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Project Decent work through Skills and Livelihoods training for groups vulnerable to discrimination – Midterm independent evaluation

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Mid-Term Evaluation

*Project Decent work through Skills and
Livelihoods training for groups vulnerable
to discrimination*

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Acronyms

ILO. International Labor Organization

UN. United Nations Organization

CSO. Civil society organization

UNS. United Nations System

TOC. Theory of Change

UNEG. United Nations Evaluation Group

Executive Summary

Summary of the project purpose, logic, and structure

The Project has a budget of US\$1,000,000.00 (one million US dollars) for ILO to implement the project for a period of 36 months between July 1, 2021 and June 30, 2024. The activities span across five states in Brazil, including two in the Southeast region, one in the Northeast region, and two in the North region. The expected impact is the increase in the participation of people in their gender diversity in the formal economy and the job market in Brazil. To achieve such impact, the Programme foresees three specific objectives:

- 1. Objective 1:** Improve access for people diverse in terms of gender to training in job-specific skills;
- 2. Objective2:** Improve the capacity of government, workers, employers and civil society organizations to implement national strategies to promote decent work for people diverse in terms of gender;
- 3. Objective 3:** Disseminate effective strategies and methodologies for the economic inclusion of people diverse in terms of gender.

According to its design document, the following outcomes are anticipated:

- People diverse in terms of gender have the skills and confidence to access decent work;
- Employers and trade associations promote inclusive, safe and diverse workplaces for people diverse in terms of gender;
- People diverse in terms of gender are able to start and maintain decent self-employment;
- The national action plan on employment of people diverse in terms of gender achieves measurable improvements in the economic inclusion of vulnerable social groups;
- People diverse in terms of gender are increasingly engaged with and supported by worker organizations;
- Governments, employers' and workers' organizations and civil society organizations in the same field of the project have the capacity to develop strategies to improve the economic conditions of people diverse in terms of gender.

The project is managed by the ILO Office in Brazil, which is technically advised by the Fundamental Principles and Rights at Work section of the ILO headquarters in Geneva. Nationally, the project is managed by a National Coordinator who is supervised by the Technical Officer in Fundamental Principles and Rights at Work and supported by a Project Assistant. Additionally, a Steering Committee and an Advisory Group are involved.

Present situation of the project

According to the three objectives outlined in the logical matrix, the Project implemented three complementary strategies, although they are at different stages of their implementation in chronological terms.

The **first strategy** aligns with the objective of ensuring that people diverse in terms of gender with higher technical qualifications have access to decent jobs, union organization, and

business opportunities. In this context, the main training program has been the Kitchen & Voice course. This training served 209 individuals across the Northeast, North, and Southeast regions of the country. The Project includes other training programs that have also been implemented, such as entrepreneurship courses and training in union organization.

The **second strategy** focuses on strengthening the capabilities of state actors and representatives of workers and employers to promote the rights of people diverse in terms of gender. In this regard, a CSO specializing in technical cooperation for promoting diversity, along with other project partners, developed trainings for the inclusion of gender-diverse individuals in the workspaces of small and medium-sized enterprises. Furthermore, there is a focus on national-level public policies, which includes the development of a national action plan to promote decent work for people diverse in terms of gender. An initial version of the plan, as well as a strategy for monitoring its implementation, were developed with the Project's support and will be reviewed and managed by a federal human rights agency. The expectation is that its implementation will begin in 2024.

The **third strategy** is still in the initial phase of implementation and was addressed by this evaluation only in terms of its design. It includes knowledge management and dissemination initiatives and the scale-up of good practices generated within the scope of the project. The aim is to enhance the capacities of governments, business, and labor organizations, and CSOs to develop strategies that improve the economic conditions of people diverse in terms of gender. A key part of this strategy is the systematization of methodologies, curricula, and good practices generated within the project's scope and converting them into knowledge products. These can be adapted and expanded for use by subnational governments and in the international context for the learning of CSOs, employers' and workers' organizations, and governments. Initiatives include the systematization of pedagogical experiences implemented within the project, such as professional and union training.

Purpose, scope, and clients of the evaluation

The overall objective of this evaluation is to provide an independent assessment of the results achieved by the Project through an analysis guided by the criteria of relevance, effectiveness, efficiency, impact orientation, and sustainability. It identified the results (expected and unexpected) that are being achieved or why they are not.

The evaluation covers all the results and products of the Project, as well as the activities developed from July 2021 to December 2023. Regarding the results, the evaluation covers the perspectives of design, execution, and sustainability of the first two results, which are already in an advanced phase of implementation. Regarding the third result, the evaluation only includes its design.

The main users of this evaluation are the ILO Offices for Brazil and Latin America and the Caribbean, as well as the implementing partners of the Project: government counterpart at the federal level, employers' organizations, workers' organizations, and CSOs.

Methodology of evaluation

This evaluation used a mixed methods approach, featuring a combination of qualitative and quantitative methods to answer the evaluation questions, using both primary and secondary data sources. Data analysis utilized: a) content analysis of the qualitative data collected; and b) descriptive statistics.

Data collection took a participatory approach with the goal of including a broad and diverse group of counterparts and social groups indirectly (through document review) or directly

(through interviews, focus groups, and questionnaires). Thus, the combination of data from different sources, counterparts, and social groups allowed the triangulation of information to achieve robust and evidence-based results.

The main data collection methods were:

- a) **Document review:** Examination of relevant documents provided by the ILO, the Project counterparts, or resulting from the evaluator's active research;
- b) **Semi-structured interviews in person and remote:** A total of 40 interviews were conducted with 48 people. The list of people interviewed includes implementing partners, civil society counterparts, government counterparts, and the program management team;
- c) **In-person focus groups:** A total of 7 focus groups were conducted including beneficiaries of the following training courses: Kitchen & Voice Southeast (2); Kitchen & Voice Northeast (2); Union Training (2); and Entrepreneurship Training (1);
- d) **Online questionnaire:** To increase the outreach to beneficiaries of the Project's training actions, the evaluator implemented an anonymous online questionnaire that was answered by 51 people. The survey included a representative sample of all the project's training activities: Kitchen & Voice North (11); Kitchen & Voice Northeast (14); Kitchen & Voice Southeast (15); Union Training (9); and Entrepreneurship Training (8). The total universe of people to be consulted included 300 beneficiaries, which corresponds to a response rate of 17%; and
- e) **Field visits:** The evaluator conducted 3 missions in which interviews, focus groups, and field visits to the spaces and institutions where the Project activities were carried out were conducted. The first mission took place in October 2023 in the Southeast region. The second and third missions were carried out in the Northeast region in November and December 2023, respectively.

The main methodological limits of this evaluation were the restriction on field visits and the challenges in reaching the population benefiting from the Project's activities. Consequently, most data collection was done remotely. In relation to reaching the population benefiting from the Project's activities, even with field visits, it is important to highlight that the evaluator encountered difficulties in reaching beneficiaries living in situations of vulnerability, such as food insecurity and sex work.

Main findings and conclusions

This mid-term evaluation revealed sixteen evidence-based findings leading to six cross-cutting conclusions across various evaluation criteria. Highlighted findings include: the project's strong alignment with national and international regulatory frameworks, as well as other ILO initiatives and its main counterparts; the relevance of the project's target audience's specificities to its activity planning, despite a lack of a robust diagnosis of their situation; effective participation from the project's main counterparts, although not from the start of its implementation; the mobilization of a diverse group of partnerships leveraging their comparative advantages; the absence of an evident theory of change and the limitation of indicators designed for project progress measurement; robust results in terms of individual capacity building within the target audience, albeit on a limited scale; contributions to the institutional strengthening of CSOs representing the target audience; the potential to achieve impact level through policy advocacy at the federal level; and the need for a more robust approach to the systematization and dissemination of good practices to ensure result sustainability.

In summary, the evaluation's conclusions were as follows:

CONCLUSION 1: The project presented a design aligned with ILO normative frameworks, tailored to the diverse gender population's access needs to decent work, though it lacked a more robust diagnosis of both the target audience and potential employers.

CONCLUSION 2: The project has been highly permeable to the participation of its main counterparts in the design and planning of its activities, as well as in decision-making bodies like the Steering Committee and the Advisory Group. However, this openness was not a reality at the proposal design stage, so the participation of counterparts has been expanding over time as needed for adaptation to the context.

CONCLUSION 3: The project achieved relevant bottom-up results through capacity building in individuals and organizations: at the individual level, professional trainings empowered people in their gender diversity, though the number of project beneficiaries was limited. The third project result presents proposals on how to systematize and replicate good practices, yet the initiative lacks a structured approach in this regard. At the organizational level, institutions of diverse natures acquired new skills and formed networks utilizing their comparative advantages to leverage project outcomes.

CONCLUSION 4: At the top-down dimension, the project achieved results with the potential to guide impact through its articulation with the federal human rights body, providing technical cooperation for the development of a national plan for the employability of people in their gender diversity that includes an implementation program and monitoring strategies. This is further supported by the inclusion of two objectives for this purpose in the Multi-Year Plan 2024-2027.

CONCLUSION 5: A theory of change for the project was not developed, leading to inconsistencies in its conception and the division of responsibilities, resources, and activities. These issues were partially resolved during the execution of the initiative.

CONCLUSION 6: The capacity-building actions in individuals and institutions, coupled with influence on changes in normative frameworks and the construction of public policies, show a potential orientation towards impact. However, it still lacks a more robust planning, especially regarding strategies for systematization and dissemination of good practices.

Recommendations

In summary, the evaluation's recommendations were as follows:

RECOMMENDATION 1: The Project could offer a wider variety of courses by leveraging both the diagnosis of the desires and expectations of the target audience and the demands of employers, focusing on longer trainings in technical areas of high demand or added value in the labor market.

RECOMMENDATION 2: The Project lacks a review of the Theory of Change to make it more robust and incorporate adaptations to the context and contributions from project counterparts throughout its execution. This should include reviewing the project's logical results framework and its monitoring indicators, as well as guiding the planning of a potential extension or the systematization of good practices for replication.

RECOMMENDATION 3: The Project could establish a broader relationship with companies and employing institutions, engaging them throughout the project cycle and coordinating training actions with the creation of hiring opportunities through the commitment of the private sector.

RECOMMENDATION 4: Result 3 of the Project should be reviewed for the final phase of its implementation, including robust and feasible actions for the systematization of good practices and the development of dissemination and replication strategies for the methodologies used in the Project, aiming to gain geographical reach and scale.

RECOMMENDATION 5: Although the Project has managed to reach the most vulnerable groups among its target audience, a deeper focus on its internal diversity would be desirable, designing actions for segmented groups and taking into account their specific barriers to labor market access.

RECOMMENDATION 6: Regarding implementing partners, a better definition of roles during the project execution process would be desirable, harmonizing expectations and communication parameters from the planning phase of actions.

RECOMMENDATION 7: In dialogue with implementing partners, the ILO could develop mechanisms to monitor and evaluate the project's long-term impact after its conclusion. This would include developing impact indicators, as well as methods for data collection and analysis that allow measuring the project's effectiveness and sustainability over time.

RECOMMENDATION 8: The ILO could incorporate an approach to environmental sustainability and just transition in the final execution phase of the Project, as well as in new similar initiatives. Such an approach should be in the proposal design, present its own monitoring indicators, and be cross-cutting to all results, so that each activity includes elements that ensure the implementation of a sustainable perspective.

Lessons Learned:

1. Scholarships and food allowances were essential to ensure access and retention of people in vulnerable situations in the project initiatives;
2. The perception of the project counterparts and the results it achieved point to the importance of the representation of people in their gender diversity within the management and teaching body of the project initiatives and the implementing partners;
3. Building bridges and creating heterogeneous networks enhance joint actions, the use of comparative advantages, and the scale of results, although they can also generate or intensify conflicts;
4. The sustainability of a project that offers, on a small scale, vocational training services to a vulnerable audience depends on the systematization and potential multiplier of its methodological models; and
5. It is crucial to have the participation of implementing partners, especially those representing the ILO's tripartite mandate, in the planning of activities and governance instances from the initial phase of the project.

Good practices

1. **Inclusive participation and governance structure:** The governance structure of the Project, including the Advisory Group, promoted the inclusive participation of various counterparts, allowing the voices of beneficiaries and partners to be heard;
2. **Strategic alliances for sustainability and impact:** Forming strategic partnerships with governmental agencies, CSOs, employer institutions, and unions proved to be crucial for the project's success;
3. **Adaptive approaches and response to contextual changes:** The project's ability to adapt to contextual changes and unexpected challenges, especially in the context of the COVID-19 pandemic and government changes, demonstrates organizational flexibility

and resilience;

4. **Beneficiary-centered training and capacity development:** The implementation of training programs tailored to the needs and aspirations of the target audience, as well as the focus on the capacity development of individuals and organizations, were central elements of the project's success; and
5. **Complementarity between training themes and the use of training for normative influence:** The Project's training actions combined professional training, union engagement, and entrepreneurship, covering a wide range of ways to promote decent work that served as pilots for advocacy with governmental partners.

1 Project background

1.1 National context

Access to decent work is a precondition for many forms of social inclusion: housing, healthcare, education and social connection. Lack of access to decent work exposes people in all their diversity to the risk of dangerous and exploitative forms of informal and forced labor or human trafficking, further aggravating vulnerability to poverty and precarious health. In Brazil, certain social categories face significant social and employment barriers. Many are exiled from their families and unable to find formal employment, resorting to degrading forms of work, such as sex work as their only option, which increases their vulnerability to discrimination and abuse. Brazil has historically experienced significant government support for equality, being a world leader in recognizing the rights and needs of its diverse population and sponsoring global positions on rights. However, stigma, discrimination and hate violence against people from certain social categories persist.

1.2 Institutional context

In institutional terms, in January 2023, the new federal government administration adopted a supportive and proactive approach towards the rights of different segments of its population. A government body responsible for human rights and citizenship was established and has contributed significantly to inclusion in public policies and the labor market. For the first time, a secretariat focusing on gender diversity was created within this body. Among the actions carried out by this secretariat in the first months of its mandate, stands out the reincorporation of a council that serves as a broad consultative body that brings together members of the government and civil society to propose and monitor State strategies. The secretariat also defined the promotion of decent work for people in all their diversity, with special emphasis on people with greater exposure to vulnerability. The objective is to restructure a national employability action plan that incorporates gender diversity, becoming the basis for the development of a coherent public policy on employment, work and income for the population most exposed to vulnerability.

2 Project description

2.1 Objectives, results and products of the Project

The Project has a budget of US\$1,000,000.00 (one million US dollars) for ILO to implement the project for a period of 36 months between July 1, 2021 and June 30, 2024. The expected impact is the increase in the participation of people in their gender diversity in the formal economy and the job market in Brazil. To achieve such impact, the Programme foresees three specific objectives:

Objective 1: Improve access for people diverse in terms of gender to training in job-specific skills;

Objective2: Improve the capacity of government, workers, employers and civil society organizations to implement national strategies to promote decent work for people diverse in terms of gender;

Objective 3: Disseminate effective strategies and methodologies for the economic

inclusion of people diverse in terms of gender.

According to its design document, the Project includes the following results:

- People diverse in terms of gender have the skills and confidence to access decent work.
- Employers and trade associations promote inclusive, safe and diverse workplaces for people diverse in terms of gender.
- People diverse in terms of gender are able to start and maintain decent self-employment.
- The national action plan on employment of people diverse in terms of gender achieves measurable improvements in the economic inclusion of vulnerable social groups;
- People diverse in terms of gender are increasingly engaged with and supported by worker organizations.
- Governments, employers' and workers' organizations and civil society organizations in the same field of the project have the capacity to develop strategies to improve the economic conditions of people diverse in terms of gender.

From the analysis of its design document, it's possible to infer that the Programme has the following Theory of Change: 1. IF people exposed to a greater degree of vulnerability have the skills and confidence to get a decent job or self-employment through a comprehensive curriculum professional training in the kitchen area and other types of training offered in several Brazilian states; 2. IF employers and trade associations build capacity to promote inclusive, safe and diverse workplaces for people diverse in terms of gender; 3. IF a national plan for the employability of people diverse in terms of gender is designed in a participatory way and implemented by the government counterpart; 4. IF labor unions include people diverse in terms of gender and generate for them tools for collective organization and fighting for their rights; 5. IF effective strategies and methodologies for the economic inclusion of people diverse in terms of gender are developed and implemented by the ILO and its counterparts; THEN, the participation of people diverse in terms of gender in the formal economy and the labor market will be increased; BECAUSE both people diverse in terms of gender will be trained for accessing decent work, how will governments and institutions have tools to promote such inclusion.

2.2 Project strategies

According to the three objectives indicated in the logical matrix, the Project implemented three complementary strategies, although, in chronological terms, they are at different stages of their implementation.

The first strategy corresponds to the objective of ensuring that people diverse in terms of gender with greater technical qualifications have access to decent jobs and business opportunities. In this sense, the strategies include professional training for their entry and stay in the job market, the development of capabilities in employers to adequately welcome this population as a workforce and training so that the project's target audience has their own business autonomously, without losing the perspective of the right to formal work and union organization.

Included in this first global strategy is what, until now, is the project's main training program: the Kitchen & Voice course. This training has already served 209 people in two state capitals in the Northern region of the country, two cities in a state in the Northeast of the country and two large cities in the Southeast region of the country. Of the aforementioned total, 199 people completed the training. The implementation of the the Kitchen & Voice training involves the engagement of some of the main implementing partners of the program, such as a CSO that supports people in vulnerable situations (mobilization, logistics and psychological, social and legal support for participants) and a CSO focused on technical cooperation for promoting diversity (team formation, training of trainers and beneficiaries and subcontracting and management of project partners). In addition to the implementing partners, other organizations that have contractual relations with the last-mentioned organization play a relevant role in the project: two employer institutions specialized in professional training in the areas of commerce and industry (physical structure, food, logistics and training of beneficiaries); one company in the field of arts and social inclusion (training of beneficiaries in the "voice" component); and a CSO focused on inclusion in the labor market (training of beneficiaries in the preparation component for the formal labor market). The Project, however, includes other forms of training, such as the course in entrepreneurship (implemented by a company specialized in gender equality) and training in labor union organization (implemented by a national labor union center and its counterpart institution in the field of research and data production) .

The second strategy is centered on strengthening the capacities of state actors and worker and employer representatives to promote the rights of people diverse in terms of gender. In this sense, a CSO focused on the promotion of diversity and other project partners developed a training for the inclusion of people diverse in terms of gender in the work spaces of small and medium-sized companies that can be replicated by CSOs and other institutions. Furthermore, there is also a focus on public policies at the national level, with the long-term expectation that this change will have effects at the state and local levels through a top-down process.

In the conception and in the first three semesters of execution of the Project, this strategy had limited results and included, above all, a national monitoring and evaluation plan of the already existing National Action Plan for the Employability focused on people diverse in terms of gender. With the change in the national political context, which has generated a more policy-inductive environment for people diverse in terms of gender from 2022 on, this outcome has been expanded and now includes the development of a new National Action Plan to promote decent work for people diverse in terms of gender. An initial version of the plan was prepared by a consultant hired by the Project and will be reviewed and managed

by a national institution for the promotion of human rights and citizenship. The expectation is that its implementation will take place in 2024, that is, still within the Project's execution period.

