners? If not, why? How that could be improved?

Sustainability and impact potential

- To what extent is the achieved progress likely to be long lasting in terms of longer term effects? If not, what action might be needed to form a basis for longer term effects?
- How likely will the ILO project lead to results that will be sustained or integrated in other post-pandemic response over time?
- To what extent have results contributed to advance sustainable development objectives (as per UNSDCFs, similar UN programming frameworks, national sustainable development plans, and SDGs)?
- To what extent has the project contributed to advance the ILO’s core principles (ILS, tripartism and social dialogue, and just transition to environmental sustainability)?
- How much has the project facilitated and enhanced the EU-ILO partnership and the joint promotion in the respective countries of gender values and activities.

Lessons learned and good practices for future

- What are the to-date lessons learned and how these lessons could be made use of for the formulation of a new project?
- Are there good practices to be replicated both nationally and globally?

The list of questions can be adjusted by the evaluator in consultation with the ILO evaluation manager during the inception phase. The evaluator may adapt the evaluation criteria and questions, but any fundamental changes should be agreed between the evaluation manager and the evaluator, and reflected in the inception report. Based on the analysis of the findings the evaluation will provide practical recommendations that could be incorporated into the design of potential future initiatives.

IV. METHODOLOGY

The evaluation will comply with UNEG evaluation norms, standards and follow ethical safeguards, as specified in the ILO’s evaluation guidelines and procedures. The evaluation will apply multiple

methods; both qualitative and quantitative evaluation approaches should be considered for this evaluation.

The evaluation will be conducted in a participatory manner by engaging the stakeholders at different levels and ensuring that they have a say about the implementation of the project, can share their views and contribute to the evaluation and participate in dissemination processes. The methodology will include examining the project’s **Theory of Change** in the light of logical connect between the levels of results, their alignment with the ILO’s strategic objectives. A particular attention will be given to the identification of assumptions, risk and mitigation strategies, and the logical connect between levels of results and their alignment with ILO’s strategic objectives and outcomes at the global and national levels, as well as with the relevant SDGs and related targets.

The methodology for collection of evidence should be implemented in three phases (1) an inception phase based on a review of existing documents to produce inception report; (2) a fieldwork phase to collect and analyze primary data; and (3) a data analysis and reporting phase to produce the final evaluation report.

The evaluation will be carried out in the middle of a pandemic caused by the COVID-19 virus. The pandemic is likely to have serious implications for data collection for this independent final evaluation. Domestic travel by the evaluator would not be possible due to COVID-19 related travel restrictions. Therefore, alternative methodologies for the data collection will be considered. This could include extensive use of video-conferencing technology and other forms of online and virtual approaches building on EVAL’s guidance notes “[COVID-19: Conducting evaluations under challenging conditions](#)” and [Implications of COVID-19 on evaluations in the ILO \(Practical tips on adapting to the situation\)](#).

Multiple data collection techniques are expected to be used by the evaluation. First of all, the evaluator will conduct a **desk review** of appropriate materials, including the project document, Logical Framework, progress reports, mission reports, news on activities and other outputs of the project and relevant materials from secondary sources (e.g., national research and publications). Secondly, the evaluator is also expected to use **interviews (telephone or computer based)** as a means to collect relevant data for the evaluation. Individual or group interviews will be conducted with the main clients defined in page 7.

The evaluator would be given a list of recommended/potential persons/institutions to interview that will be prepared by the Project Team in consultation with the evaluation manager. Thirdly, the evaluator may use **surveys** to collect data for the evaluation from the target groups, if applicable.

Opinions revealed by the stakeholders will improve and clarify the quantitative data obtained from project documents. The participatory nature of the evaluation will contribute to the sense of ownership among stakeholders. Quantitative data will be drawn from project documents including the Progress Reports.

Sound and appropriate data analysis methods should be developed for each evaluation question. Different evaluation questions may be combined in one tool/method for specific targeted groups as appropriate. Attempts should be made to collect data from different sources by different methods for each evaluation question and findings be triangulated to draw valid and reliable conclusions.

The evaluator will be expected to follow EVAL’s Guidance material on appropriate methodologies to measure key cross-cutting issues, namely the ILO EVAL [Guidance Note 3.1 on integrating gender equality and non-discrimination](#); and the ILO EVAL [Guidance Note 3.2 on Integrating social dialogue and ILS in monitoring and evaluation of projects](#).