Finally, the third strategy is still in the initial implementation period and, therefore, will be addressed by this evaluation only with regard to its design. This strategy includes knowledge management and dissemination initiatives and scale-up of good practices generated within the scope of the project. Thus, the objective is to increase the capacities of governments, business and labor organizations and CSOs to develop strategies that improve the economic conditions of people diverse in terms of gender. In this sense, a fundamental part of the strategy is to systematize the methodologies, curricula and good practices generated within the scope of the project and convert them into knowledge products that can be adapted and expanded both within subnational governments and in the international context for use and learning of CSOs, employers' and workers' organizations and governments. Within this framework there are initiatives such as the systematization of pedagogical experiences implemented within the scope of the project, such as professional and labor union training.

2.3 Actors participating in the Project

In addition to the ILO as the implementing agency, the main partners for implementing the Project (in accordance with the Programme Design Document and the evaluation's primary and secondary data collection), include representatives from national government partners, employers' organizations, workers' organizations, civil society organizations, individual consultants, and public beneficiaries. The main actors are identified in the following table:

Table01. Main partners for implementing the Project

Name	Type of partnership	Category	Level or location
<i>International Labor Organization – Brazil Office</i>	Implementing agency	International Organization	International and national
<i>Donor</i>	Financing partner	International Organization	International
<i>Governmental body responsible for human rights and citizenship agendas</i>	Partner	National-level public institutions	National
<i>Two employers' institutions specialized in professional training in the areas of commerce and industry</i>	Partner	Employers' organizations	National and local in the Northeast, North and Southeast regions
<i>National worker's union center and its counterpart institution in the field of research and data production</i>	Implementing Partner	Workers' organization	National and local in the Southeast region

<i>CSO that supports people in vulnerable situations</i> <i>Company in the field of arts and social inclusion</i> <i>CSO focused on promoting social diversity</i> <i>Company specialized in gender equality</i> <i>OSC focused on inclusion in the labor market</i>	Implementing Partner Partner Implementing Partner Partner Partner	Civil society organizations	National and local in the states where Kitchen & Voice training was implemented
<i>Consultant for the development of the National Decent Work Plan for the Project's target audience</i> <i>Consultancy for the development of instruction materials for training small and medium-sized companies</i> <i>Beneficiaries' mobilizers</i>	Consultancy Consultancy Consultancy	Individuals	National and local in the Northeast, North and Southeast regions
<i>Beneficiaries of the Kitchen&Voice programme</i> <i>Beneficiaries of training on workers' organization</i> <i>Beneficiaries of entrepreneurship training</i>	Beneficiaries Beneficiaries Beneficiaries	Individuals	Location in the Northeast, North and Southeast regions

Source: Documentary review and preliminary interviews.

3 Evaluation background

3.1 Purpose

The overall objective of this independent mid-term evaluation is to provide an independent assessment of the results achieved to date by the Project through an analysis guided by the criteria of relevance, effectiveness, efficiency, impact guidance and sustainability. The intention is to identify which results (expected and unexpected) are being achieved or why they are not being achieved, and what actions can be taken to reverse this situation.

The specific objectives of the evaluation are:

- Assess the relevance and validity of the project design with regard to regulatory

frameworks and national policies, the situation and the needs, capabilities and expectations of beneficiaries and project partners;

- Identify the project's contributions to the SDGs and ILO objectives, as well as its synergy with other projects and programmes in the country;
- Analyze project implementation strategies with regard to their potential effectiveness in achieving project results and impacts; including review of risks, preconditions, unexpected results and factors affecting project implementation (positively and negatively);
- Review the effectiveness of the governance structure, project execution capacity and coordination mechanisms;
- Evaluate the extent to which the project incorporates the dimensions of: (1) intersectionality, addressing the principle of non-discrimination; (2) principle of environmental sustainability; and (3) the ILO's normative mandate;
- Evaluate the efficiency of project implementation;
- Review strategies for sustainability of results and guidance for impact;
- Identify lessons learned and potential good practices for tripartite constituents, implementing partners and other counterparts; and
- Provide strategic recommendations to different tripartite constituents, implementing partners and other counterparts to improve the implementation of project activities and the achievement of project objectives.

3.2 Scope

The evaluation covers all results and products of the Project, as well as the activities carried out from July 2021 to December 2023. In relation to the results, the evaluation covers the conception, execution and sustainability perspectives of the first two results, which are already in an advanced phase of implementation. Regarding the third result, which is just beginning to be implemented, the evaluation will only include its design.

3.3 Evaluation Implementation

The evaluation was implemented between September and December 2023.

Its Inception Phase took place between the last week of August and the first week of October 2023, comprising 3 main activities: carrying out 7 interviews with 11 project counterparts between August 29th and September 5th; holding a workshop to review the project's theory of change; and the delivery of an Initial Report in the first week of October, which was reviewed and approved by the ILO Regional Office for Latin America and the Caribbean and the ILO Country Office of Brazil.

The theory of change review workshop was held on September 12th and 13th, 2023 at the ILO Brazil Office (Brasília). The workshop was attended by the programme's main counterparts and was facilitated by this evaluator. Information about the workshop agenda can be found in Annex 7.7.

The data collection phase began in October and lasted until December 2023, comprising 40 interviews with 48 counterparts, 7 focus groups with 25 people and a questionnaire that received 51 responses from beneficiaries of the capacity development activities of the Project. Primary data collection combined remote activities via videoconference and in-

person activities that were made possible by three field missions: one to the Southeast region of the country and two to the Northeast region of the country. In addition to these missions, geographic coverage included other states in the North and Southeast regions of the country through remote activities.

The evaluation had a deadline of 15th March 2023 and was concluded with the delivery, review, approval and dissemination of the Final Mid-Term Evaluation Report of the Project(Product 4). In addition to the Final Report, the evaluation process also included the delivery of the Executive Summary (Product 5), a PPT presenting its main findings and conclusions (Product 6) and an Infographic (Product 7), as well as a workshop to present and discuss the evaluation results with the ILO and key project counterparts.

3.4 Evaluation users

The main users of this evaluation are the ILO Offices for Brazil and Latin America and the Caribbean, as well as the implementing partners of the Project(government counterpart at the federal level, employers' organizations, workers' organizations and CSOs according to the information available in Table 03).

In turn, secondary users are:

- ILO Headquarters;
- The Government of the United States of America and other international cooperation organizations;
- Other agencies of the UN System;
- Government counterparts at the state and local levels;
- Civil society organizations, mainly representatives of the project's target audience;
- Brazilian employers' organizations that are not implementing partners and employers' organizations from other countries, mainly from Latin America and the Caribbean;
- Brazilian workers' organizations that are not implementing partners and workers' organizations from other countries, mainly from Latin America and the Caribbean; and
- Government institutions in other countries, mainly in Latin America and the Caribbean.

The following table presents in more detail the expected uses of this evaluation for each counterparty category:

Table02. Main partners for implementing the Project

User group	How to use			
	Learning and knowledge generation	Evidence for decision making	Responsibility	Capacity development
ILO Regional Office for Latin America and the Caribbean				
ILO Office in Brazil				
Community of funding partners				
Government counterparts – Federal Level				
Government counterparts – state and local levels				
Government institutions in other				

countries				
Employers' organizations – Brazil and other countries				
Employers' & workers' organizations – Brazil and other countries				
Implementing partners				
Civil society organizations				
Beneficiaries				
UNS and other international organizations				

Source: prepared by the evaluator

4 Methodology

4.1 Evaluation approaches

The ILO adheres to the evaluation norms and standards of the United Nations System and the framework of the ILO Policy Guidelines for conducting results-based evaluations is the conceptual framework of reference for this evaluation. Therefore, this evaluation follows the ILO policy guidelines: EVAL Checklist No. 3 “Writing the inception report”¹; Checklist No. 4 “Validating methodologies”²; Checklist No. 5 “Preparing the evaluation report”³; and Checklist No. 6 “Rating the quality of evaluation reports”⁴.

This mid-term evaluation presents an approach based on a theory of change reconstructed from primary and secondary data as a way of identifying possible limitations and including what was not initially foreseen in the Project's conception or what was added later. To this end, a workshop to review the Project's theory of change was organized in September 2023 at the ILO office in Brazil, as previously mentioned.

Based on the initial documentary study, preliminary interviews and the theory of change review workshop, assumptions in the reconstructed theory of change were identified and tested through a contribution analysis. Contribution analysis has as its structuring premise the idea that an organization – in this case, the ILO – only achieves results in terms of impact through its partners and technical and financial support to other organizations that make up an ecosystem that works for change on specific issues and/or for social groups in a given social and political situation.

Furthermore, the Terms of Reference for this evaluation propose ten approaches, namely: development evaluation; participatory evaluation; results-based evaluation; processual evaluation; contextual evaluation; intersectional approach; rights approach; ethnic and intercultural approach; sustainability evaluation; and environmental sustainability approach. The initial report of this evaluation proposed that the exercise focus on seven of the ten approaches mentioned, considering these to be the most viable for the agreed work plan, as

¹Available in: https://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm. Accessed on 11 Nov 2023.

²Available in: https://www.ilo.org/eval/Evaluationguidance/WCMS_166364/lang--en/index.htm. Accessed on 11 Nov 2023.

³Available in: https://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm. Accessed on 11 Nov 2023.

⁴Available in: https://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm. Accessed on 11 Nov 2023.

well as most appropriate for the nature of the design and implementation of the Project. The seven approaches and their descriptions are available in Annex 7.6.

4.2 Evaluation criteria and questions

The evaluation criteria were defined in the Terms of Reference for this evaluation and correspond to those of the Development Support Committee of the Organization for Economic Co-operation and Development (DAC/OECD) 2019. According to the Terms of Reference:

- **Relevance:** To what extent are the objectives of a development intervention consistent with the requirements of counterparts and the needs of the country;
- **Consistency and validity of the design:** The extent to which the strategy is logical and consistent;
- **Efficiency:** Effectiveness of the Project's processes, products and intermediate and final results. Extent to which the immediate objectives of the Project have been achieved or are expected to be achieved, taking into account their relative importance, management capabilities and implementation arrangements;
- **Management efficiency and effectiveness:** The objective is to assess the extent to which project resources/inputs (funds, experience, time, etc.) are converted into results;
- **Impact guidance:** The aim is to assess whether the strategic orientation of the project under analysis allows it to make significant contributions to its long-term objectives. These contributions can be positive or negative changes produced by the intervention in question, directly or indirectly, intentionally or unintentionally;
- **Sustainability:** The aim is to assess whether the results of the intervention will be lasting and whether they can be maintained or even expanded and replicated by other development partners once the intervention has concluded or after donor funding has ended.

The Evaluation Matrix can be found in Annex 7.4 with details of the questions for each evaluation criterion⁵, as well as the judgment criteria, proposed indicators and verification sources to answer each of the questions.

4.3 Sources, tools and techniques for data collection and analysis

This evaluation used a mixed methods approach, featuring a combination of qualitative and quantitative methods (descriptive statistics) to answer the evaluation questions, using both primary and secondary data sources.

Data collection took a participatory approach with the aim of including a broad and diverse group of counterparts and social groups indirectly (through document review) or directly (through interviews, focus groups and questionnaires). With this, the combination of data from different sources, counterparts and social groups allowed the triangulation of information to achieve robust and evidence-based results. Furthermore, a flexible and open approach was used, which allowed continuous adaptation to findings and information needs that emerged during the data collection and analysis process.

Below are the main data collection methods:

⁵To define the evaluation questions, those placed in the evaluation Terms of Reference were taken as a basis.

a) Document review: Examination of relevant documents provided by the ILO, the counterparts of the Project or resulting from the evaluator's active research. During the evaluation, other documents were added by decision of the evaluator or at the suggestion of the project counterparts. The document review included the following categories of documents:

- (i) design documents of the Project, such as ProDoc, logical framework and indicator matrix;
- (ii) budget and financial execution of the Project;
- (iii) progress reports;
- (iv) work plans;
- (v) project monitoring documents and mechanisms;
- (vi) publications and other relevant products;
- (vii) previous evaluations or evaluations of similar projects and programmes;
- (viii) documents related to project governance;
- (ix) documents of agreements with project implementing partners;
- (x) documents related to project implementation;
- (xi) products from consultancies hired by the Project;
- (xii) instruction materials used in project training; and
- (xiii) studies and research linked to the institutional, social and political contexts in which the project was developed.

b) In-person and remote semi-structured interviews: In the Inception Report, an initial list of 35 counterparts for interviews was presented in the Brazilian states in which programmatic and management activities were implemented. This list was prepared in collaboration with the ILO regional and country offices. Either by decision of the evaluator, or by suggestion from the ILO or Project counterparts, this list was expanded, resulting in a total of 40 interviews with 48 people, as presented in Annex 7.5. The list of people interviewed includes implementing partners, civil society counterparts, government counterparts and the programme management team. The face-to-face interviews were carried out in the Northeast and Southeast regions of the country. Remote interviews were carried out via telephone calls and video conferencing platforms (for example, Google Meet, Microsoft Teams, Zoom and WhatsApp) with people from the Central-West, Northeast, North and Southeast regions of the country;

c) In-person focus groups: In the Inception Report, an initial list of 6 to 7 in-person focus groups with 6 to 8 participants was prepared. Finally, 7 focus groups were held, including beneficiaries of the following training courses: Kitchen & Voice Southeast (2); Kitchen & Voice Northeast (2); Labor union Training (2); and Entrepreneurship Training (1). All focus groups were held in person, with the exception of the Entrepreneurship Training focus groups, which were held remotely via Microsoft Teams;

d) Online questionnaire: To increase the outreach of beneficiaries of the training actions of the Project, the evaluator implemented an anonymous online questionnaire that was answered by 51 people with an average of 10 minutes per response. The

research included a representative sample of all the project's training activities: Kitchen & Voice North (11); Kitchen & Voice Northeast (14); Kitchen & Voice Southeast (15); Labor union Training (9); and Entrepreneurship Training (8). The survey was sent as a standardized message to the WhatsApp groups of each training by the project counterparts with whom the beneficiaries already maintained a trustful relationship. A first deadline of 10 days was granted to respond to the questionnaire. The deadline was extended on two occasions by a week each time, when follow-up messages to the invitation were sent in these same groups. The total number of people to be consulted included 300 beneficiaries, which corresponds to a response rate of 17%, compared to an initial expectation of reaching a response rate equal to or greater than 25%. The results of the questionnaire are available in Annex 7.2; and

- e) **Field visits:** the evaluator carried out 3 missions in which he carried out interviews, focus groups and field visits to the spaces and institutions where the activities of the Project were carried out. During the visits, in addition to data collection activities, informal conversations were held with counterparts, as well as recognition of the infrastructure of the spaces. The first mission was carried out in October 2023 in the Southeast region. The second and third missions were carried out in the Northeast region in November and December 2023, respectively.

In general, for data analysis, the following were used: a) content analysis of the qualitative data collected; and b) descriptive statistics. Content analysis was based on extracting the main and recurring themes during the interviews and identifying the main trends based on the preponderance of available evidence. Notes from interviews and focus groups are confidential. Descriptive statistics were used for data collected through the questionnaire and other sources of financial and quantitative data. Additionally, information triangulation was used to identify similarities and/or discrepancies in data obtained in different ways (i.e. interviews, focus groups, observations, etc.) and from different counterparts (e.g. duty holders, rights, etc.).

Table 04. Distribution of the number of people and institutions in the consultation proposal

Type of counterparty	Number of people	Number of women	Number of men	Institutions to which they belong	Modality
ILO team	5	2	3	ILO	Virtual
National-level public institutions	3	3	0	Governmental body responsible for human rights and citizenship	Virtual
Employers' organizations	4	3	1	Employer institution specialized in professional training on industry	In-person and virtual
Workers' organizations	12	6	6	National trade union center Union research and data production institution Teachers' union Union of cleaning and	In-person and virtual

				maintenance professionals Union of energy professionals	
Implementing partners	13	9	4	CSO specialized on promoting diversity CSO that supports people in vulnerable situations Company focused on arts and social inclusion OSC focused on inclusion in the labor market Company specialized on gender equality Chef	In-person and virtual
Advisory group members	3	2	1	Member 1 Member 2 Member 3	In-person and virtual
Consultants	2	1	1	Consultant 1 Consultant 2	In-person and virtual
Mobilizers	4	3	1	Individual consultancies	In-person and virtual
Beneficiaries (interviews)	2	2	0	Kitchen & Voice Northeast Kitchen & Voice Southeast Workers' Union training	In person
Beneficiaries (focus groups)	25	18	7	Kitchen & Voice Northeast Kitchen & Voice Southeast Workers' Union training Entrepreneurship training	In-person and virtual
Beneficiaries (questionnaire)	51⁶	26	19	Project beneficiaries	Virtual

⁶ Of the total, four people declared themselves non-binary and two preferred not to answer.

Total	124			
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Source: prepared by the evaluator

4.4 Ethical considerations during evaluation

This mid-term evaluation was framed in the ILO Policy Guidelines for implementing results-based evaluations⁷ and was carried out in accordance with the UNS Evaluation Policy, in accordance with both the DAC/OECD evaluation quality standards and norms, and the United Nations Evaluation Group (UNEG) Code of Conduct for Evaluation. The following UNEG principles were considered:

- 1) **Respect for dignity and diversity:** The evaluator kept in mind respect for all people during the initial, data collection and analysis, and report preparation phases. The language of the report treats all stakeholders with the utmost respect for their life choices and perspectives;
- 2) **Right to self-determination:** The evaluator respectfully consulted and listened to counterparts about their options in project design and execution;
- 3) **Equitable representation:** Data collection considered all relevant counterparts, with a special focus on gender equity and regional representation. Furthermore, the evaluation opened up to include stakeholders who were identified in the course of the evaluation, either by the evaluator's conclusion based on the data collected and its gaps, or by suggestion from the ILO or other counterparts;
- 4) **Ethical protocols for vulnerable groups:** At the beginning of the interviews and focus groups, participants were informed about the purpose of the evaluation and the procedures for processing the data, so the evaluator was very respectful in not going into topics that the interviewees considered sensitive;
- 5) **Repair:** The evaluation report will be shared with a wide range of counterparts and the evaluator has made efforts to make it as comprehensive and fair as possible to faithfully represent the implementation of the Project;
- 6) **Confidentiality:** The interviewees were informed, always at the beginning of the dialogues, that all data collected would be used in the report confidentially; and
- 7) **Prevent damage:** The evaluator implemented the process so that the exercise was as useful and as possible for everyone involved, striving for counterparts to reflect on their work in a constructive way and avoiding any type of personal or reputational damage.

4.5 Limitations and mitigation actions

The main methodological limits of this evaluation were the restriction of field visits and the challenges in reaching the population benefiting from the activities of the Project. Consequently, most data collection was done remotely. As a mitigation, 3 missions were carried out with field visits to some of the main institutions involved in the process, as well as beneficiaries of the training activities. With the exception of one focus group (entrepreneurship training), all data collection activities with beneficiaries were face-to-face.

⁷ ILO Policy Guidelines for Results-Based Evaluation: principles, rationality, planning and management.

However, no missions were carried out to three states implementing the Project's training activities in the North and Southeast regions.

In relation to the outreach of the population benefiting from the activities of the Project, even with field visits, it is important to highlight that the evaluator found it difficult to reach beneficiaries who live in vulnerable situations, such as food insecurity and sex work. As a mitigation, we sought to reach a greater number of people and profiles through the online questionnaire, which required a short response time and could be accessed via WhatsApp through a Microsoft Forms link.

5 Key evaluation findings

5.1 Relevance

The extent to which the objectives of a development intervention are consistent with the requirements of counterparts and the needs of the country.

Questions:

1. To what extent does the Project align with the needs and capabilities of the Project's target audience, especially the portion that is in a vulnerable situation in Brazil? To what extent does the Project strategy incorporate an intersectional approach and the vulnerable conditions of the Project's target audience, as well as the capabilities and interests of the implementing partners?
2. The Project proposal is relevant for achieving the ILO's core objectives and Brazil's national priorities?

Finding 1

The Project was designed in line with the needs of the population in its gender diversity, especially with regard to demands for professional training and entry and retention in the formal job market, with emphasis on people with greater exposure to vulnerability. As a caveat, the Project does not present actions aimed at the environmental sustainability of its initiatives.

Supporting evidence

- The project document presents a solid background and approach section, in which qualitative and quantitative data on the situation of the population in its gender diversity are presented both with reference to the labor market and with respect to adjacent issues that interfere with access to employment and its permanence in the job market, such as discrimination and physical violence. Special focus is given to those population groups for which the variables present a more troubling behavior or who face greater exposure to violence and degrading working conditions;
- The project document was developed based on lessons learned from other ILO experiences with the same audience profile, as was the case of the Kitchen & Voice training, which has existed since 2017. The Kitchen & Voice training emerged from a partnership between the ILO, a renowned *chef de cuisine*, an institution of the Judiciary and a company in the field of arts and social inclusion. With resources from the Judiciary branch, the ILO implemented the first editions of the Kitchen & Voice course in 2017 and 2018 in states in the Southeast, Center-West and North of Brazil. In addition to these pioneering experiences, this training became a

methodology available to the ILO, having been used in the context of other initiatives, how is the case of the project under evaluation in this report;

- In 2022, the first editions of the Kitchen & Voice training underwent an internal ILO evaluation process that generated recommendations taken into consideration in the planning of this Project, namely: a needs-based approach to participant selection and the incorporation of monitoring and tracking through the INTEGRA 8.7 platform; a wider range of skills and employability supports as part of the programme; better links with the business sector; ongoing support for training providers and people trained; a wider range of training providers offering the curriculum;
- Using relevant variables for the target audience as a reference – such as exposure to violence, access to formal education, access to the formal job market and intersectionality of forms of discrimination –, the Project prioritized attention to audiences in situations of greater vulnerability;
- In the case of the Kitchen & Voice course, the selection of the participating public included a period of mobilization that was carried out in each city by people previously identified and interviewed by the team of an implementing partner specialized in vulnerable population, which hired two consultants responsible for publicizing and mobilizing potential candidates for training in each city. The pair of mobilizers were made up of people who were part of the Project's target audience and had knowledge of its population dynamics. The interviews carried out with the mobilizers demonstrated that different and complementary strategies were used to disseminate and mobilize the target audience, such as distributing pamphlets and pasting posters at flow points, posting on social networks, disseminating in groups of WhatsApp and word-of-mouth at relevant events;
- The mobilization of the target audience was followed by a selection process operated by an implementing partner specialized in vulnerable population, which included an interview with a person from the organization's management body, a social worker and a psychologist. In the interviews, in addition to checking suitability for the profile of the project's target audience, relevant socio-emotional information was collected in order to personalize assistance to each course participant throughout the training period, which included referral to additional public services, such as psychological assistance and document rectification; and
- Actions aimed at the environmental sustainability of the proposal, which has no activities, indicators or expected results, are absent from the project's planning. In this sense, although some of the Project's actions have a positive impact on reducing carbon emissions, such as the remote or hybrid format of some training courses, the activities have not been designed with environmental sustainability in mind.

Finding 2

Although relevant demands of the target audience were taken into account in the design of the Project, a limited diagnosis of their situation and their demands in terms of employability, as well as the local characteristics of formal labor markets, limited the design of activities and the results of the initiative.

Supporting evidence

- Even though the design of the project drew on previous ILO experience, the Project was developed without a study being carried out to develop actions, indicators and

guidelines for project planning, which was also due to the time limit for submitting the Project to the call for proposals in which the project was approved;

- The Project was designed by the ILO team through a dialogue between the Brazil Office and the ILO Headquarters in Geneva. Based on lessons learned and qualitative and quantitative data of relevance to the project's target audience, the ILO team based the proposed actions and the results matrix on robust evidence, although this process did not had a dialogue with the future implementing partners and beneficiaries of the initiative;
- The Project did not have an inception phase to prepare an evidence-based diagnosis, to define the locations, implementing partners, target audiences and implementation strategies;
- Even though the Project did not need prior diagnosis, throughout its execution a CSO specialized on the support to people in vulnerable situations and which was one of the Project's implementing partners, carried out a socio-territorial diagnosis of each of the locations where the proposal was implemented. This diagnosis contained general and specific demographic, social and territorial information about the Project's target audience, which was collected and analyzed, serving as a basis for planning the mobilization of beneficiaries and for organizing project activities; and
- Different counterparts pointed to the need for a holistic approach to the problem of the Project's target audience's barriers to decent work, taking into account not only access limitations, but also the training desires of this population vis a vis the demands of local labor markets, including closer contact with the private sector to monitor the professional trajectory of people graduating from the training implemented by the project.

Finding 3

The Project is aligned with both National normative frameworks and public policies, as well as the priorities of ILO Brazil, with emphasis on: promoting decent work for people in vulnerable situations; promoting technical cooperation between the ILO's tripartite bodies to create welcoming and safe workspaces for people diverse in terms of gender; and generating regulatory changes in public policies that promote the training and employability of people diverse in terms of gender.

Supporting evidence

- Within the scope of Brazilian public sphere, the Project aligns with initiatives such as an employability project for people diverse in terms of gender from the Judiciary branch and a national plan to promote citizenship and human rights of people diverse in terms of gender dated from 2009, which presents several actions focused on promoting decent work for the same target audience as the project;
- During the Project planning period it was in force the Brazilian Multi-Year Plan 2020-2023⁸, main planning document on federal public policies. It already included actions for inclusion in the labor market and the promotion of decent work. As will

⁸Available in <https://www.gov.br/planejamento/pt-br/assuntos/orcamento/plano-plurianual-ppa/arquivos/mensagem-presidencial.pdf>. Accessed on 27 Feb 2024.

be discussed under the effectiveness criterion, the current Multi-Year Plan intensifies this stance and includes specific actions for the Project's target audience, a result to which the Project has made a significant contribution;

- Although the existing national legal frameworks already offered an inductive scenario for the planning of the Project, changes in the political context favored the implementation of the initiative and the broadening of the scope of some of its results: the new government administration increased its focus on promoting the rights of the Project's target audience; a ministerial body responsible for the human rights and citizenship portfolio was created, which adopted the inclusion of vulnerable groups in public policies and the labor market as one of its priorities; a secretariat focusing on gender diversity was created within this body; and a consultative body made up of government and civil society representatives became operational again to propose and monitor state strategies for the Project's target audience;
- In relation to the ILO global planning normative frameworks, the Project aligns with both the 2020-2021 Program and Budget and the 2022-2023 Program and Budget, as both present - in the product 6.4⁹ and in indicator 6.4.1 - the expectation of promoting a more accessible and receptive work environment for the population in its gender diversity;
- The Project has a concrete alignment with relevant ILO international normative frameworks, notably in relation to Convention 111 of 1958¹⁰ (Discrimination in Respect of Employment and Occupation) and Convention 122 of 1965¹¹ (Employment Policy). However, there is no explicit effort to associate the Project's actions with specific ILO normative frameworks, especially the two mentioned above, so there is room for a more robust alignment between the Project's activities and results and the ILO conventions, including performance indicators that allow monitoring and impact assessment of the initiative's contribution to international legal frameworks. This is especially relevant when taking into account the fact that ILO is an organization with a strong normative mandate, since a fundamental part of its role is to promote fair labor standards in line with the principles agreed in its conventions and other normative frameworks, defending and providing technical support for the integration of its principles at the domestic level of its member states¹²;
- Within the scope of ILO Brazil, the Project aligns with the Score Project - Improving productivity and working conditions for Small and Medium-sized Companies, as both aim for better working conditions in small and medium-sized companies through training and holding the private sector accountable for creating fairer and inclusive production chains;
- The Project has a governance structure and a set of counterparts that incorporate representatives from the ILO's tripartite structure, which includes institutions representing governments, workers and employers. These institutions are joined by

⁹Greater capacity of ILO constituents to strengthen laws, policies and measures that allow ensuring equal opportunities and treatment in the world of work for people with disabilities and other people in vulnerable situations).

¹⁰ Available at https://www.ilo.org/brasilia/convencoes/WCMS_235325/lang--pt/index.htm. Access on 14th Mar 2024.

¹¹ Available at https://www.ilo.org/brasilia/convencoes/WCMS_235572/lang--pt/index.htm. Access on 14th Mar 2024.

¹² See ILO. Guidance Note 3.2 - Adapting evaluation methods to the ILO's normative and tripartite mandate. Available at https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746717.pdf. Access on 14th Mar 2024.

civil society organizations and the project's beneficiaries. In addition, this model of working together allows representatives of workers and employers to take part in the development and planning of public programs and policies, which can be seen in the Project through the involvement of various partners in the dialogues for the development of a national employability plan for people diverse in terms of gender.

5.2 Consistency and validity of the design

Extent to which the strategy is logical and consistent.

Questions:

3. To what extent is the project consistent with national initiatives/plans/programmes and contribute to other ILO initiatives ongoing in Brazil?
4. Does the Project have a solid internal logic and viable theory of change? Does the Project effectively contribute to linking activities, products and results in order to obtain long-term impacts? How innovative is its design?
5. To what extent has the project involved the most relevant counterparts, including tripartite partners, and is it realistic in terms of timeframe?
6. To what extent are the indicators appropriate and useful for evaluating the results, relevance and direct effects of the Project? Are these indicators measurable and trackable?

Finding 4

The Project was open to the participation of its counterparts in the design and planning of its actions, although the intensity of this participation was relatively limited in the proposal design phase, given the limited time for the presentation of the project. Throughout the implementation of the programme, the participation of counterparts has intensified, having been well evaluated by the majority of counterparts, although with relevant exceptions.

Supporting evidence

- Based on the window of opportunity created by the call for proposals launched by the financing institution, the ILO Brazil team developed the Project focusing on the professional training of people diverse in terms of gender and technical cooperation with public authorities, especially governmental institutions, taking as a reference previous experiences and lessons learned by the organization. In this sense, the Kitchen & Voice course, which had already been developed by the ILO in partnership with institutions and individuals and that had already been implemented in the context of other projects, was taken as a model for training actions;
- The partners implementing the proposal did not have direct participation in its design and were gradually added to the project as its activities were implemented. Therefore, some relevant implementing partners had a late entry into the project: in one case, the death of the leadership of a potential partner organization led to the need of finding another implementing partner; in another case, the late entry of another implementing partner was due to the planning of its activities for an intermediate moment of the Project execution. In both cases, such implementing partners experienced relative limitation of their ability to influence the design and planning of the Project activities;
- In general, project counterparts highly rated their participation in the design of programme activities and the ILO's openness to dialogue, although this was often

not a reality from the beginning of project implementation and is the result of the lessons learned during its execution. There are also a few notable exceptions, represented by people and organizations responsible for an important component of the project who left its implementation during the course of its execution. They left the initiative due to disagreements between the implementing partners and the project management team regarding decisions on the application of the Kitchen and Voice course methodology; and

- There was an increase in scope and quality in the participation of some counterparts throughout the implementation of the Project. In this sense, the governmental institution responsible for the human rights agenda demonstrated greater openness to cooperate in the context of the new federal administration, deepening the dialogue with the ILO within the scope of the project and expanding the range of products and results expected from joint actions. Another example was the participation of a national labor union, which, despite having been engaged in the project only after its beginning, became the implementing partner responsible for the training on workers' organization.

Finding 5

The ILO mobilized a diverse and relevant group of partners for the Project, leveraging comparative advantages and creating bridges between different categories of counterparts, such as government entities, labor union organizations, CSOs, consultancies, companies and employers' organizations. This made it possible to complement various technical and logistical capacities, creating synergies between organizations that boosted the Project's results and scope. In addition to being well evaluated by the counterparts, this synergy contributed both to a greater robustness of the expected results and to the achievement of unforeseen results.

Supporting evidence

- The Project has worked with institutions of national relevance and reach in terms of tripartite formation: a government body in charge of human rights and citizenship; a national labor union center; institutions representing employer unions in the areas of industry, commerce and services; and also CSOs representing the Project's target audience;
- A good example of how the ILO leveraged partners' comparative advantages was the implementation of the Kitchen & Voice training, which brought together the physical structure and human resources of institutions representing employers' unions in terms of education, the technical and logistical capacity of one CSO to organize the training, that of another CSO to mobilize the Project's target audience and meet their demands, and the technical capacity of two other counterparts for specific training topics (voice and employability);
- One of the strengths of the Project mentioned by partners and beneficiaries in the primary data collection was the inclusion of institutions with expertise and representativeness in the issues of the Project's target audience, which generated both a better reception of the beneficiaries and greater technical robustness in the actions, also resulting in the institutional learning of counterparts not specialized in the subject. An example of this - and one that was highly rated in the interviews - was the training in attention to the Project's target audience that two CSOs gave to other counterparts;

- Counterparts mentioned in the interviews that the partnership with the ILO within the framework of the Project led to unforeseen results, such as the contribution to internally legitimizing the agendas of the initiative's target audience in their own institutions, indirectly contributing to institutional developments that promoted greater inclusion and representativeness. This was the case with the creation of a special secretariat focused on the Project's target audience during the 14th National Congress of a national labor union center, guaranteeing the institutional autonomy of an issue that was previously under the umbrella of a secretariat with a broad focus on social policies;
- It should be noted that the Project did not succeed in engaging private companies in any substantive way throughout its implementation, which limited the bridges created between different sectors and, according to some counterparts, also limited the employability opportunities for people trained by the Project's actions.

Finding 6

Although the Project has a solid internal logic and presents innovative activities, a theory of change for the project was not developed, meaning that there are inconsistencies both in its conception and in the design of the intervention indicators. Such inconsistencies were partially solved during its execution both by the ILO leadership team and through the contribution of specialized counterparts. Still, a substantive review of the Project's logical matrix and its indicators is necessary, as well as the design of a theory of change for it, which is one of the results of this mid-term evaluation.

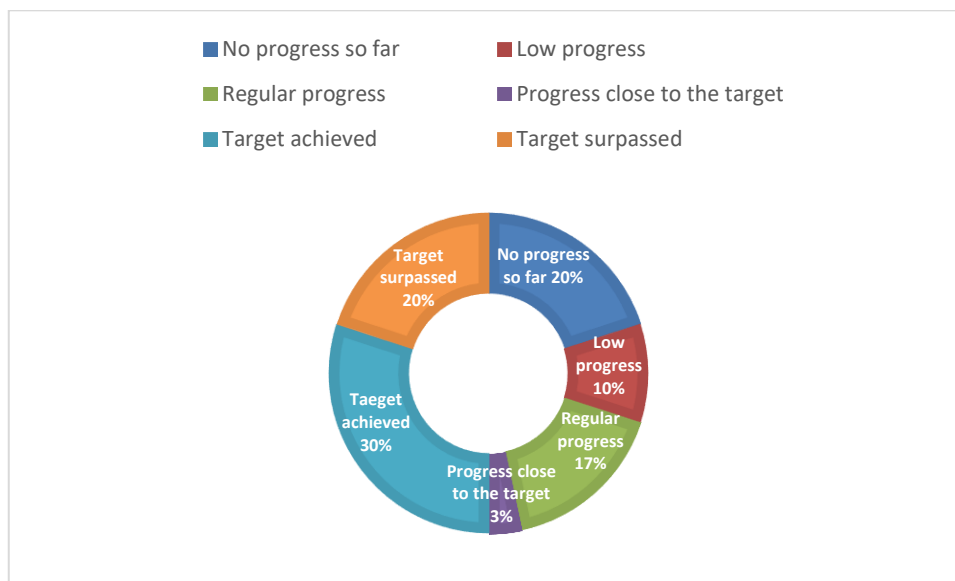
Supporting evidence

- There is an absence of an evident theory of change for the project, although the logical matrix presents internal and external coherence. This limitation led to a theory of change review workshop that was held in September 2023, resulting in the review of the theory of change that was delivered as an independent product of this evaluation;
- The Project indicators were created when the proposal was prepared and without the effective participation of its implementing partners, who only participated in the review carried out throughout the Project, when there was no room for structural changes in the design of these indicators;
- From a total of 47 indicators developed throughout the execution of the Project, the revised indicator matrix had 30 indicators, 6 of which were at the level outcomes and 24 at the level of outputs;
- Regarding outcome indicators, in the case of results 2 and 3, indicators are appropriate for this level. The indicators for result 1 are mostly below the level of complexity expected for this stage of outcome. In this sense, outcome indicators should already consider changes that depend on joint efforts between the ILO and the various counterparts of the initiative. Furthermore, since this is a more complex level, it is desirable that each result has at least more than one indicator, which is not the case for results 2 and 3;
- The output indicators are, for the most part, appropriate for this level, as it must be within the scope of delivery of the ILO and its implementing partners. The products have between 1 to 3 indicators each, which is adequate;
- In general, indicators of the Project are SMART: specific; measurable; achievable; relevant; and time-bound. This is not the case, however, for all indicators. In some

cases, indicators present problems such as: targets that aren't measurable or are difficult to quantify; binary response indicators that are inadequate for measuring progress in the medium and long-term; goals that incorporate the baseline value; lack of specificity in writing the indicator or defining its targets; limited relationship between the indicator and the proposed change in the outcome or output; and limitation in the disaggregation of indicators by different population groups or types of institution;

- Monitoring of indicators by the ILO management team has been done through Power BI, which is fed with data sent periodically by implementing partners; and
- As Figure 01 shows, by December 2023 the Project had not yet made progress on 20% of its 30 indicators, which is prevalent in outcome 3. In contrast, 17% of the indicators had made little progress. On the other hand, the percentage of indicators that had made at least medium progress (above 40% of their targets) was 63%, which was concentrated in outcomes 1 and 2. Even so, 3 out of 13 indicators in outcome 1 had made no progress in the period under analysis, a proportion that drops to 0 out of 12 in outcome 2 and rises to 3 out of 5 in outcome 3. Taking this data into account, even though this is a mid-term evaluation, it would be expected that, one semester from the end of the project, most of its indicators would show medium or significant progress. On the one hand, problems in the design of the indicators have contributed to it and, on the other, delays in carrying out certain activities or significant changes in the planning and design of actions that were not accompanied by a review of the Project indicators.