More specifically, in accordance with ILO Guidance note 3.1: “Considering gender in the monitoring and evaluation of projects”⁵⁵, the gender dimension should be considered throughout the

⁵⁵ http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm

methodology, deliverables and final report of the evaluation. The evaluator should assess the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men. Data shall be disaggregated by sex where possible and appropriate, during the collection, presentation and analysis of data. To the extent possible, data should be responsive to and include issues relating to diversity and non-discrimination.

All this information should be accurately reflected in the inception report and final evaluation report.

The methodology and techniques to be used in the evaluation should be described in detail in the **inception report** and the final evaluation report, and should contain, at minimum, information on the instruments used for data collection and analysis, whether these be documents, interviews, surveys. The limitations of the chosen evaluation methods should be also clearly stated.

Planning Consultations: The evaluator will have a consultation meeting (via skype/zom or telephone) with the Evaluation Manager and project team in New York. The objective of the meeting is to reach a common understanding regarding the status of the project, the priority assessment questions, the available data sources and data collection instruments and an outline of the final assessment report. The following topics will be covered: status of logistical arrangements, project background and materials, key evaluation questions and priorities, data sources and data collection methods, roles and responsibilities of the assessment team, outline of the final report.

Debriefing/Presentation: Upon completion of the report, the evaluator will provide a debriefing to the ILO Team on the evaluation findings, conclusions and recommendations. Final draft of the report will be shared by the evaluator with the Evaluation Manager who will circulate it to the stakeholders and the project team for their comments and inputs and the evaluator will be responsible for considering the feedback provided and reflecting relevant inputs to the final report.

1. Main Outputs (Deliverables)

A. Inception report in English including an outline of report (to be submitted electronically to the evaluation manager within **5 days of the submission of all program documentation** to the evaluator).

This report will be up to 20 pages in length and will propose the methods, sources and procedures to be used for data collection. It will also include a proposed timeline of activities and submission of deliverables. The evaluator will share the initial draft inception report with the Evaluation Manager to seek her/his comments and suggestions. The inception report should be in line with [ILO EVAL Office Checklist](#).

B. Draft Final Report in English that should include (initial draft to be submitted electronically to the evaluation manager within **15 days of completion of the interviews**):

- ✓ Executive Summary with key findings, conclusions and recommendations⁵⁶
- ✓ Project background⁵⁷
- ✓ Evaluation background (purpose, scope, clients, methodology)
- ✓ Findings
- ✓ Conclusions and recommendations (identifying which stakeholders are responsible)
- ✓ Lessons learnt & good practices, using separate templates provided by ILO EVAL
- ✓ Appendices including the TORs, inception report, a list of those consulted

⁵⁶ The executive summary should address the project purpose, project logic, project management structure, present situation/status of project, evaluation purpose, evaluation scope, evaluation clients/users, evaluation methodology, main findings, conclusions, recommendations, important lessons learned, and good practices. It will need to use EVAL’s template, as per Annex 2.

⁵⁷ The project background should address the project context, project purpose, project objectives, project logic, funding arrangements, organizational arrangements for implementation, and project major events and milestones.

The evaluation consultant shall submit to the evaluation manager the initial draft of the final report. This draft will be app. 40-50 pages plus executive summary and appendices. It shall also contain an executive summary of max.5 pages, the body of the draft report shall include a brief description of the project, its context and current situation, the purpose of the evaluation, its methodology and its major findings, conclusions and recommendations. The draft final report will be disseminated to all key project stakeholders as well as concerned ILO officials by the Evaluation Manager for inputs and comments.

C. Debriefing/Presentation of preliminary findings:

The evaluator will take part in debriefing meeting to present the preliminary findings of the evaluation report.

D. Final Report in English incorporating feedback from stakeholders on the draft

Final Evaluation Report (to be submitted electronically to the evaluation manager within 10 days of receipt of the draft final report with comments). The ILO Evaluation Office will approve the final report. Upon approval, it will be disseminated to all key project stakeholders as well as concerned ILO officials by ILO EVAL.

E. An evaluation summary using the ILO Summary template.

2. Suggested Report Format

The final version of the report shall follow the below format in accordance with the ILO Evaluation Office guidelines (see Checklist 6 on Rating the quality of evaluation reports):

1. Title page
2. Table of Contents
3. Acronyms
4. Executive Summary
5. Project Background
6. Evaluation Background
7. Evaluation Methodology
8. Main Findings
9. Conclusions
10. Lessons learned and Emerging Good Practices
11. Recommendations
12. Annexes (TOR, inception report, lessons learned template, list of interviews, meeting notes, relevant country information and documents)

The process of the finalization of the Evaluation reports:

- The evaluation manager will provide inputs/comments to the draft final report,
- After reflection of the inputs/comments of the evaluation manager into the draft report, the draft report will be shared with the ILO project team and stakeholders to receive their comments.
- After consideration of comments of stakeholders to the report, the draft final report will be subject to approval by the ILO Evaluation Department Focal Point for consequent submission to the ILO Evaluation Office for final clearance. The final report shall be delivered not later than **two weeks** after receiving the comments to the draft report.