Figure 01. Performance of the Project indicators



Source: Prepared by the evaluator based on Project indicators monitoring as of December 2023.

Caption: No progress so far (indicator with 0% of target achieved); Low progress (target reached between 1% and 40%); Regular progress (target reached between 41% and 70%); Progress close to the target (target reached between 70% and 99%); Target achieved (indicator with 100% of the target achieved); Target surpassed (indicator with more than 100% of the target achieved).

5.3 Effectiveness

Effectiveness of the project's processes, products, intermediate and final results. The degree to which its immediate objectives have been achieved or are expected to be achieved, taking into account their relative importance, management capabilities and

implementation arrangements. These results are analyzed by disaggregated groups (e.g. migrants vis a vis locals).

Questions:

7. To what extent has the Project achieved the products and results envisaged in its conception? Does the level of compliance vary significantly according to the project outputs/outcomes and/or according to the intervention areas in which it was implemented? What were the main internal and contextual success factors and what were the most relevant internal and contextual challenges and limits faced by the project during its implementation or for the selection of participants and implementing partners? Were the assumptions and risks foreseen in the project conception confirmed and, if so, were these risks managed?
8. To what extent were satisfactory the quality and timeliness of the products/services provided by the project? To what extent were the targets of the project indicators achieved?
9. What was the level and type of effective participation of constituents, national and local public institutions, implementing partners and final beneficiaries during project implementation, including the level of evasion by the latter? What is the level of satisfaction and usefulness perceived by constituents, counterparts and beneficiaries with the results achieved?
10. To what extent has the project incorporated or adjusted its strategies and actions to continue its implementation in the post-pandemic context?

Finding 7

The individual training of people diverse in terms of gender was one of the most relevant focuses of the project, having professionally trained more than 300 individuals on different courses: Kitchen & Voice; Workers' organization; and Entrepreneurship. Although the absolute number is relatively low considering the country's continental dimensions, the profile of the public attended was formed by people exposed to multiple vulnerabilities, enhancing the impact of results by leaving no one behind. Added to this is the fact that, since it is a pilot and innovative proposal, the experience has potential for scaling-up and replication in other contexts.

Supporting evidence

- In general, training sessions were very well evaluated by different categories of counterparts, such as the ILO, implementing partners and beneficiaries, highlighting the quality of trainers, teaching materials and physical and digital courses, as well as the relevance of the subjects;
- The training courses for beneficiaries were developed, albeit to a limited extent, in a complementary way and considering participants' educational and professional backgrounds: technical training for the formal job market in the area of cooking combined with training in voice and self-expression, as well as techniques for better insertion into the job market (Kitchen & Voice); training for accessing to and guarantee of labor rights and union organization (Workers' organization); and acquisition of tools for income generation and small-scale business initiative (Entrepreneurship). In addition, it was implemented a training for the target audience of small and medium-sized businesses to train employers to welcome and guarantee the rights of people diverse in terms of gender in the formal labor market;

- Even though there is a potential for mutual added value between the four trainings, during the implementation of the Project there was a limited dialogue between the counterparts responsible for each initiative, so that, although there are points of intersection, the experiences do not form a cohesive unit and nor were they planned from a holistic perspective;
- The offer of maintenance and food grants to participants in the Kitchen & Voice training was considered essential for reaching people in the most vulnerable situations. Counterparts and beneficiaries highlighted the relevance of the maintenance grant to achieve the presence and permanence on the course of people exposed to situations such as unemployment, food insecurity and sex work. The maintenance grant was considered by several counterparts to be one of those factors responsible for the low dropout rate from the Kitchen & Voice course – just 4.8%;
- Of the 51 beneficiaries who responded to the questionnaire for this evaluation, 40 (78%) stated that they had received the maintenance grant¹³. People who answered yes to this question were invited to answer another question: “Was the grant sufficient for you to remain in training?”. In response, there was the possibility of giving a rating from 1 to 5. Of the total of 40 people, 37 answered this question, with 29 of them opting for a rating of 5 and 9 people for a rating of 4, with the remaining two people opting for the grades 3 and 2, respectively. The average grade was 4.62/5, which demonstrates the relevance that the maintenance grant had for the beneficiaries of the Project;
- The Kitchen & Voice course attended 209 people, of which the formal employment rate was 34%¹⁴. Despite being a relatively low rate when compared to projects with other audiences, considering the high degree of vulnerability of the population targeted, the rate was considered relatively successful by the ILO and other counterparts interviewed;
- In terms of attention to vulnerable population groups, 87% of the 209 participants of the Kitchen & Voice course are people with high exposure to social vulnerability and discrimination, as well as 74% of the total are black or indigenous and 8.6% were people with disabilities. Regarding the level of formal education, 11% presented 1st degree incomplete, while 5% had it complete; 15% presented the 2nd degree incomplete, while 40% had it complete; only 29% of participants had accessed university education, with 5% of the total having achieved the college degree. In total, 31% of participants had not completed high school, which is usually a basic requirement for formal jobs in the areas of service and industry;
- The Kitchen & Voice course reached people mostly living in peripheral regions, even when it was offered in large cities in the Southeast of the country, since it succeeded in reaching groups in situations of vulnerability, either through strategies to mobilize potential participants or by offering the course in physical spaces located in regions with the worst social indicators. Furthermore, the fact that the course was

¹³ The questionnaire was applied to people who attended any one (or more than one) of the project's training courses, while the maintenance grant was an action restricted to the Kitchen & Voice course, which served 100% of participants with the maintenance grant. The 78% of respondents who stated that they had received the permanence grant are part of the total universe of participants in the Project's training actions.

¹⁴ Measuring the employability rate of trained people did not differentiate between those who were already employed before training and those who got a job after training, nor does it present evidence that access to employment was a direct consequence of training or subsequent referral to the job market carried out within the scope of the project.

held in two cities in the Northeast and two cities in the North of the country made it possible to reach socially vulnerable groups, especially by taking into account that this type of training is scarce in the cities where it took place;

- In the case of the Entrepreneurship course, 68% of the 48 graduates belonged to groups with greater exposure to vulnerability among the Project's target audience, a proportion that rises to 86% if we only consider the 10 people who were chosen to receive a seed capital amount with individual mentoring to implement investment plans in their own businesses. The participants came from 15 states and, of the total, 15% were people with disabilities and 63% were black;
- In the Workers' Organization course, of the 50 people enrolled, 96% belonged to groups with greater exposure to vulnerability among the Project's target audience, 68% were black and 4% were people with disabilities. The participants came from 5 states of the country;
- Of the 51 beneficiaries who responded to the questionnaire for this evaluation, only 8 (16%) stated that they had a formal job before the course(s) in which they participated in the Project. In sequence, when asked if they had obtained a formal job after the course(s), 15 (29%) responded affirmatively, an increase of 7 respondents compared to the previous question. Although the affirmative answer does not mean a direct result of the Project, it is a significant increase of 87.5% in the number of people formally employed. By triangulating this data with statements made on interviews and focus groups, it is possible to infer that, even in cases where the beneficiaries obtained formal employment independently of the Project, there was a general recognition that the training received was relevant to increase their skills and confidence when searching for a job;
- The results of the questionnaire (Figure 02) show that the beneficiaries evaluated the training(s) in which they participated very highly, especially for their personal development, the expansion of interpersonal networks and their professional qualifications and trajectory. The evaluations of the beneficiaries regarding the improvement in their position in the formal job market and their confidence to seek new business opportunities or formal employment, although mostly positive, show limits and potential areas for improvement in training actions;
- Positive evaluations of training(s) received by beneficiaries also appeared in the interviews and focus groups. Below we transcribe some representative statements, protecting the identity of the people who provided them¹⁵:
 - *"Today I am a poet, this was something I took from my training"* (Kitchen & Voice);
 - *"Now I feel much more confident about myself, that I can do it, that I am capable and if I go to work in another restaurant I feel confident and if it doesn't work out, I'll try again later. It helped me in the selection process afterwards and even on my posture at my new job or even at home"*(Kitchen & Voice);
 - *"On the course they taught us basic things, from how to dress and behave in the kitchen to the more technical aspects, and this helps us on feeling more confident"* (Kitchen & Voice);

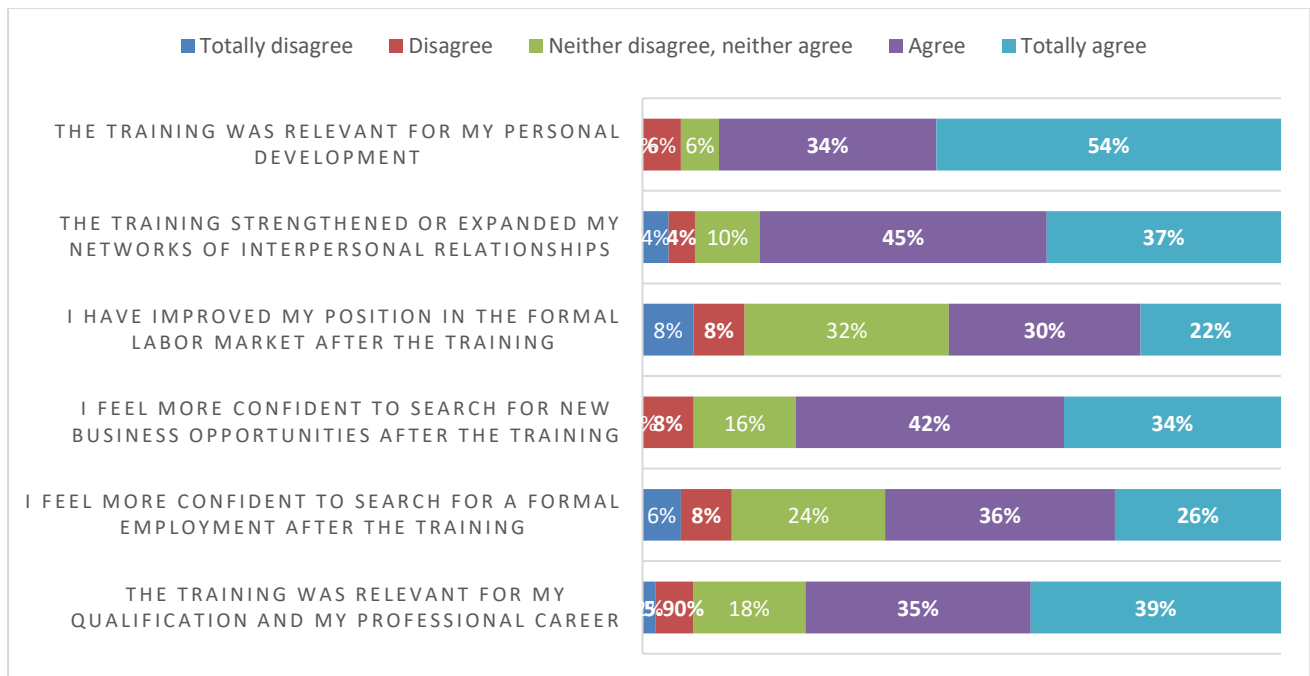
¹⁵The interviews and focus groups were not recorded in audio and video, so that the statements are transcribed from the evaluator's personal notes and, naturally, may present small discrepancies with what was actually said.

- “What changed for me was accepting myself, knowing that I have a voice and I will be heard, because normally we are not heard”(Kitchen & Voice);
 - “I arrived very disillusioned, but I left a different person, with more knowledge, knowing how to say no, knowing my rights, having a good dialog instead of resolving things by shouting”(Workers’ organization);
 - “There are many things latent on me, a spirit of leadership, for example (...) these things found an echo in the workers’ organization course” (Workers’ organization);
 - “It’s something that I felt throughout the course, which is this issue of acceptance (...) of going through the subject of the class, of mentoring, it’s an equal who is giving you strength there and who understands you” (Entrepreneurship).
- On the other hand, bottlenecks and limitations of the courses were identified, such as the short duration of trainings or the unavailability of courses in other professional areas. In the case of the Kitchen & Voice course, a sensitive issue in the interviews and focus groups was that the limitation on training duration and topics narrowed eventual employment opportunities in technical sectors that require specific prerequisites for hiring. Finally, it was pointed out that the monitoring of opportunities in the job market and the professional trajectory of graduates from professional training was limited in time and scope;
 - In addition, several of the beneficiaries reported that they had done the training for taking advantage of the scarce opportunities for professional training for people diverse in terms of gender, but not out of a desire or professional identification with the area of kitchen, which suggests that the lack of a preliminary assessment of the Project’s target audience limited the potential for planning its actions;
 - This perspective is based on the criticism of partners and beneficiaries to the offer of professional training in areas that are considered traditional niches of the Project’s target audience and, above all, of people with greater exposure to discrimination: beauty and food services. In this sense, both the Project’s Advisory Group and various partners consulted suggested offering training in other areas based on diverse justifications: meeting the training desires and expectations of the target audience; combating stereotypes that identify certain population groups to specific professional areas; and offering training in areas of higher income potential. Similarly, the internal evaluation of the project *Promoción de trabajo decente para personas en situación de vulnerabilidad* suggests the incorporation of other components to the Kitchen & Voice course, such as entrepreneurship, promotion of associativism and access to micro-financing, which was carried out in this project through the Entrepreneurship course;
 - Even though criticism of the limitation of training in kitchen are robust, it is important to highlight that there was a rationale for choosing this area as a priority technical training. An internal evaluation of the project *Promoción de trabajo decente para personas en situación de vulnerabilidad* lists some justifications for choosing the position of kitchen assistant: lack of prior experience and higher education diploma requirements; labor demand for this type of professional; greater potential for formalization and decent work; and high cost of private courses associated with the limited supply of public training in this area. Added to this is that training in cuisine is accompanied by the voice and employability modules, which seek to create complementary and relevant skills in the search for a job and professional

performance in any area;

- For this project, it's feasible to add that the adequate physical structure and human resources of two counterparts allowed for a greater scale and capillarity of training in the kitchen area, while at the same time reduced operating costs, improving the cost-benefit ratio of the proposal. Finally, there is a dimension of path dependence, since the methodology had already been developed and the ILO had expertise on how to implement it; and
- Several counterparts and beneficiaries pointed to the need of making a prior diagnosis of the professional expectations and desires of the Project's target audience, as well as the relevance of offering courses in non-traditional areas (e.g. management or IT), contributing both to a greater inclusion in the job market and for generating job opportunities in areas with higher average salaries.

Figure 02. Responses to the questionnaire regarding the relevance of the training attended (N=51)



Source: Prepared by the evaluator based on the beneficiaries' responses to the evaluation questionnaire.

Finding 8

In terms of advances in regulatory frameworks and public policies, the project's partnership with the government agency in charge of human rights and citizenship has generated relevant results with significant potential to impact the targeted population, both due to the agency's national implementation capacity and its potential to influence the public policies of state governments and municipalities. From this partnership, the following stand out: the drafting of a national employability plan for people diverse in terms of gender and the coordination with a government body in charge of the labor and employment agendas for its future implementation; a monitoring plan for this policy; and the inclusion of two goals with budget allocations related to the promotion of decent employment for people diverse in terms of gender in Brazil's Pluriannual Plan 2024-2027, the country's main normative framework for budget planning.

Supporting evidence

- The ILO's technical cooperation with the government body in charge of human rights and citizenship within the framework of the Project has been successful and highly rated by different counterparts. Support has been provided, above all, by hiring an individual consultant whose deliverables include the development of: a national plan for decent work for people diverse in terms of gender; a programme document for the promotion of decent work for people diverse in terms of gender to be implemented from 2024 onwards in a pilot group of states and municipalities; and a strategy for monitoring the implementation of both of the aforementioned documents;
- Brazil's Pluriannual Plan 2024-2027, which is the document responsible for public policy guidelines and budget allocation for its initiatives for a period of 4 years, presents a specific programme to promote the rights of the Project's target audience. The general objective of the programme is to promote access to human rights and full citizenship for people diverse in terms of gender, for which the document presents two specific objectives;
- The inclusion of such a programme and its general and specific objectives present great potential for initiatives to promote decent work for people diverse in terms of gender. Government counterparts to the project stated that the partnership with the ILO and the actions under the umbrella of the Project were relevant to its inclusion in the Brazil's Pluriannual Plan 2024-2027, also legitimizing the issue and the way it is approached within the government; and
- The ILO's partnership with the government body in charge of human rights and citizenship has led to joint events and dialogues with the government body in charge of the labor and employment agendas, with which the former is due to sign a technical cooperation agreement in the area of promoting decent work for people diverse in terms of gender.

Finding 9

The Project contributed both to the institutional strengthening of CSOs representing the initiative's target audience, and to institutional changes in some of the partner organizations in order to make them more permeable or more specialized in promoting decent work for people diverse in terms of gender, especially the most vulnerable, while also contributing to the institutionalization of this issue in government institutions, employers' unions and CSOs.

Supporting evidence

- The triangulation of data obtained through documentary review and interviews with counterparts shows that the Project has indirectly contributed to institutional changes in the project's partner institutions, contributing both to the institutional strengthening of CSOs representing the initiative's target audience, and to the institutionalization of the project's theme in other organizations, such as government bodies and labor unions;
- At government level, from 2023 onwards, the Project has contributed to the centrality of the issue of employability of people diverse in terms of gender on the agenda of the government body in charge of human rights and citizenship. This influence was due to the ILO's prior coordination with future members of the current administration on Project activities, which resulted in a more robust partnership from the start of the new administration, which contributed to making the employability

agenda - alongside the agenda of preventing and responding to gender-based violence - one of the protagonists of this government body;

- Regarding the national labor union center that is a partner of the ILO within the scope of the Project, cooperation took place with the secretariat in charge of the area of social policies, then responsible for the agenda of labor rights for people diverse in terms of gender. Until October 2023, the institutional representation of people diverse in terms of gender in this union center was carried out by a national collective that had representation in 12 of the 27 federative entities. The activities of the Project, especially the Workers' organization course, contributed for increasing the relevance of this issue on the institution's agenda, as well as to the institutional strengthening of the collective, so that several counterparts recognize the importance of the Project in the creation of a special secretariat focusing on the same target audience as the Project, an event that has represented the culmination of this process;
- For an industrial educational institution that received training sessions of the Kitchen & Voice course at its units in four states, the Project contributed to institutional learning in order to generate acceptance and visibility of people diverse in terms of gender and, above all, those who experience greater exposure to vulnerability. In addition to the training itself, the educational institution adapted the physical structures of some of its units (e.g. inclusive bathrooms) and approved institutional regulations relevant to the Project's target audience (e.g. inclusion of questions and variables in the student management system, use of social name and changes in dress codes at schools of the system). Although such changes correspond to broader processes of institutional development, several counterparts recognized the relevance of the activities of the Project in the institutional learning curve; and
- The Project's activities have resulted in the institutional strengthening of organizations working in the field of people's rights on gender diversity, especially in the case of the two CSOs that worked as implementing partners of the initiative. Both organizations have recently formalized their legal entities and their work as implementing partners of the Project has contributed to their institutional strengthening, including the expansion and maintenance of their physical, administrative and human resources structures. Even so, the sustainability of this institutional strengthening is still a challenge, especially with regard to the partners who work directly with vulnerable populations.

Finding 10

The ILO demonstrated the ability to adapt the design and implementation of Project activities in accordance with substantial changes in the institutional, political and social contexts, whether these changes presented new challenges or new opportunities. The most substantial contextual changes that required an effective response from the ILO and its implementing partners in the context of the Project were: the COVID-19 pandemic and the return to face-to-face activities; political polarization in the country; and the change of government at the federal and state levels.

Supporting evidence

- In 2022, Brazil underwent elections for the Presidency of the Republic, the Senate, the Federal Congress, state governments and their legislative assemblies. The election of the Presidency of the Republic was the one that had the greatest effect on the political-institutional context in which the Project has been implemented. The

ILO identified potential risks in the implementation of the Kitchen & Voice course due to the escalation of violence during the electoral period, taking the decision to postpone some editions of the course until 2023;

- Although the ILO was already working in partnership with the government body then responsible for women, family and human rights agendas within the scope of the project, the dialogue expanded with the new federal administration, which adopted the promotion of decent work for the population diverse in terms of gender as one of the central themes of the current body responsible for human rights and citizenship. With regard to state governments, the 2022 elections had little influence on the political context in which the Project is implemented, since the initiative has no direct relationship with any state government;
- The activities of the Project began to be implemented in the context of returning to face-to-face activities in the post-COVID-19 pandemic scenario. As the previous editions of the Kitchen & Voice course had been carried out remotely since 2020, the project needed to readapt the training activities that had previously been carried out virtually to face-to-face activities. However, the use of remote activities made it possible to increase the scope of the Project's actions. Thus, while the editions of the Kitchen & Voice training were face-to-face, the Entrepreneurship course was completely remote (via Microsoft Teams) and the Workers' organization training was hybrid. In this hybrid format, the course featured a first remote phase with the participation of people from various states and a second face-to-face phase in a capital city in the Southeast region lasting 2 days, for which a portion of the participants were selected, with travel and accommodation costs covered by the Project; and
- In recent years, Brazil has experienced a context of increasing political polarization, which has contributed to a more complex environment for the debate on certain topics, including the rights of people diverse in terms of gender. Such political polarization can have indirect effects on formal employment opportunities and access to credit for people diverse in terms of gender, as boycotts of brands and popular pressure campaigns of companies on social media have been recurrent, including companies that promote actions of inclusion and promotion of diversity. In this sense, the Project adopted strategies to promote the technical dimension of its activities, mitigating the risks of political polarization for the implementation and effectiveness of the Project's actions. Even so, a more robust risk identification and mitigation strategy would be desirable.

5.4 Efficiency and effectiveness of management

The objective is to evaluate the extent to which project resources and inputs (funds, experience, time, etc.) were converted into results.

Questions:

11. Are the Project resources available being implemented efficiently to achieve its results? Is the pace of financial execution of the project consistent with the progress of technical implementation?
12. Are the team structure, implementation agreements established within the scope of the Project and governance mechanisms, i.e. the Steering Committee and Advisory Group, effective and efficient in achieving results?
13. To what extent did the project receive the necessary institutional, technical and

administrative guidance from the different decision-making levels for its adequate implementation?

Finding 11

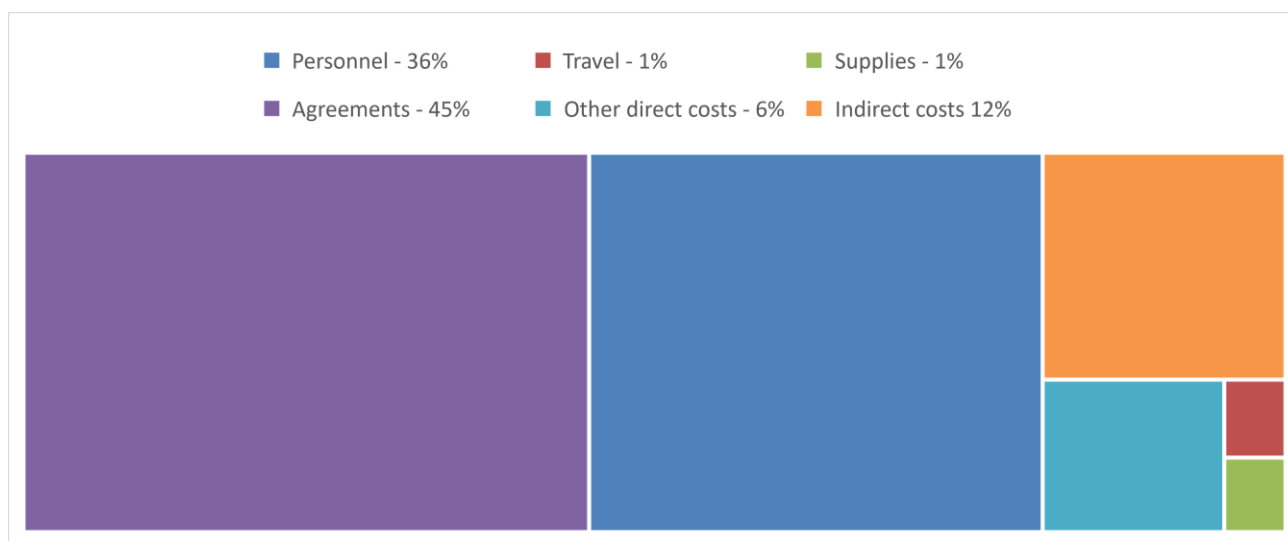
The volume and distribution of the Project's financial resources were well assessed by both the ILO and its counterparts, although there are small disagreements about the distribution of resources for some activities. The Project's financial resources are concentrated in the areas of contracts and personnel, focusing on result 1, while the activities of results 2 and 3, fundamental to the sustainability and impact of the Project, had relatively low budgetary allocation.

Supporting evidence

- As shown in Figure 03, the project invested most of the resources (81%) in contracts with implementing partners for the delivery of services (45%) and in personnel for management and technical advice (36%), which also demonstrates the relevance and high relative cost of offering services to project beneficiaries;
- The concentration of resources in contracts corresponded, for the most part, to activities under the umbrella of the result 1 of the project, which concentrates training activities and has required a greater volume of resources, whether for offering courses or for scholarships to beneficiaries. Even so, a greater volume of resources could have contributed to more robust achievements on results 2 and 3 of the project, which, in turn, could have increased the opportunities for impact of the initiative's achievements;
- ILO administrative cost (14%) is relatively higher than that of other UN System agencies¹⁶, which increases the cost of projects and has implications for the cost-benefit of the proposed initiatives. This is a potential risk to the efficiency of projects that must be taken into account when designing initiatives. Regarding the donor of resources for this Project, in November 2023 the fixed cost to be transferred to the OIT Headquarters increased from 13% to 26%, which significantly increases the cost of operating new projects with the same funding source;
- There is also a disparity in the distribution of resources between the implementing partners of the Project, which, in part, is explained by the different responsibilities assumed throughout the implementation of the initiative. Of the three partners implementing the project, two of them received the same amount, while the third received a smaller volume of resources, corresponding to 18% of the individual amount of others.

¹⁶See internal evaluation of the project Promotion of decent work for people in situations of vulnerability (ILO, 2022).

Figure 03. Budget distribution by type of expense



Source: Prepared by the evaluator based on the Project's financial planning

Finding 12

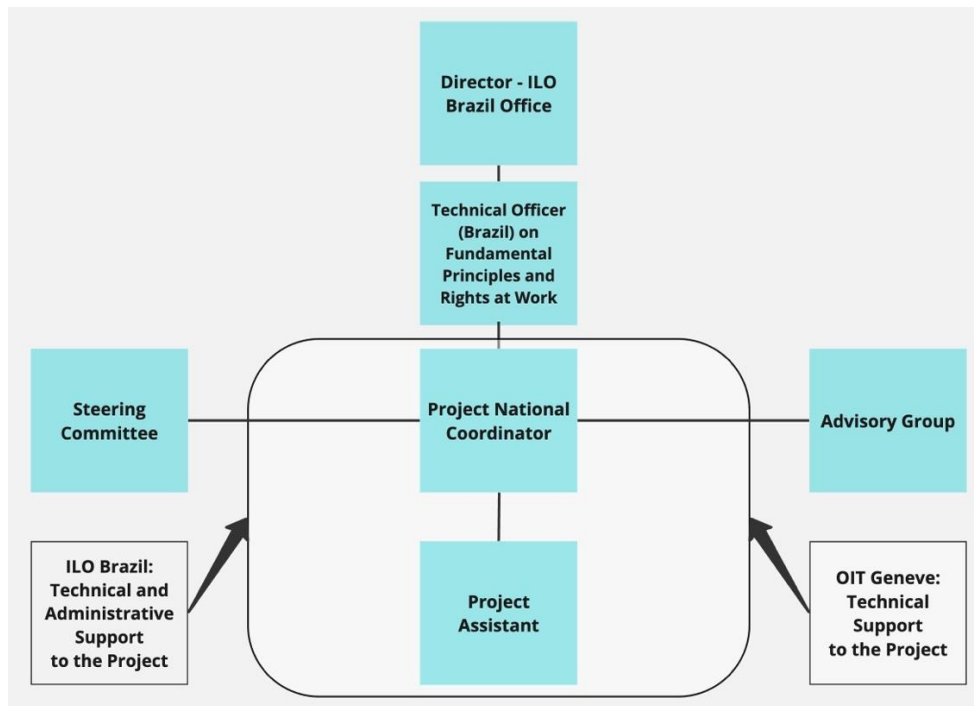
The Project has a robust governance structure that has succeeded in promoting cross-sector dialog and the participation of the Project's counterparts in its decision-making processes. This structure comprises: the project management team, composed of a coordinator and an assistant; the Steering Committee, which aims to ensure close cooperation with the main counterparts and is formed by the Project's three implementing partners (two CSOs and a labor union center); and the Advisory Group, which is composed of 11 members and whose main objective is to reflect the interests of the Project's beneficiaries.

Supporting evidence

- Project management is the responsibility of the ILO Office in Brazil, which is technically advised by the Fundamental Principles and Rights at Work section of the ILO headquarters in Geneva. In the country, the project is managed by a National Coordinator who is supervised by the Technical Responsible for Fundamental Principles and Rights at Work and supported by a Project Assistant. In addition to this there are a Steering Committee and an Advisory Group (see Figure 04);
- In the Project governance structure, the decision-making process is partially shared with a Steering Committee, which aims to ensure close cooperation with the project implementing partners. Strategic decisions about the execution of the Project are made within the scope of the Steering Committee, so its role is to deliberate and provide guidance on the execution of the initiative. The committee is composed of the National Project Coordinator and the ILO Project Assistant, as well as representatives of the three implementing partners. The Steering Committee meetings are organized quarterly and minutes of deliberations and results are produced;
- The Project also has an Advisory Group made up of 11 members and whose main objective is to reflect the interests of the beneficiaries and other counterparts of the Project. The group brings together alumni from previous editions of the Kitchen & Voice course, representatives of civil society organizations and people with notable commitment to promoting the rights of people diverse in terms of gender;

- Four Advisory Group meetings were planned over the course of the Project, three of which have already taken place. Interviews with members of the Advisory Group and the review of the minutes of their meetings reveal that the meetings and debates took place as follows: the ILO and the Project's implementing partners presented the most relevant actions and the most sensitive points for discussion; the members of the Advisory Group gave their opinions and suggestions, which were systematized by the ILO; and the meeting ended with a final round of comments. In general, the members of the Advisory Group suggested diversifying the training areas, provided guidance on how to meet the needs of the Project's target audience; proposed adjusting the activities and concepts used; and identified areas for improvement and further development;
- In addition to formal governance structures, the Project formed an ecosystem of organizations that cooperated to achieve its expected results. In order to accomplish this, three organizations were hired as implementing partners: a technical consultancy CSO; a CSO specialized in supporting the Project's target audience; and a national labor union. In turn, these organizations subcontracted other institutions to implement the Project activities: the labor union worked with a research institute on the Labor Union training; one of the CSOs subcontracted a specialized consultancy to work on the training of small and medium-sized companies; and the other CSO subcontracted a relevant group of organizations, including CSOs, companies and educational institutions;
- This model has been well evaluated by counterparts and has achieved relevant results, although, on the other hand, it has triggered some conflicting processes between counterparts, resulting in the departure of one of the partner organizations from the Project. In this sense, although the transfer of responsibility and decision-making power to the implementing partners increased the efficiency of Project management, it also created an environment of potential conflict between counterparts among themselves and between them and the ILO, which represents a reputational risk for the organization; and
- Finally, the roles and responsibilities of each counterpart in the Project were not defined when the Project began, so this governance structure was developed throughout its execution. If this allowed lessons learned to contribute to the development of such a structure, it also increased the sources of conflict between the Project's counterparts.

Figure 04. Governance structure of the Project



Source: Prepared by the evaluator based on the Programme Design Document.

Finding 13

In general, counterparts considered the ILO administrative procedures to be adequate and flexible, and the information and support provided by ILO staff were evaluated very positively by the Project counterparts. Even so, a lack of prior and structured training for implementing partners regarding ILO procedures and requirements was identified.

Supporting evidence

- In general, the counterparts evaluated very positively the quality and promptness of the dialogue with the project management team throughout its execution. For example, of the 15 interviews carried out with counterparts directly involved in the management of Project activities, 5 of them spontaneously praised the project management team, considering the quality and agility of the responses as excellent or calm, describing them as clear or detailed, whether via email or WhatsApp;
- The Project counterparts positively evaluated the ILO procedures, considering them flexible and reasonable, as well as highlighting the willingness of the project management team to provide relevant information and respond to the questions sent; and
- Despite this generally positive view, some counterparts noted the absence of structured training on ILO procedures. Therefore, even though they considered the technical support provided by the project management team functional and relevant, some counterparts pointed to the lack of structured and timely training on ILO procedures, so that the implementing partners could already start execution of their partnership agreements with all the necessary knowledge about the rules and administrative demands.

5.5 Impact orientation

The objective is to assess whether the strategic orientation of the project under study allows it to make significant contributions to its long-term objectives. These contributions can be positive and negative changes brought about by the intervention in question, directly or indirectly, intentionally or unintentionally.

Questions:

14. What effects can be observed on the level of capacities of the beneficiary population, constituents and local partners in terms of better employability conditions (beneficiaries) and better capacities to implement national strategies and policies to promote decent work for the target audience of the project in the case of the different actors involved in the initiative?
15. To what extent is there evidence that these constituents, local partners and counterparts are changing their policies or practices to promote decent work for the project's target audience?

Finding 14

Both because this is a mid-term evaluation and because relatively little time has passed since the project began, there is no way to draw evidence-based conclusions about the project's impact orientation. However, based on the data collected and the evidence triangulated, it is possible to infer that there is a good potential impact of the project's achievements related, on the one hand, to building capacities in individuals and institutions, and, on the other, to the possibilities for changes in regulatory frameworks and influencing public policies at national level.

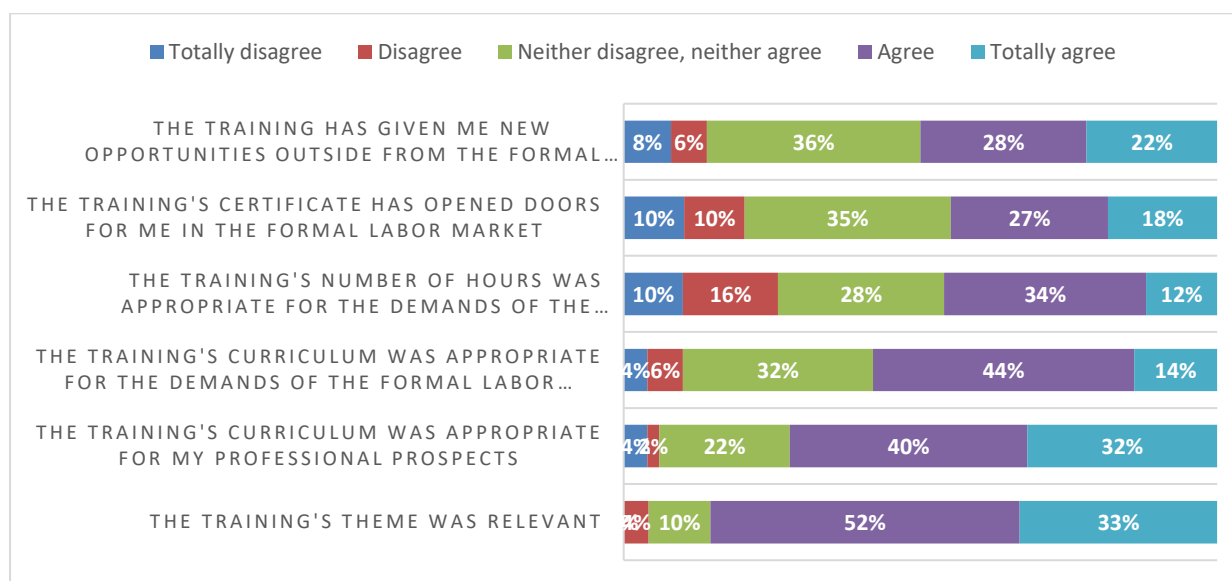
Supporting evidence

- The partnership with the government body responsible for human rights and citizenship represents a significant potential for impact, since both the goals contained in Brazil's Pluriannual Plan 2024-2027 and the implementation of a national employability plan for people diverse in terms of gender along with its monitoring strategy are results with direct influence of the Project. The implementation of the plan and objectives has the potential to influence other ministries through intersectoral policies and programmes, as has already happened in the coordination of this government body with the ministry responsible for labor and employment;
- Furthermore, the role of the government body responsible for human rights and citizenship has a top-down potential, since the federal level has the role of articulating and coordinating public policies nationally that will be, in part, executed by state governments and municipalities in the logic of division of responsibilities between the three levels of the federation of states formed by the Federative Republic of Brazil;
- The Project developed an effective strategy to influence public policies in the federal scope, identifying a ministerial body that prioritizes the Project's target audience as an entry door to greater scope influence that has reached beyond federal institutions and inserted guarantees of rights and budgetary allocations into regulatory frameworks of the Executive Branch. This strategy included, in addition to an ongoing dialogue with the federal body responsible for human rights and citizenship, sharing good practices and providing technical inputs by hiring

specialized consultancy;

- In addition to the perspective of impact at the national level in the current partnership with the federal government and in the potential partnership with state governments and municipalities, the articulation with a national labor union center also presents a prospect of national outreach, as it is a labor union with representation in all states and the Federal District. In this sense, the organizational learning gained through the development of methodologies and the implementation of Labor Union training for people diverse in terms of gender, as well as the institutional strengthening of this agenda with the creation, in this labor union, of a secretariat focused on the target audience of the Project has the potential to reach and influence state directorates and their programmes, contributing to guidance for the impact of the Project;
- There is also the prospect of guidance for impact based on the inverse logic of bottom-up initiatives, since the institutional strengthening of CSOs with action and representation among the Project's target audience, as are the cases of the two CSOs that work as implementing partners, can result in a broad response to the needs of people diverse in terms of gender in various areas, such as professional qualification, document rectification, psychosocial care and monitoring of professional and life trajectories;
- That said, it is important to note that the number of beneficiaries attended by the initiatives of the Project was limited and, considering that there is no prospect of an exponential increase in this quantity in the final part of the initiative's execution, a more robust approach to the development, systematization and replication of good practices is necessary so that the component of providing services to individuals presents satisfactory guidance for impact;
- In addition, the institutional strengthening of the implementing partners was not seen in the Project's other organizational counterparts, which were limited to a few initiatives, without a robust plan to generate learning or organizational commitment to the best practices on supporting the and working with the Project's target audience;
- The results of the questionnaire (Figure 05) show that, from the perspective of the beneficiaries, there are significant limitations in terms of guidance to the impact of training actions for people diverse in terms of gender. Even though the beneficiaries evaluate very highly the topic of training and the suitability of the curriculum to their professional perspectives, the evaluation drops off in terms of the capacity of the training on opening doors in the formal job market and the suitability of the curriculum and the total hours of training to the requirements of the formal market, also presenting a limited evaluation regarding the opening of new opportunities outside the formal job market as a result of the training;
- The reach of the private sector has been considerably limited, which in turn restricts guidance on the proposal's impact on promoting access to decent work for people diverse in terms of gender. Although efforts have been made in this direction with the development of the methodology and the implementation of training for small and medium-sized companies, the initiative's outreach has been limited. Interviews indicated that there is an expectation to train organizations that can replicate the methodology for training SMEs, but there is still a need for a more robust plan for the dissemination and replication of the methodology developed.