3. Management Arrangements

The evaluation team will be comprised of an independent consultant (s) working under supervision of the ILO Evaluation Manager. The evaluation will be managed by Özge Berber-Agtaş, Senior Programme Officer of the ILO Office for Turkey under the coordination of Mr Lui Xu, Evaluation Focal Point for the ENTERPRISES Department and Ms Patricia Vidal Hurtado from ILO Evaluation Office.

4. Qualifications of the Evaluator

- Advanced degree in social sciences, preferably gender, economics, evaluation, and any related field
- A minimum of 5 years of experience in complex, outcome-level evaluations
- Previous experience in conducting programme evaluations as well as multi-stakeholder evaluations
- Expertise and experience with gender equality and women’s economic empowerment, particularly with the private sector
- Excellent analytical, facilitation, writing and communications skills; ability to understand and engage with a wide range of stakeholders
- Expertise on the ILO’s mandate, Decent Work agenda and international labour standards
- Adherence to high professional standards and principles of integrity in accordance with the guiding principles of evaluation professionals associations
- Qualitative and quantitative research skills
- Full command of English is required
- *(Desirable):* Certificate indicating completion of the ILO EVAL’s online *Self-induction programme*. The programme takes one hour and a certificate is provided upon completion of the programme. The programme is available at http://training.itcilo.org/delta/ILO-EVAL/ILO_Self-induction_Module_for_Evaluation_Consultants-Part-I/story_html5.html.

For this assignment, a pool of CVs from Consultants who demonstrated satisfactory performance in delivering similar assignments with the ILO and other UN agencies will be considered. The final selection of the evaluator will be done by the ILO selection panel based on a short list of candidates with an approval from the Evaluation Focal Point for the ENTERPRISES Department, and a final approval by EVAL.

V. TIME FRAME

The following is a tentative schedule of tasks and anticipated duration of each:

Responsible Person	Tasks	Proposed Timeline	Number of Days
Evaluator	Desk review of project related documents; Skype briefing with evaluation manager, project manager and UN Women project staff. Prepare inception report including interview questions and questionnaires for project stakeholders		5

Evaluator	Interviews and surveys with relevant project staff, stakeholders, and beneficiaries		10
Evaluator	Draft report based on desk review, interviews /questionnaires with stakeholders Debriefing/Presentation of preliminary findings		8
Evaluation Manager	Circulate draft report to key stakeholders and project team Stakeholders and project team provide comments Consolidate comments of stakeholders and project team and send to evaluator		10
Evaluator	Finalize the report including explanations on why comments were not included		2
Evaluation Manager	Review the revised report and submit it to Evaluation Department Focal Point for ENTERPRISE and EVAL for final approval		2
	Total number of working days for evaluator		25

VI. LEGAL AND AETHICAL MATTERS, NORMS AND STANDARDS

The evaluation will be carried out in adherence with the ILO evaluation policy guidelines, UN Evaluation Group (UNEG) Norms and Standards and OECD/DAC criteria for evaluating development assistance.

Ethical considerations will be taken into account in the evaluation process. As requested by the UNEG Norms and Standards, the evaluator will be sensitive to beliefs, manners and customs, act with integrity and honesty in the relationships with all stakeholders.

The evaluator shall respect people’s right to provide information in confidence and make participants aware of the scope and limits of confidentiality, while ensuring that sensitive information cannot be traced to its source.

Deliverables:

All deliverables and outputs will be in English.

Deliverable	Deadline for Deliverable Submission
Submission of Inception Report	5 days following the signature of the Contract

Conducting interviews with relevant project staff, stakeholders and beneficiaries	26 May-10 June 2021
Submission of a Draft Final Report	20 June 2021
Submission of a Final Report and evaluation summary	20 July 2021

Annex-I: All relevant ILO evaluation guidelines and standard templates

- ILO Policy Guidelines for results-based evaluation, 4th Edition, 2020
https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang-en/index.htm
- Implications of COVID-19 on evaluations in the ILO: Practical tips on adapting to the situation
https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_744068.pdf
- Code of conduct form (To be signed by the evaluator)
http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang-en/index.htm
- Checklist No. 3 Writing the inception report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang-en/index.htm
- Checklist 5 preparing the evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang-en/index.htm
- Checklist 6 rating the quality of evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang-en/index.htm
- 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
- Guidance note 7 Stakeholders participation in the ILO evaluation
http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang-en/index.htm
- [Guidance Note 3.1 on integrating gender equality and non-discrimination](#)
- ILO EVAL [Guidance Note 3.2 on Integrating social dialogue and ILS in monitoring and evaluation of projects](#)
- Template for evaluation title page
http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang-en/index.htm
- Template for evaluation summary
<http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>

ANNEX B. Project Basic Information

PROJECT KEY INFORMATION	
Project Title	GLO/17/37/EUR (106527): Promoting Economic Empowerment of women at Work through Responsible Business Conduct – G7 countries, WE-EMPOWER-G7
Project Partners of the Action	United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) International Labour Organization (ILO)
Overall Objective of the Action	The overall objective of the project is to support sustainable, inclusive and equitable economic growth by promoting women’s economic empowerment (WEE) in the public and private sector in G7 countries. More specifically, the project facilitates dialogue and exchanges amongst G7 and EU countries and engage with the private sector in the elimination of gender inequality faced by working women.
Implementing/Contributing Partner for Outcome 1 & Outcome 2 & Outcome 3 & Outcome 4 & Outcome 5	International Labour Organization (ILO)
Project Purpose of the ILO Project under the Action	<p>The ILO component of the joint programme focuses on the development and dissemination of knowledge products on policy and workplace good practices as well as on capacity building and training tools for policy makers, ILO constituents and companies.</p> <ul style="list-style-type: none"> • Track 1 focuses on multi-stakeholder policy and action-driven dialogues and knowledge exchanges (case studies, good practice, tools), campaigns and incentives. This track includes two programme outcomes that contributes to: (Outcome 1), which is advancing women’s economic empowerment through multi-stakeholder dialogues within and across the G7 countries; (Outcome 2), where companies’ enhanced knowledge on how to implement the WEPs and promote international labour standards (ILS) • Track 2 covers private-sector engagement, training, toolkits, incentives for implementing WEPs, transparency, voluntary monitoring and reporting; virtual learning for women’s enhanced access to quality jobs and business opportunities, and links between EU/G7 women’s business associations and networks. This track includes three programme outcomes that focus on contributing to: (Outcome 3), where WEPs companies' implementation of gender-responsive practices in line with the WEPs and ILS; (Outcome 4), where aligning companies' voluntary monitoring and reporting with the WEPs and ILS;

	(Outcome 5), which is women’s strengthened economic opportunities
Activities undertaken by the ILO and the Outputs delivered	<p>.Activity 1.1.2 Develop, launch and promote a WEE best practices (how-to) multimedia series on: (i) government policies, (ii) company HR policies; (iii) company supply chain management, (iii) workers’ organizations to promote gender equality, in line with provisions of international labour standards. Expected output:</p> <p>Activity 1.4.2 Develop a training package for public policy makers on promoting gender equality in the workplace, based on provisions of international labour standards Expected output:</p> <p>Activity 2.2.3 Develop a guide for trade unions on promoting gender equality in the workplace. Expected output:</p> <p>Activity 3.3.2. (b) Produce webinars and videos in line with "The women at work initiative" for online training delivery on relevant UN Women, EU and ILO platforms. Expected output:</p> <p>Activity 4.1.2 Disseminate the training package on promoting gender equality in the workplace and assist interested employers' organizations and companies with self-assessment. Expected output:</p>
Assumptions	<ul style="list-style-type: none"> • Low attendance rate of beneficiaries. • Government stakeholders continue their support. • Public institutions at central and local level continue to be supportive of our project. • Rotation of staff within Public education centers affecting interest in cooperation.
Project Location	Canada , France, Germany, Italy, Japan , United Kingdom, United States of America (Bolded countries with project presence)