Figure 05. Responses to the questionnaire regarding the impact orientation of training activities (N=50)



Source: Prepared by the evaluator based on the beneficiaries' responses to the evaluation questionnaire.

Finding 15

One of the Project's best-rated achievements, which was identified as an unexpected result of its execution, was the creation and/or strengthening of diverse networks of both beneficiaries and organizations that formed an ecosystem of counterparts that work in favor of training professional, unionization and employability of people diverse in terms of gender. In this sense, organizations reported that participation in the Project expanded their dialogue and partnership networks, leading to more robust results within the scope of the Project and new opportunities for partnerships beyond its activities.

Supporting evidence

- An unforeseen result of the Project that was mentioned by several counterparts during data collection was the formation of networks between the institutions working in the initiative, whether they were implementing partners, counterparts of the pProject activities or external partners. Such networks combined organizations and companies with expertise in the rights agenda of people diverse in terms of gender, with public sector institutions, labor union organizations and organizations working in technical areas relevant to the Project initiatives;
- Such networks are heterogeneous and even asymmetrical, having been formed *ad hoc* according to the development of project activities and the practical needs of technical and logistical cooperation between different project counterparts: for example, CSOs and labor unions were brought together; or even the rapprochement between specialized consultancies and employer organizations. Thus, greater dialogue and cooperation between different actors allowed the exchange of experiences, expertise and good practices, taking advantage of the comparative advantages of each institution. In a few cases, conflicts and frictional relationships were reported in the interviews; some of them were resolved in the Project's governance bodies and another part led to the removal of some organizations and individuals from the project;
- In general, however, the counterparts' perspective is quite positive regarding the

Project's ability to create bridges and generate networks that have not only enhanced its activities, but also created a cooperative environment that has already resulted in new joint actions, whether within the scope of project, or beyond it. As an example, we can mention that the formation of such networks indirectly resulted in new financing opportunities for project counterparts, such as the partnership between a CSO, a labor justice body and the ILO for the implementation of training for people diverse in terms of gender in a state in the North of the country, action scheduled for the beginning of 2024;

- On interviews and focus groups, several beneficiaries pointed out that one of the main personal gains from the training they participated in, especially the Kitchen & Voice course, was living intensely with other people who suffer the same type of discrimination in a space of mutual personal growth and exchange of experiences. In some locations, Kitchen & Voice participants stated that there is a shortage of sociability spaces for the Project's target audience, so the course served as a space for building networks that resulted not only in professional growth, but also in affective bonds and networks of care and mutual assistance;
- In the case of the Entrepreneurship course, beneficiaries also highlighted the positive aspect of forming networks between peers. In this case, however, as the course was remote, it involved the formation of interstate virtual networks, which were equally well evaluated in their potential to generate belonging and mutual care. In this case, we can also mention the role of people diverse in terms of gender as trainers, which was also highlighted by beneficiaries as a relevant aspect of representation and identification; and
- Finally, in the Labor Union training, the beneficiaries also pointed out the formation of networks between peers as a relevant result of the course, as well as the recognition and identification resulting from coexistence with people diverse in terms of gender who work in labor union movements. A recurring perspective in the interviews and focus groups was the perception on part of the beneficiaries that the Labor Union training offered them the understanding that labor rights and the organization of workers categories are also the rights of people diverse in terms of gender, including those who are not yet part of the formal job market.

5.6 Sustainability

The aim is to assess whether the results of the intervention will be sustainable and whether they can be maintained or even scaled up and replicated by other counterparts after the intervention has concluded or after donor funding ends.

Question:

16. To what extent are the expected results of the project sustainable and how can the sustainability component of the actions be strengthened?

Finding 16

The sustainability of the Project achievements depends on the ILO's ability to combine, on the one hand, high-level results with implications for regulatory frameworks and public policies at national level and, on the other hand, the generation of mechanisms and products for the systematization of good practices, adaptation strategies and scaling up of activities, especially those involving individual training of beneficiaries, whose scale in the project was

limited. Although relevant activities are underway in this regard, there is still no robust sustainability plan, nor is there a design for an exit strategy for the initiative.

Supporting evidence

- Objective 3 presents actions aimed at promoting the sustainability and scaling up of the Project's results. This result foresees the ILO's engagement in capacity building for governments, employers, labor unions and CSOs to promote decent work for people diverse in terms of gender. This includes the development of guidelines, methodologies, national plans, sectoral training and technical assistance to ILO counterparts. Although these activities are relevant to promoting the sustainability of the Project's results, the planning of the actions in this area was insufficiently developed, and the actions started late, so that many of them had not yet begun at the time of the data collection phase of this evaluation. In addition, the activities proposed in the ProDoc need to be revised in view of the contextual and institutional changes the Project has undergone;
- Although actions to promote the systematization of good practices and replication of methodologies were planned, the Project was designed without a robust exit strategy. Even though the ProDoc makes use of good practices from other projects implemented by the ILO (*Faces of Sustainability*, *Coralina*, and *Quarantine of Resistance*), there is no design of an effective sustainability strategy for the Project, nor is there a proposal for a phase of transfer of capacities to the implementing partners of the proposal in order to guarantee the sustainability of the actions, and, consequently, the results of the Project;
- In terms of systematizing the methodologies and good practices developed, one of the civil society implementing partners is in the process of systematizing a project implementation guide aimed at increasing the employability of people diverse in terms of gender, as well as systematizing the training methodology for small and medium-sized companies so that it can be replicated by other organizations. An implementing partner from the labor union sphere will systematize the pedagogical materials developed for Labor Union training. However, there is still no robust strategy for the dissemination and replication of these knowledge products;
- The Kitchen & Voice course already existed before the project and was adapted to its needs and implementing partners. On the one hand, this means that the course can be replicated in other contexts, a decision that is at the discretion of the ILO. On the other hand, as this is a specific methodology developed in partnership with organizations and public figures, the decision to replicate it must take into account issues such as the project's identity, methodological rigor and dialogue with partners;
- As already discussed in the findings under the Impact Orientation criterion, the partnership with the government body in charge of human rights and citizenship has a good prospect for the sustainability of the actions of the Project, since the results of the Project in this area will have potentially lasting effects through its institutionalization in Brazil's Pluriannual Plan 2024-2027 and in the actions of this government body in the individual, intersectoral and interstate spheres;
- The partnership with employer institutions focused on technical education was fundamental for the operationalization of the Kitchen & Voice course in five states in Brazil, as these employer organizations have national outreach and physical facilities with infrastructure for courses in different technical areas. In this sense,

this partnership is strategic for the greater geographic coverage of the Project, as well as for the sustainability of its activities;

- There is a limitation in the engagement of the private sector in the initiative, especially in relation to the commitment to absorb people graduating from the project's courses into the formal job market. In this sense, the sustainability potential of the initiative would be more robust if there were, since the beginning, a partnership already established with companies and other entities in the private sector;
- Both in the design and implementation of the Project's activities, there is a notable absence of an environmental sustainability and just transition perspective. Although some activities have elements that can be attributed to this perspective, there has been no cross-cutting incorporation of environmental sustainability, nor are there sufficient tools for monitoring and evaluating the Project in this regard. One example of an activity that did incorporate some elements of environmental sustainability was the Kitchen & Voice course, whose curriculum featured recipes that used traditional Brazilian varieties with the potential to foster fairer production chains based on family farming and sustainable production. Even so, these elements do not form a cohesive unit and do not reflect a deliberate concern to promote a crosscutting perspective on environmental sustainability in the Project; and
- There are other challenges ahead for the sustainability of the Project's actions. On the one hand, the country's political polarization has limited the opportunities for investment in progressive agendas. In addition, there is an institutional challenge to extending and broadening the scope of the Project: as already mentioned, the fixed cost that the project donor transfers to the ILO headquarters has risen from 13% to 26%, which limits the cost-effectiveness of projects with the same donor and increases the pressure to mobilize resources from other sources.

6 Conclusions

6.1 Conclusions

CONCLUSION 1: The Project's design was aligned with the ILO's normative frameworks and adapted to the needs of people diverse in terms of gender to access decent work, especially those with greater exposure to discrimination and vulnerability, even though it lacked a more robust diagnosis of both the project's target audience and potential employers in terms of demands for technical training and professional profile.

Connected to findings #1, #2 and #3.

CONCLUSION 2: The Project has been very open to the participation of its main counterparts in the design and planning of its activities, as well as in decision-making bodies such as the Steering Committee and the Advisory Group. However, this openness was not a reality when the proposal was designed, so the participation of counterparts has expanded over time and in accordance with the need to adapt to the challenges posed by contextual changes. In this sense, the ILO's willingness and openness to engage in dialogue was highly rated by the partners, even though there were communication problems at times during the implementation of the proposal.

Connected to findings #4, #6, #10, #12 & #13.

CONCLUSION 3: The Project achieved relevant results in a bottom-up perspective by building capacities in individuals and organizations: at the individual level, professional trainings empowered people diverse in terms of gender to access the formal labor market, to become self-employed and to organize labor unions. That said, the number of beneficiaries of the Project was limited, so there is still the challenge of how to scale up the results in the context of individual training. The Project's Outcome 3 presents proposals on how to systematize and replicate good practices, but the initiative lacks a structured approach in this regard. At the organizational level, institutions of diverse natures acquired new skills and formed networks in which their comparative advantages were used to leverage the Project's results.

Connected to findings #5, #7, #9 and #15.

CONCLUSION 4: Project achieved In the top-down dimension, the Project achieved results with potential for impact orientation in its articulation with the government body in charge of human rights and citizenship agendas, providing technical cooperation for the development of a national plan for the employability of people diverse in terms of gender that includes an implementation programme and monitoring strategies. In addition, two objectives were included for this purpose in the Brazil's Pluriannual Plan 2024-2027. This top-down orientation has also been achieved by raising awareness and providing training on how to care for and welcome people diverse in terms of gender in institutions with national reach and potential for scale,

such as labor union centers, employers' technical education institutions, and small and medium-sized businesses.

Connected to findings #8, #9 and #13,

CONCLUSION 5: A theory of change has not been developed for the Project, so there are inconsistencies on its design, as well as in the division of responsibilities, resources and activities. These issues were partially resolved during the execution of the initiative, but still require a more substantive review, either for the finalization of the Project or for its potential extension.

Connected to findings #9, #11 & #13

CONCLUSION 6: The capacity-building activities of individuals and institutions, combined with the influence on changes to regulatory frameworks and the construction of public policies, demonstrate a potential orientation for the project's impact which, however, still needs more robust planning, especially with regard to strategies for systematizing and disseminating good practices that can increase the scale and promote the sustainability of the project's initiatives.

Connected to findings #14, #15 and #16.

7 Lessons learned

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	1. The study and food grants have been fundamental in guaranteeing access and permanence for people in vulnerable situations in the Project's initiatives
Context and any related preconditions	Study and food grants were made available to all participants in all editions of the Kitchen & Voice course implemented under the Project
Targeted users / Beneficiaries	ILO, implementing partners and beneficiaries
Challenges /negative lessons - Causal factors	Scholarships were not available for all courses, only for Kitchen & Voice
Success/Positive Issues - Causal factors	The dropout rate of only 4.8% in the Kitchen & Voice course is considered one of the success factors of the Project and beneficiaries and counterparts point out that offering scholarships was fundamental to this, especially considering the high degree of vulnerability of the target audience
ILO Administrative Issues (staff, resources, design, implementation)	The offer of scholarships considerably increases the costs of training, limiting the potential for scaling up the number of services provided

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	2. The perception of the Project's counterparts and the results it achieved point to the importance of representing people diverse in terms of gender in the management and teaching staff of the project's initiatives and in the implementing partners
Context and any related preconditions	Two implementing partners and part of the training teams were made up by people from the same population group as the Project's target audience

Targeted users / Beneficiaries	ILO and implementing partners
Challenges /negative lessons - Causal factors	Even though the representation of people diverse in terms of gender has been identified as a positive point of the Project, it is still very limited, especially with regard to the training teaching staff
Success/Positive Issues - Causal factors	The representation of people diverse in terms of gender in the management body of implementing partners and training teaching staff is fundamental not only to promote the identification of the Project's target audience, but, mainly, because the relationship between peers allows the exchange of situated experiences that are inaccessible to people who do not share the same trajectories
ILO Administrative Issues (staff, resources, design, implementation)	The representativeness of diverse population groups must be encouraged by affirmative actions in the hiring of people and organizations that will be part of both the project management team and the implementing partners

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	3. Building bridges and creating heterogeneous networks enhance joint actions, the use of comparative advantages and the scale of results, although they can also generate or intensify conflicts
Context and any related preconditions	The Project has been implemented through its implementing partners, so the governance structure and the relationship between the counterparties is a fundamental aspect
Targeted users / Beneficiaries	ILO, implementing partners and other counterparts
Challenges /negative lessons - Causal factors	The division of responsibilities and the need for a sophisticated governance structure, but with a considerable degree of distribution of decision-making power, can create or intensify conflicts
Success/Positive Issues - Causal factors	The effective participation of implementing partners in the Project's planning and decision-making processes increases

	their commitment to and ownership of the initiative's methodologies and results, boosting its sustainability
ILO Administrative Issues (staff, resources, design, implementation)	A complex and effective governance structure requires constant dialogue and the creation of participatory spaces that require human and financial resources, such as the Advisory Group

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	4. The sustainability of a project that offers, on a small scale, professional training services to a vulnerable public depends on the systematization and multiplier potential of the methodological models developed.
Context and any related preconditions	Result 3 of the Project expects a series of actions to systematize and replicate the knowledge and good practices identified
Targeted users / Beneficiaries	ILO and implementing partners
Challenges /negative lessons - Causal factors	Even though they are a fundamental component of the Project, the actions under Result 3 lack a more robust design
Success/Positive Issues - Causal factors	The Project developed innovative strategies and creative solutions with good potential for systematization and replication, which can generate an positive impact for the initiative's target audience
ILO Administrative Issues (staff, resources, design, implementation)	Result 3 initiatives require an effective knowledge management strategy in the medium and long-terms, which goes beyond the lifetime of the Project

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	5. It is essential to have the participation of the Project implementing partners, especially those representing the ILO tripartite constituents, in planning activities and governance bodies from the initial phase of the project.
Context and any related preconditions	Project planning actions and events
Targeted users / Beneficiaries	ILO and partners implementing partners
Challenges /negative lessons - Causal factors	Due to factors presented throughout this report, the preparation of the Project had limited participation of its implementing partners, especially those representing the ILO tripartite mandate
Success/Positive Issues - Causal factors	Throughout the implementation of the initiative, the implementing partners representing the tripartite mandate of the ILO began to play a fundamental role in the planning and implementation of the Project, enhancing its national appropriation
ILO Administrative Issues (staff, resources, design, implementation)	Project development and resource mobilization processes require long and often unrealistic deadlines considering the volume of work and deadlines of calls for proposals from potential funders

8 Good practices

GOOD PRACTICE ELEMENT	TEXT
Brief summary of the good practices (link to project goal or specific deliverable, background, purpose, etc.)	<p>1. Inclusive participation and governance structure</p> <p>The Project's governance structure, including the Advisory Group, allowed for the inclusive participation of various counterparts, which enabled the voices of beneficiaries and partners to be heard in decision-making</p>
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p>The governance structure promoted dialogue, collaboration and adaptability in project planning and implementation</p>
Establish a clear cause-effect relationship	<p>A robust governance structure leads to a greater participation of counterparts in the decision-making process and national ownership of initiatives</p>
Indicate measurable impact and targeted beneficiaries	<p>Implementing partners, tripartite counterparts and beneficiaries of previous projects</p>
Potential for replication and by whom	<p>Documenting and sharing the process of establishing and operating the Advisory Group and governance structure, including strategies for ensuring diverse and meaningful participation, could serve as a model for other projects seeking to implement inclusive governance practices</p>
Upward links to higher ILO Goals (DWCPs, Country Program Outcomes or ILO's Strategic Program Framework)	<p>P&P Brazil</p> <p>Outcome 6 (Gender equality and equal opportunities and treatment for all people in the labor market)</p> <p>Outcome 7 (Adequate and effective protection at work for all people) of the ILO Program and Budget</p>
Other documents or relevant comments	<p>N/A</p>

GOOD PRACTICE ELEMENT	TEXT
Brief summary of the good practices (link to project goal or specific	<p>2. Strategic alliances for sustainability and impact</p> <p>Establishing strategic partnerships with government agencies, civil society organizations, employer institutions and labor unions proved crucial to the success of the Project. These</p>

deliverable, background, purpose, etc.)	partnerships have enabled a coordinated approach to addressing the employability and employment rights of people diverse in terms of gender
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The Project was implemented through ILO counterparts, so that the establishment of strategic alliances was a determining factor for the viability of its actions, at the same time as posed significant challenges, especially in situations of potential conflict
Establish a clear cause-effect relationship	Strategic alliances allowed the use of comparative advantages of each counterpart, enhancing the results of the Project
Indicate measurable impact and targeted beneficiaries	Implementing partners, tripartite counterparts and other institutional counterparts
Potential for replication and by whom	The strategic alliances formed in the Project enabled the implementation of complex initiatives that require robust and diverse technical capabilities, as was the case with the Kitchen & Voice course, which requires from an adequate physical structure and human resources, to the ability to meet the specificities of a public with high exposure to social vulnerability. In this way, an action network is formed that has the potential to take on a life of its own and continue to implement actions aimed at training and employability of the Project's target audience.
Upward links to higher ILO Goals (DWCPs, Country Program Outcomes or ILO's Strategic Program Framework)	P&P Brazil Outcome 6 (Gender equality and equal opportunities and treatment for all people in the labor market) Outcome 7 (Adequate and effective protection at work for all people) of the ILO Program and Budget
Other documents or relevant comments	N/A

GOOD PRACTICE ELEMENT	TEXT
Brief summary of the good practices (link to project goal or specific deliverable, background, purpose, etc.)	3. Adaptive approaches and responding to contextual changes: The Project's ability to adapt to contextual changes and unexpected challenges, especially in the context of the COVID-19 pandemic and government changes, demonstrates organizational flexibility and resilience.

Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The Project began to be implemented in the context of the COVID-19 Pandemic, which led to the necessary adaptation of training to remote and hybrid formats, in addition to the change of government in 2022, which positively affected themes relating to the Project's target audience
Establish a clear cause-effect relationship	Adapting strategies and activities to continue to meet project objectives in changing circumstances was of paramount importance to achieving and even expanding the scope of the Project results
Indicate measurable impact and targeted beneficiaries	ILO, implementing partners and government partners
Potential for replication and by whom	Hybrid training methodologies have the potential for replication and adaptation to new contexts, especially in terms of increasing the geographic and numerical reach of beneficiaries
Upward links to higher ILO Goals (DWCPs, Country Program Outcomes or ILO's Strategic Program Framework)	P&P Brazil Outcome 6 (Gender equality and equal opportunities and treatment for all people in the labor market) Outcome 7 (Adequate and effective protection at work for all people) of the ILO Program and Budget
Other documents or relevant comments	N/A

GOOD PRACTICE ELEMENT	TEXT
Brief summary of the good practices (link to project goal or specific deliverable, background, purpose, etc.)	4. Beneficiary-centered training and capacity development: The implementation of training programmes that are tailored to the needs and aspirations of the target audience, as well as the focus on developing the capacity of individuals and organizations, were central elements of the Project's success
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The training was based on robust methodologies and adapted to the needs and vulnerabilities of the target audience, although its scale has been limited, as well as, to date, its systematization and dissemination initiatives
Establish a clear cause-effect relationship	The training sessions directly contributed to the development of the beneficiaries' capabilities and their professional opportunities

Indicate measurable impact and targeted beneficiaries	ILO, implementing partners and beneficiaries
Potential for replication and by whom	There is potential in identifying and sharing training methodologies, tools and resources developed, as well as testimonials from beneficiaries and analyzes of how these trainings affected their employability and professional development
Upward links to higher ILO Goals (DWCPs, Country Program Outcomes or ILO's Strategic Program Framework)	P&P Brazil Outcome 6 (Gender equality and equal opportunities and treatment for all people in the labor market) Outcome 7 (Adequate and effective protection at work for all people) of the ILO Program and Budget
Other documents or relevant comments	N/A

GOOD PRACTICE ELEMENT	TEXT
Brief summary of the good practices (link to project goal or specific deliverable, background, purpose, etc.)	5. Complementarity between training themes and use of training as pilots for normative influence: The Project's training activities combined professional qualification, union engagement and entrepreneurship, covering a wide range of ways to promote decent work. These trainings were used as pilots to advocate with government partners for regulatory and public policy gains
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The Project's wide range of counterparts allowed a diverse body of actions to be developed and implemented, in addition to a close relationship between the ILO and its government partners, who took advantage of these experiences in the development of normative frameworks, policies and programmes
Establish a clear cause-effect relationship	Pilot beneficiary training experiences offered potential action routes for government partners who, with the technical and financial support of the ILO, used such experiences to achieve normative gains and develop public policies to promote the employability of the Project's target audience
Indicate measurable impact and targeted beneficiaries	ILO, implementing partners and government partners

Potential for replication and by whom	The regulatory frameworks and public policies developed have great scale potential at the federal level, as well as replication by state governments and municipalities
Upward links to higher ILO Goals (DWCPs, Country Program Outcomes or ILO's Strategic Program Framework)	P&P Brazil Outcome 6 (Gender equality and equal opportunities and treatment for all people in the labor market) Outcome 7 (Adequate and effective protection at work for all people) of the ILO Program and Budget
Other documents or relevant comments	N/A

9 Recommendations



RECOMMENDATION 1: The Project could offer a greater variety of courses, taking advantage of both the diagnosis of the desires and expectations of the target public and the demands of employers. Some of the possible modalities suggested during data collection were technical courses in the areas of administration, management, IT or sewing. In addition, many interviews and focus groups pointed to the need for longer training courses in technical areas that are in high demand or have added value in the job market..

High Priority – Connected to Conclusions #2, #3 & #6.

Target counterpart: ILO and implementing partners responsible for delivering training activities

Budget impact: High



RECOMMENDATION 2: The Project needs a revision of its Theory of Change to make it more robust and add adaptations to the context and the contributions of the project's counterparts throughout its execution, which should include a revision of the Project's results logic matrix and its monitoring indicators, as well as guiding the planning of a potential extension. In addition, the Project should focus on developing methodologies and programmes that are systematized in teaching materials, generating pilot experiences that can be replicated in other contexts or expanded in the territories already served by the Project's activities. Finally, a more robust alignment of the Project's activities and indicators with the ILO's international normative frameworks would also be recommended, in particular Convention No. 111 of 1958 and Convention No. 122 of 1965. The Project's actions could include training modules for counterparts on the ILO's normative frameworks, actions for the adoption of its provisions in the internal regulations of the implementing partners, advocacy to achieve progress in national normative frameworks and public policies, and the development of specific indicators related to the prevention of discrimination and the promotion of equal opportunities in the labor market in accordance with the principles of Convention 111.

High Priority – Connected to Conclusions #2, #5 & #6.

Target counterpart: ILO, Steering Committee, Advisory Group and implementing partners including the tripartite constituents

Budget impact: Low



RECOMMENDATION 3: The Project could establish a broader relationship with companies and employers, approaching them throughout the project cycle and coordinating the training actions with the generation of hiring opportunities through the commitment of the private sector. To this end, the Project could set up a feedback

mechanism between beneficiaries and potential employers, such as mutual consultation panels, to which would be added detailed monitoring of the professional trajectories of training graduates over a period of 6 to 12 months. Such actions could offer incentives to companies that take part in the process and hire graduates of the Project.

Medium Priority – Connected to Conclusions #1 & #4.

Target counterparty: ILO and implementing partners responsible for delivering training activities

Budget impact: Medium



RECOMMENDATION 4: Outcome 3 of the Project should be revised for the final phase of its implementation, including robust and feasible actions for systematizing good practices and developing strategies for disseminating and replicating the methodologies used in the Project with a view to gaining geographical reach and scale. These actions could include the development of publications and pedagogical methods for replicating the trainings implemented. Materials could also be developed for the training of trainers, so that the Project's own counterparts take ownership of the techniques and methodologies used, contributing to the sustainability of the proposal.

High Priority – Connected to Conclusions #2, #5 & #6.

Target counterpart: ILO, Steering Committee and implementing partners including the tripartite constituents

Budget impact: Low



RECOMMENDATION 5: Although the Project has managed to reach the most vulnerable groups among its target audience, it would be desirable to have a greater focus on their internal diversity by designing actions for segmented groups and taking into account their specific barriers to accessing the job market. On the other hand, although the Project's target audience is represented in the activities and implementation teams, it is recommended that gender-diverse professionals be hired to work on the different courses offered by the initiative, also as teachers, which could include people trained in the Project's previous activities.

Medium Priority – Connected to Conclusions #1, #2 & #6.

Target counterparty: ILO, implementing partners responsible for delivering training activities and other counterparts

Budget impact: Medium



RECOMMENDATION 6: Regarding the implementing partners, a better definition of roles during the Project execution process would be desirable, harmonizing

expectations and communication parameters. The responsibilities of each partner should be defined already in the planning phase of the initiative and take into account the structural specificities of each partner during this process.

Medium Priority – Connected to Conclusions #2, #5 & #6.

Target counterpart: ILO, Steering Committee and implementing partners including the tripartite constituents

Budget impact: Low



RECOMMENDATION 7: In dialogue with the implementing partners, the ILO could develop mechanisms to monitor and evaluate the long-term impact of the Project after its conclusion, including the development of impact indicators, as well as data collection and analysis methods to measure the effectiveness and sustainability of the Project over time, serving as a reference and baseline for new initiatives.

Medium Priority – Connected to Conclusions #5 and #6.

Target counterpart: ILO, Steering Committee, Advisory Group and implementing partners including the tripartite constituents

Budget impact: Medium



RECOMMENDATION 8: ILO could introduce an environmental sustainability and just transition approach in the final stage of the project, as well as in new initiatives of a similar nature. This approach should be part of the design of the proposal, present its own monitoring indicators and be crosscutting to all the results, so that each activity has elements that guarantee the implementation of an environmentally sustainable perspective. This perspective could be implemented through actions such as: integrating environmental sustainability modules into professional training programmes, such as sustainable cooking, waste management and energy efficiency; training in green entrepreneurship and support for sustainable businesses; requiring minimum environmental sustainability standards from organizations and companies for them to be partners of the Project; strengthening the capacities of counterparts, especially government actors with a focus on regulatory gains; and systematizing and disseminating good environmental sustainability practices generated within the scope of the Project.

Medium Priority – Connected to Conclusions #1, #2 & #6.

Target counterpart: ILO, implementing partners responsible for delivering training activities and other counterparts

Budget impact: Medium

10 Annexes

Annex 1. List of interviews and focus groups

List of interviews

- Number of people: 1
- Category: CSO
- Interview date: 10/31/2023

Interview 009:

- Number of people: 1
- Category: member of the Advisory Group
- Interview date: 10/31/2023

Interview 010:

- Number of people: 3
- Category: employer educational institution
- Interview date: 01/11/2023

Interview 011:

- Number of people: 2
- Category: labor union
- Interview date: 01/11/2023

Interview 012:

- Number of people: 2
- Category: labor union
- Interview date: 01/11/2023

Interview 013:

- Number of people: 1
- Category: labor union
- Interview date: 01/11/2023

Interview 014:

- Number of people: 1
- Category: individual project partner
- Interview date: 11/15/2023

Interview 015:

- Number of people: 1
- Category: member of the Advisory Group

Interview 001:

- Number of people: 1
- Category: beneficiary
- Interview date: 10/26/2023

Interview 002:

- Number of people: 1
- Category: CSO
- Interview date: 10/26/2023

Interview 003:

- Number of people: 1
- Category: CSO
- Interview date: 10/26/2023

Interview 004:

- Number of people: 1
- Category: CSO
- Interview date: 10/26/2023

Interview 005:

- Number of people: 1
- Category: mobilizer
- Interview date: 10/26/2023

Interview 006:

- Number of people: 3
- Category: labor union
- Interview date: 10/27/2023

Interview 007:

- Number of people: 1
- Category: consultant
- Interview date: 10/30/2023

Interview 008:

- Interview date: 11/21/2023

Interview 016:

- Number of people: 1
- Category: ILO
- Interview date: 11/22/2023

Interview 017:

- Number of people: 2
- Category: CSO
- Interview date: 11/22/2023

Interview 018:

- Number of people: 2
- Category: CSO
- Interview date: 11/22/2023

Interview 019:

- Number of people: 1
- Category: social organization
- Interview date: 11/23/2023

Interview 020:

- Number of people: 1
- Category: government body
- Interview date: 11/23/2023

Interview 021:

- Number of people: 1
- Category: consultant
- Interview date: 11/23/2023

Interview 022:

- Number of people: 1
- Category: labor union
- Interview date: 11/23/2023

Interview 023:

- Number of people: 1
- Category: ILO
- Interview date: 11/24/2023

Interview 024:

- Number of people: 1
- Category: CSO
- Interview date: 11/24/2023

Interview 025:

- Number of people: 1
- Category: company providing services to the project
- Interview date: 11/24/2023

Interview 026:

- Number of people: 1
- Category: mobilizer
- Interview date: 11/27/2023

Interview 027:

- Number of people: 1
- Category: labor union
- Interview date: 11/29/2023

Interview 028:

- Number of people: 1
- Category: CSO
- Interview date: 11/29/2023

Interview 029:

- Number of people: 1
- Category: member of the Advisory Group
- Interview date: 11/23/2023

Interview 030:

- Number of people: 1
- Category: government body
- Interview date: 11/30/2023

Interview 031:

- Number of people: 1
- Category: labor union
- Interview date: 11/30/2023

Interview 032:

- Number of people: 1
- Category: ILO
- Interview date: 11/30/2023

Interview 033:

- Number of people: 1
- Category: CSO
- Interview date: 12/01/2023

Interview 034:

- Number of people: 1
- Category: ILO
- Interview date: 12/05/2023

Interview 035:

- Number of people: 1
- Category: government body
- Interview date: 12/05/2023

Interview 036:

- Number of people: 1
- Category: beneficiary

- Interview date: 12/05/2023

Interview 037:

- Number of people: 1
- Category: ILO
- Interview date: 06/12/2023

Interview 038:

- Number of people: 1
- Category: mobilizer
- Interview date: 12/14/2023

Interview 039:

- Number of people: 1
- Category: employer educational institution
- Interview date: 12/14/2023

Interview 040:

- Number of people: 1
- Category: member of the Advisory Group
- Interview date: 12/18/2023

Focus groups**Focus group 001:**

- Number of people: 5
- Group: Kitchen & Voice Southeast
- Training attended: Kitchen & Voice
- Interview date: 10/26/2023

Focus group 002:

- Number of people: 3
- Group: Kitchen & Voice Southeast

- Training attended: Kitchen & Voice
- Interview date: 10/26/2023

Focus group 003:

- Number of people: 3
- Group: Former participants of Kitchen & Voice
- Training attended: Workers' organization and Kitchen & Voice
- Interview date: 01/11/2023

Focus group 004:

- Number of people: 2
- Group: Workers' organization
- Training attended: Workers' organization
- Interview date: 01/11/2023

Focus group 005:

- Number of people: 4
- Group: Kitchen & Voice Northeast
- Training attended: Kitchen & Voice
- Interview date: 11/27/2023

Focus group 006:

- Number of people: 3
- Group: Entrepreneurship course
- Training attended: Kitchen & Voice and Entrepreneurship course
- Interview date: 12/04/2023

Focus group 007:

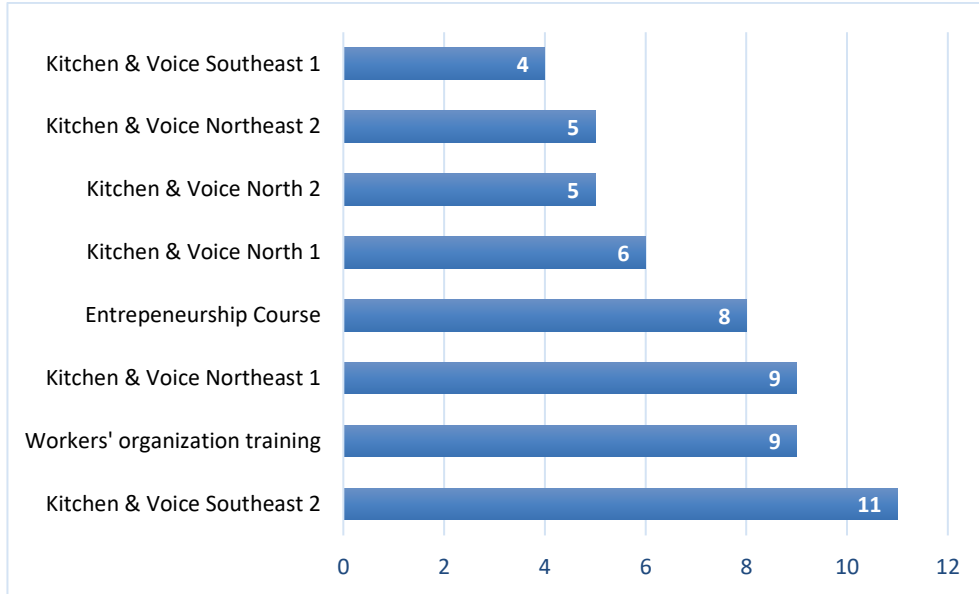
- Number of people: 5
- Group: Kitchen & Voice Northeast
- Training attended: Kitchen & Voice
- Interview date: 11/27/2023

Annex 2. Questionnaire results

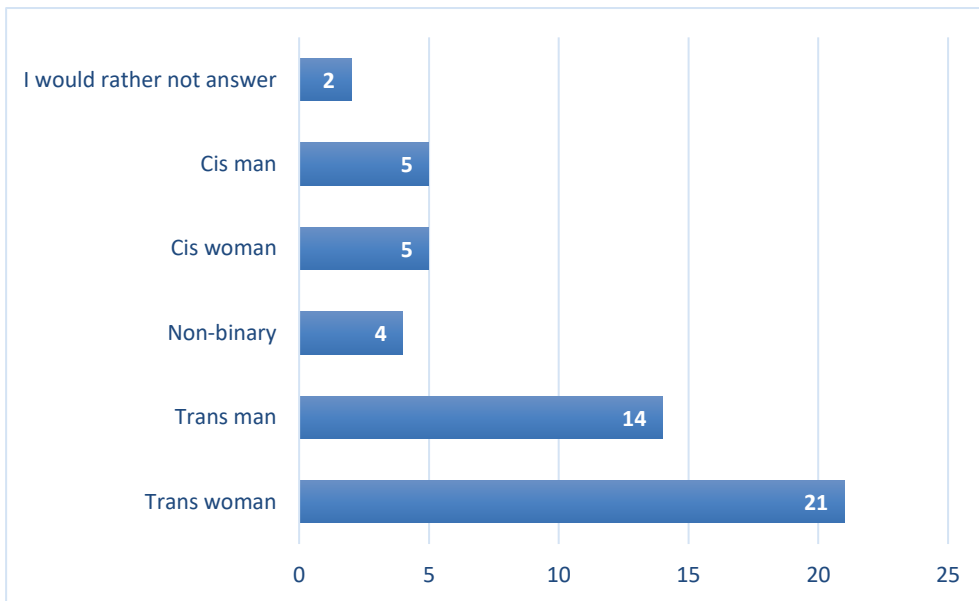
51 answers

09:53 Average response time

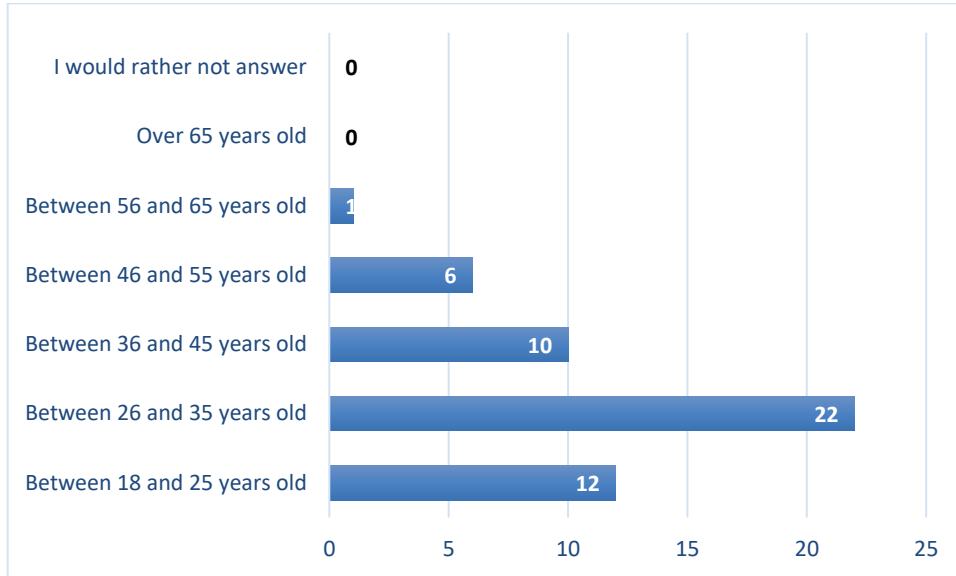
1. Which Project training were you part of? N=51