ANNEX C. Evaluation Questions

Evaluation Criteria	Evaluation Questions
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Relevance	1.1. To what extent has the project been relevant and is contributing to ILO’s results framework (including P&B), mandates and policies, particularly on gender equality and international labour standards, social dialogue, inclusion of disability and just transition to environmental sustainability?
	1.2. To what extent has the project been relevant and is contributing to ILO’s country strategies and UN Country programme frameworks (UNDAFs/UNSDCFs)?
	1.3. To what extent has the project been relevant and is contributing to ILO’s constituent organization’s mission, mandate, strategic/organizational plans?
	1.4. To what extent has the project been relevant and is contributing to ILO’s the achievement of the Sustainable Development Goals – especially SDG 5, SDG 8 and SDG 10, with particular focus on 5.5., 8.5 and 10.7 in G7 and EU countries?
	1.5. To what extent has the project been repurposed to provide a timely and relevant response to constituents’ needs and priorities in the Covid-19 context?
	1.6. To what extent was the project designed based on ILO constituents’ needs on gender equality and grounded on consultation with target beneficiaries?
	1.7. To what extent does the project embed institutional capacity development of social partner organizations into the implementation?
Effectiveness	2.1. To what extent has the project objectives been achieved? What are the results noted, particularly in terms of notable successes or innovations? What are the major factors influencing the achievement or non-achievement of the objectives?
	2.2. What have been the implications of the COVID-19 pandemic on the nature and degree of achievement of the project?
	2.3. Has the project fostered ILO constituents’ active involvement through social dialogue through this project in articulating a response to the immediate effects of the pandemic?
	2.4. Has the project yielded desired results on the ILO’s core principles (gender equality, ILS, tripartism and social dialogue, and just transition to environmental sustainability)?
	2.5. To what extent have the project activities, products and tools involved constituents and disseminated to them for consumption, policy advocacy or service delivery?
	2.6. How effective is the monitoring mechanism set up, including the regular/periodic meetings among project staff and with the beneficiary, donor and key partners?
Efficiency	3.1. How efficiently the resources of project (time, expertise, funds, knowledge and know-how) have been used to produce outputs and results?
	3.2. Given the size of the project, its complexity and challenges under Covid-19 environment, have the existing management structure and technical capacity been sufficient and adequate?
	3.3. Has the project been receiving adequate political, technical and administrative support from the ILO and its partners? If not, why? How that could be improved?
Coherence	4.1. How well did the project fit and work with other interventions of the ILO at the global level? What synergies have been created with other partners?

	4.2. What has been the added value of the ILO work in terms of comparative advantage, with particular focus on gender equality and tripartism?
Sustainability and impact potential	5.1. To what extent is the achieved progress likely to be long lasting in terms of longer-term effects? If not, what action might be needed to form a basis for longer term effects?
	5.2. How likely will the ILO project lead to results that will be sustained or integrated in other post-pandemic response over time?
	5.3. To what extent have results contributed to advance sustainable development objectives (as per UNSDCFs, similar UN programming frameworks, national sustainable development plans, and SDGs)?
	5.4. To what extent has the project contributed to advance the ILO’s core principles (ILS, tripartism and social dialogue, and just transition to environmental sustainability)?
	5.5. How much has the project facilitated and enhanced the EU-ILO partnership and the joint promotion in the respective countries of gender values and activities.
Lessons Learned and good practices for future	7.1. What are the to-date lessons learned and how these lessons could be made use of for the formulation of a new project?
	7.2. Are there good practices to be replicated both nationally and globally?
	7.3. What lessons and good practices from the project are relevant for the Covid19 response?

ANNEX D. List of Interviewees

Project Stakeholders	Key Informants	Place
Project Implementation Institution: ILO	ILO Multinational Entreprises and Enterprise Engagement Unit ENT/MULTI, ENTERPRISES	Remote
	ILO Project Management Unit	Remote
	ILO ACTRAV	Remote
	ILO ACT/EMP	Remote
	ILO Tokyo Office	Remote
	ILO Washington Office	
	International Labour Standards and Gender Equality, ITC-ILO	Remote

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Project Implementing Partners:	UN Women	Remote
Donor	EU	Remote
Other	UN Global Compact	Remote
	Impact Evaluation Consultant	Remote
	Japanese Trade Union Confederation	Remote
	Canadian Labour Congress (CLC)	Remote

ANNEX E1. Key Informant Interview Protocol

Box 1 Interview protocol and meeting guidelines

Protocol

- Agree the length of the interview or meeting (typically 45-60 minutes)
- Introduce the consultant, explain the nature and purpose of the evaluation (below), and why we wanted this interview/meeting
- Record the names and positions of those you are interviewing or meeting with
- People should feel free to express their opinions. Stress that the consultant will take notes to help in writing the evaluation report but will not attribute views to individuals or organisations (i.e. contributions are anonymous) unless by prior agreement.
- Set the agenda for the meeting and the issues you would like to cover – see notes below
- Be aware in advance of potential sensitivities by consulting ILO
- Thank people for their time.

Explaining the nature and purpose of the evaluation

We are conducting an independent final evaluation of the project “ Promoting Economic Empowerment of Women at Work through Responsible Business Conduct-G7 Countries” Project of ILO’s component. We are looking at whether the project is relevant, how ILO has performed (both efficiency and accountability), how effective is the outcome of the project – and most importantly, aiming to identify lessons to help inform the design of the next projects focusing on similar issues.

Setting the agenda and framing questions

Our approach to interviews and meetings is a semi-structured one. However, we have a question list attached below which is speaking to DAC criteria and evaluation matrix– but also allow participants to raise new issues. Do not try to cover too much ground (suggest focusing on 3-4 questions/issues per DAC criteria).

Use open questions. Start with a broad/descriptive question to open the conversation, e.g. ‘can you explain to us how you/your organisation are involved in this project’ but do not allow the meeting to become simply a descriptive briefing. This is an evaluative process, and we are trying to elicit evaluative judgements that can help ILO think e.g. about alternative approaches that might work better for projects than those currently adopted. These should be backed up with evidence/examples, and we may need to prompt those involved to illustrate their judgements (‘can you give me an example of that?’).

ANNEX E2. Interview Template and KII Questions Guideline

Interview Template:

Do you agree to participate in this study? Yes/No? (verbal response only requested)

If yes, the Interviewer will continue the interview. If no, the interviewer will thank the interlocutor for time and allow the person to leave.

General Group discussion/interview information		
Key informant name	Position	Institution/organisation
Location:		
Category of stakeholders:	<input type="checkbox"/> UN Women <input type="checkbox"/> ILO <input type="checkbox"/> Donor <input type="checkbox"/> Companies <input type="checkbox"/> Government representatives/Policy makers <input type="checkbox"/> Consultants <input type="checkbox"/> Other type of institutions/experts (note): _____	
Date of KII:		
Name of Interviewer:		
Introduction	Please describe your role/engagement with the project (length of time, responsibilities, nature of interactions, etc.).	

Relevance

- How was the project designed? Who were the key actors that took leading—in UN agencies?
- What efforts were made to ensure that the project design considered target groups’ perspectives?
- How well is the project relevant to the priorities/evolving priorities in G7 countries? (To what extent was the project aligned with priorities/ policies in those countries?)
- How well is the project relevant to the ILO’s country strategies?
- How well is the project coherent with other projects implemented by ILO?
- To what extent is the project coherent with SDGs?

Effectiveness

- How successful is the project to reach its goals? Any accomplishments so far?
- Did the project offer an appropriate approach to reinforcing the capacity of state institutions within the respective thematic area?
- To what extent is the project speak to the needs of women in regard to economic terms in G7 countries ?
- What other factors promoted or constrained progress towards achieving the outcomes?
- What have been the implications of the COVID-19 pandemic on the nature and degree of achievement of the project?
- How effective is the coordination mechanism between UN Women and ILO?
- Any lessons learned throughout the implementation?

Efficiency

- What measures have been taken to increase efficiency over time? How has the financial efficiency evolved over time? How has the technical capacity and existing management structure capacity evolved over time?
- Has the project generated timely results through the most efficient use of inputs including financial and human resources and partnerships?

- How well has the project implementation been managed by the ILO? Were appropriate mechanisms established for accountability?
- Has the project been receiving adequate political, technical and administrative support from the ILO and its partners? Any lessons learned?

Sustainability

- Are the outcomes of the project sustainable? Applicable to national and other global contexts?
- To what extent do the elements of the approach that can be incorporated for future modalities?
- How much has the project facilitated and enhanced the EU-ILO partnership and the joint promotion in the respective countries of gender values and activities?
- Any lessons learned?

Annex F. Document List

General:

- 10th National Development Plan (2014-2018)
- 11th National Development Plan (2019-2023)
- Regional Refugee and Resilience Plans (3RPs) (2018, 2019)
- 2030 Agenda for Sustainable Development
- United Nations Development Cooperation Strategy Turkey (UNDCS) 2016- 2020

ILO:

- Terms of Reference of the Final Evaluation
- Midterm Review of the EU-UN Women-ILO Partnership Programme Promoting Economic Empowerment of Women at Work through Responsible Business Conduct in G7 Countries – *WE EMPOWER – G7 countries*”
- Midterm Evaluation Summary
- Midterm Evaluation (Internal) of Promoting Economic Empowerment of Women at Work through Responsible Business Conduct in G7 Countries – *WE EMPOWER – G7 Countries*”, 2019.
- Annual Narrative and Financial Progress Reports to UN Women, ILO Component, Year 1, January 2018-December 2018.
- Annual Narrative and Financial Progress Reports to UN Women, ILO Component, Year 2, January-December 2019.
- Annual Narrative and Financial Progress Reports to UN Women, ILO Component, Year 3, January-December 2020.
- We Empower, 2018. Inception Report (with annexes).
- We Empower, 2017. Programme Document “Promoting economic empowerment of women at work through responsible business conduct – G7 countries.
- Budget Revision and Forecast
- Communications and Visibility Report, 1 January 2018 – 30 April 2019

Annex G. Lessons Learned

ILO Lesson Learned 1	
<p>Evaluation Title: Final Evaluation of the Project GLO/17/37/EUR (106527): “Promoting Economic Empowerment of women at Work through Responsible Business Conduct – G7 countries, WE-EMPOWER-G7”</p> <p>Project TC/SYMBOL: GLO/17/37/EUR (106527)</p> <p>Name of Evaluator: Gokce Baykal Date: October 2021</p> <p>The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.</p>	
LL Element	Text
Brief description of lesson learned (link to specific action or task)	The project was conceived without the involvement of the ILO, which caused many problems, issues along the way. The idea of the project was already advanced on the side of EU and UN Women, the project proposal was already formulated and written, so that ILO had limited margin to influence the project design. The rejection of the project by various ILO departments and late involvement of the ILO due to the mentioned factor into the project caused coordination, communication problems within/between ILO divisions.
Context and any related preconditions	
Targeted users / Beneficiaries	ILO and its constituencies
Challenges /negative lessons - Causal factors	Due to the late involvement of ILO into the project, how the activities under ILO’s component interlinked to the logical framework already set up without ILO’s contribution was unclear.
Success / Positive Issues - Causal factors	In spite of implementation challenges such as inadequate staff/activity ratio resulting in the project being understaffed,)COVID-related delays (contractors, lack of interns, etc., there were no deliverables that were undelivered. Overall, challenges were overcome and all deliverables were achieved.
ILO Administrative Issues (staff, resources, design, implementation)	Strong organizational structure and willingness of ILO Multi department ensured the efficiency and effectiveness of the project results. Furthermore, as it is stated above, all deliverables were delivered on time in spite of limited resource allocation, inadequate staff/activity ratio, etc.

ILO Lesson Learned 2

Evaluation Title: Final Evaluation of the Project GLO/17/37/EUR (106527): “Promoting Economic Empowerment of women at Work through Responsible Business Conduct – G7 countries, WE-EMPOWER-G7”

Project TC/SYMBOL: GLO/17/37/EUR (106527)

Name of Evaluator: Gokce Baykal

Date: October 2021

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	The lack of prior consultations with ILO constituents led to the ILO’s Bureau for Employers’ Activities (ACTEMP)’s reticence to fully partner in the implementation of the project, as it is mentioned and highlighted in previous reports, evaluations and throughout the key informant interviews. In the later stages, even the consultations took place far after the initiation of the project, the employer organizations were not satisfied with the consultations.
Context and any related preconditions	Contrary to UN Women and all other UN agencies, ILO is the only tripartite UN agency with government, employer, and worker representatives.
Targeted users / Beneficiaries	ILO
Challenges /negative lessons - Causal factors	Tripartism and social dialogue are an issue of concern for this project. No tripartite consultations were conducted when drafting the project document and the governance structure (SC and AG) of the project was not composed of the ILO tripartite constituents. This was the result of a multitude of factors such as the late involvement of the ILO in the design of the project, a lack of consultations during the design phase of the project between different ILO departments due to their rejection of the project (when the project idea was proposed to the ILO), the lack of interest from employers’ organizations in some of the target countries, etc.
Success / Positive Issues - Causal factors	The project did not directly contribute to strengthen social dialogue, however, it did seize opportunities to highlight the ILO COVID-19 response policy framework, of which social dialogue is one of the four pillars. Also, some of the illustrative practice reports (particularly the trade unions’ good practice report) highlight the relevance of social dialogue to address gender issues.
ILO Administrative Issues (staff, resources, design, implementation)	Employers’ organizations were then only contacted at the time of setting up the national project advisory groups.

ILO Lesson Learned 2

Evaluation Title: Final Evaluation of the Project GLO/17/37/EUR (106527): “Promoting Economic Empowerment of women at Work through Responsible Business Conduct – G7 countries, WE-EMPOWER-G7”

Project TC/SYMBOL: GLO/17/37/EUR (106527)

Name of Evaluator: Gokce Baykal

Date: October 2021

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	All stakeholders should have communicated their ideas relevant to the project implemented in a much clearer way which might have led to better coordination and communication between/within stakeholders. On the EU side, the main underpinning objective of the project was to create a partnership within G7 countries to promote economy, trade and to position companies better to increase economic interest while strengthening linkages between EU and G7 countries implementing the project. However, this idea was not carried out to the other parties clearly, which caused misunderstandings both in ILO side and national governments of USA, Japan and Canada side.
Context and any related preconditions	The instrument of EU is different from others, and it is not development cooperation, not providing technical assistance but cooperation between likeminded countries to EU, or in other words, working together with likeminded countries for serving EU’s trade, economic interest while improving conditions in the world of work, such as gender equality, gender equal pay and improving situation and work together to eliminate challenges in front of women economic empowerment. Therefore, G7 countries are seen as partners, and EU as making partnership with the governments, not a donor.
Targeted users / Beneficiaries	ILO, EU and UN WOMEN
Challenges /negative lessons - Causal factors	The message of EU wasn’t delivered properly both to the ILO and the national governments, which caused a reluctance on the side of national governments to work with EU and divisions within ILO didn’t want to involve some action that was seen like EU was delivering technical assistance to the developed countries. In addition, the EU, UN Women and/or ILO did not engage with the three target countries governments to agree on the project scope and objectives. The ILO expected that the EU would have conducted consultations with the three target countries prior to the redaction of the Action Fiche.
Success / Positive Issues - Causal factors	If this logic of the intervention was better delivered and better understood on all sides, the implementation would have gone more smoothly

ILO Administrative Issues (staff, resources, design, implementation)	Design and Implementation
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Annex H. Good Practices

ILO Emerging Good Practice 1

Evaluation Title: Final Evaluation of the Project GLO/17/37/EUR (106527): “Promoting Economic Empowerment of women at Work through Responsible Business Conduct – G7 countries, WE-EMPOWER-G7”

Project TC/SYMBOL: GLO/17/37/EUR (106527)

Name of Evaluator: Gokce Baykal

Date: October

2021

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

	Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The training materials designed and developed for this project was appreciated by majority of the key informants and constituted as one of the strongest parts of the project, where they were contributing to the achievements of this project directly. The training materials were designed from the scratch and targeted the audience of the project under evaluation. Even though they were specifically designed for the project, they found successful for delivering messages, key content to the audience, therefore these materials are already proposed in other projects, which are EU funded projects, as the EU is keen to see collaboration and synergies between projects and there has been a good promotion of them through the organization.
	Relevant conditions and Context: limitations or advice in terms of applicability and replicability	One of the limitations might be setting these training materials side and drafting new materials that speak to the needs of a similar project, however they were already piloted, used for the purposes of the project and key informants and the desk review confirmed the usefulness and sustainability of the training materials.
	Establish a clear cause-effect relationship	
	Indicate measurable impact and targeted beneficiaries	The impact of these training materials was not evaluated since there was no collected pre and post data reflecting beneficiaries’ perspectives, feedbacks. The companies are the beneficiaries of these training materials.
	Potential for replication and by whom	As it is seen in ILO’s website, they have given specific references to the materials and by making some adjustments, they can be of use for other projects as in the case of projects related to Corporate

		Social Responsibility in Latin America. EU also funded translations of the documents to be used in their various projects.
	Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)	The design and implementation of the components of the project, exclusively training materials, under ILO’s responsibility are relevant to the ILO Strategic Plan (2019-21) and primarily fits into the ILO P&B (2020-21) Outcome 4 on Sustainable Enterprises as Generators of Employment and Promoters of Innovation and Decent Work and Outcome 6 on Gender Equality and Equal Opportunities and Treatment for All in the World of Work. The project is also fully in line with the objectives of ILO and its vision and strategic directions and fits into its portfolio of Gender, Equality, Diversity and Inclusion Branch (GEDI), part of the Conditions of Work and Equality Department of the International Labour Office. Regarding gender equality, the project is fully aligned with the Women at Work initiative.
	Other documents or relevant comments	All activities under ILO responsibility, such as developing WEE best practices, developing guide for trade unions, are for promoting gender equality in the work place. Therefore, the project has been contributing to ILO’s achievement of SDG 5 (achieve gender equality). Regarding making contribution to SDG 8, the primary goal of the ILO regarding gender equality which is to promote opportunities for women and men to obtain decent work in conditions of freedom, equity, security and human dignity, overlaps with the project’s main objective: the empowerment of women as it was outlined throughout the project.