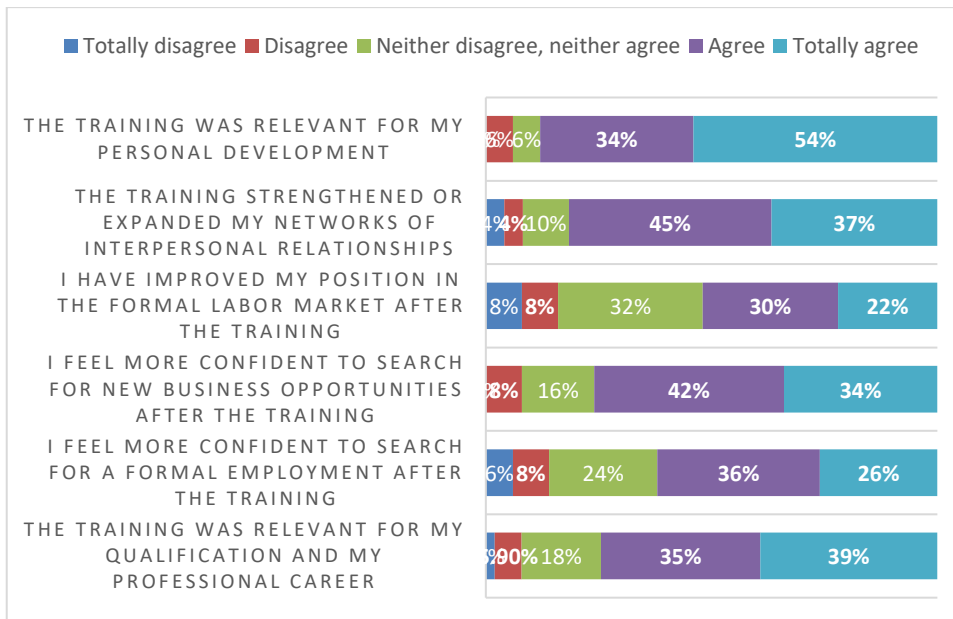
2. What is your gender identity? N=51



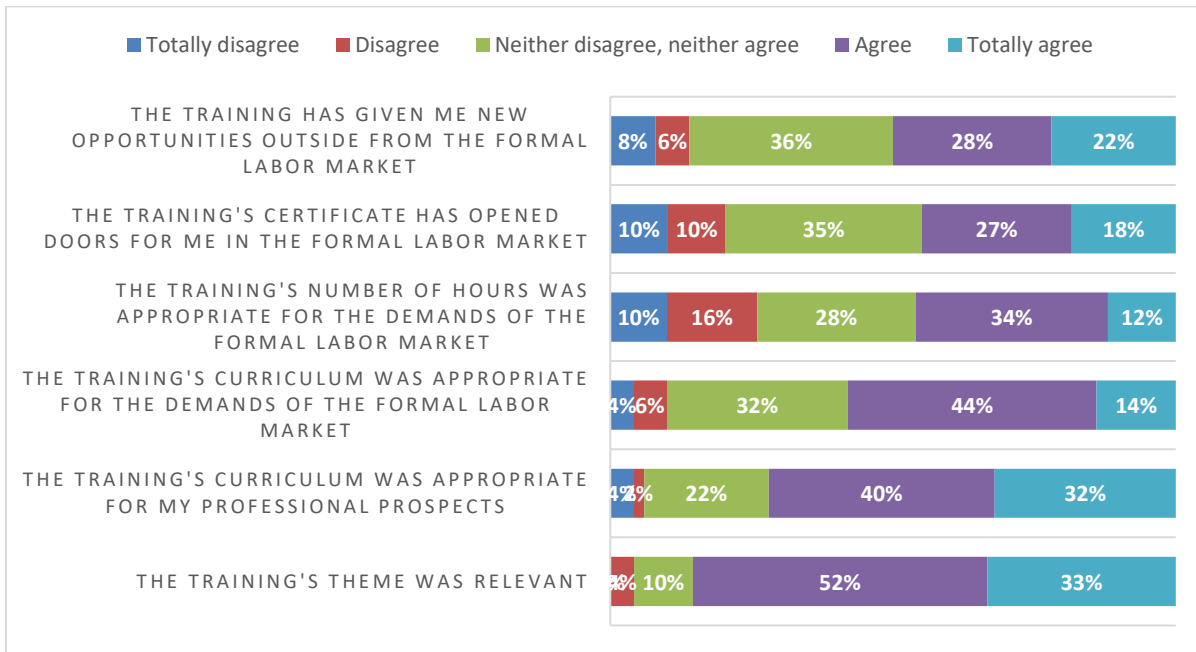
3. How old are you? N=51



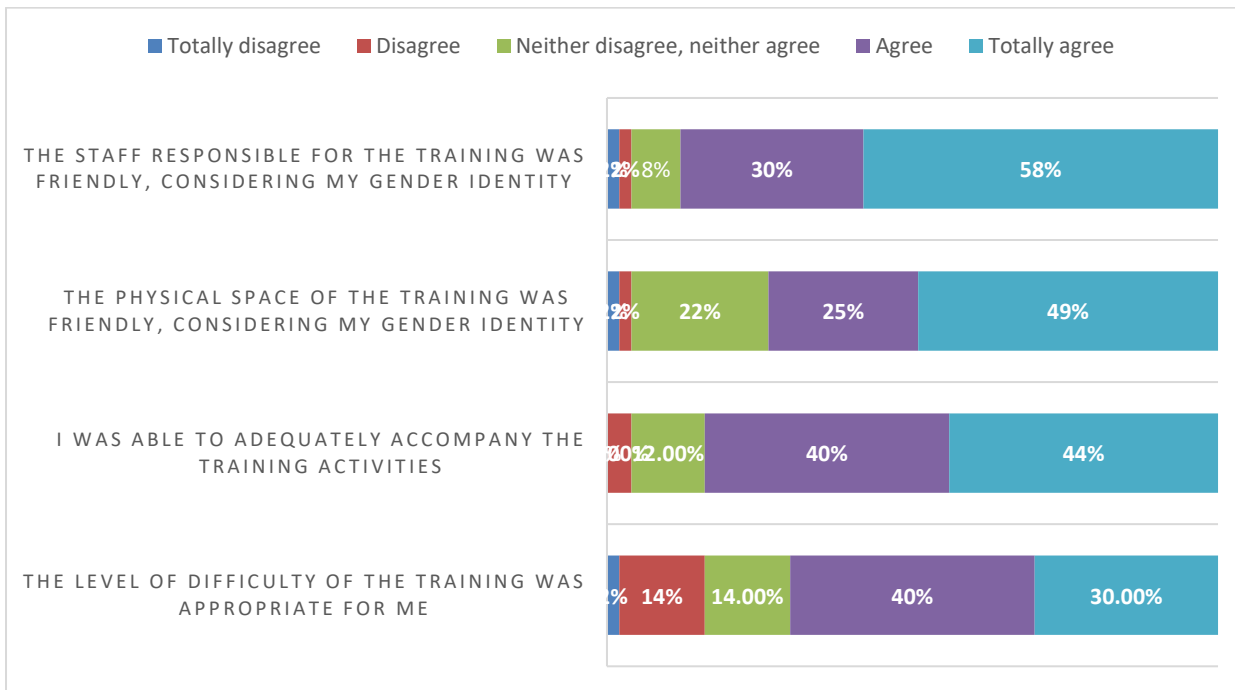
4. Please indicate to what extent you agree with the following statements regarding the training you were part of. N=51



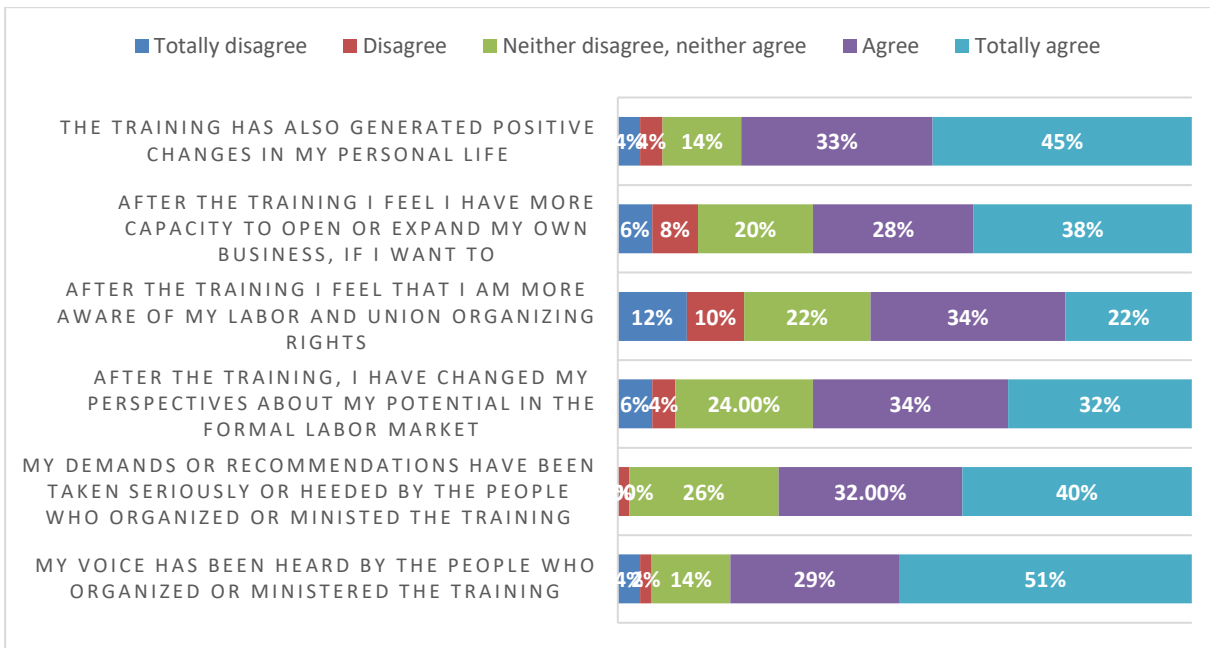
5. Please indicate to what extent you agree with the following statements regarding the training you were part of. N=50



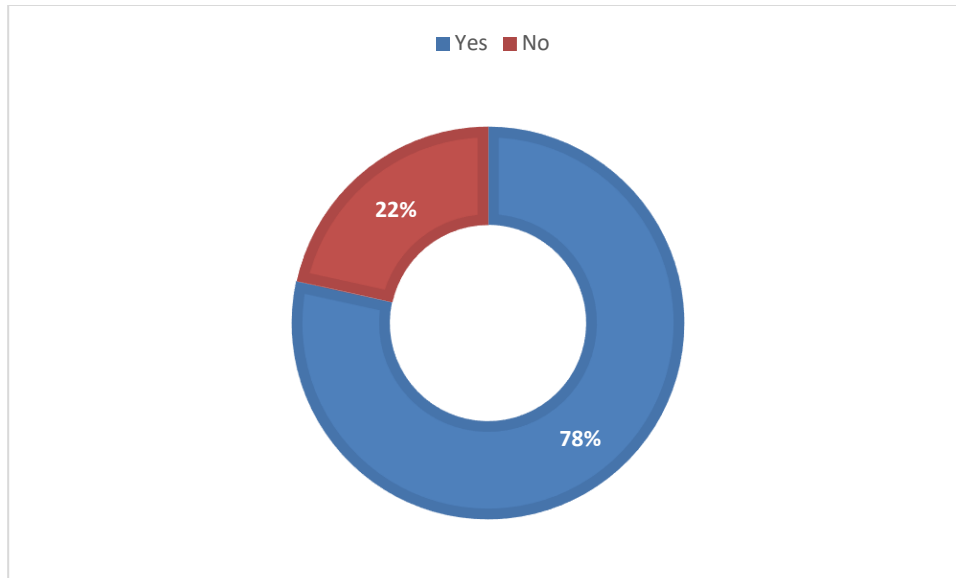
6 . Please indicate to what extent you agree with the following statements regarding the training you participated in N=51



7. Please indicate to what extent you agree with the following statements regarding the training you were part of. N=51

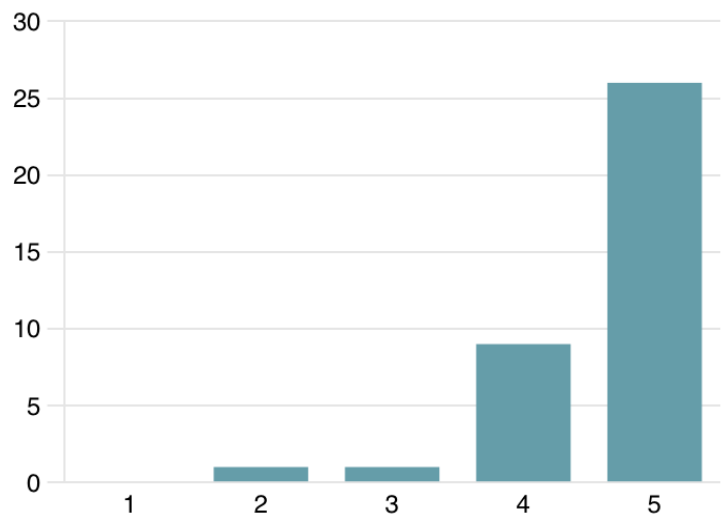


8. Did you receive a scholarship to help you stay in the training? N=51



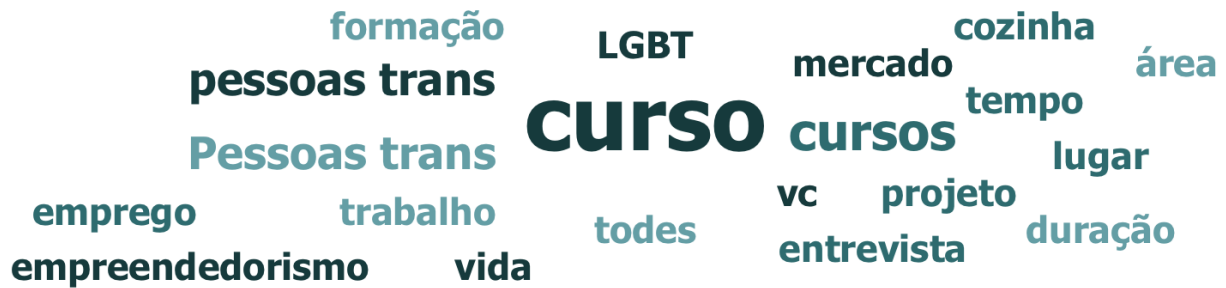
9 . Was the scholarship enough for you to stay in the training? N=37

4.62
Average Rating

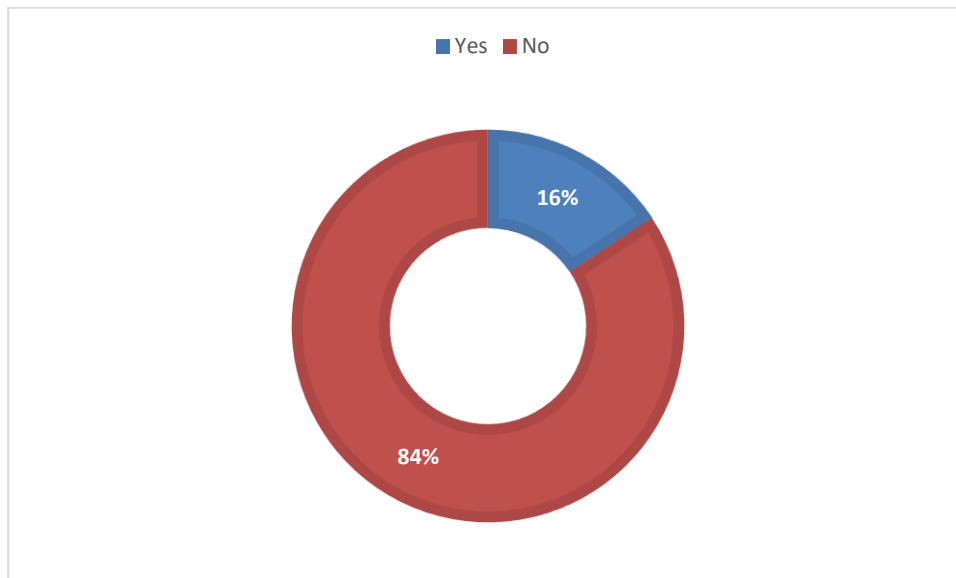


10. What are your recommendations for improving the commitment of the various actors in the Project (ILO, companies, CSOs, labor unions and governments) with people diverse in terms of gender who are trying to qualify to get a decent job?
N=30

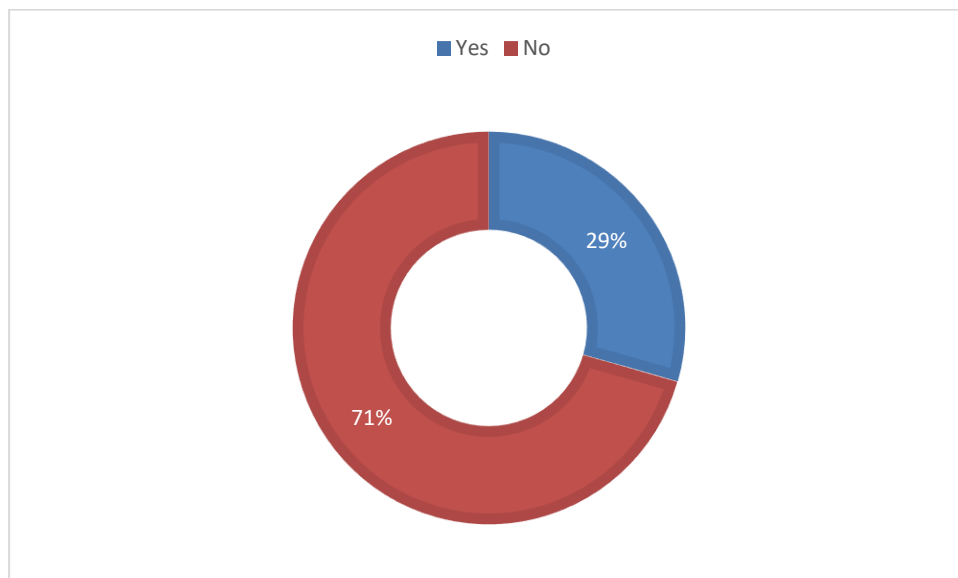
10 respondents (33%) answered **curso** for this question.



11. Did you have a formal job before training? N=51



12. Did you get a formal job after training? N=51



13. If the training you participated in had a positive impact on your life, we would like to know more about your story. Therefore, if you feel comfortable, we ask that you send a voice message to the WhatsApp xxx xxxx xxxx telling us a little about your life story and professional trajectory, as well as we would like you to tell us what the training was like and what positive impacts it had on your life in personal and professional terms. There is no minimum or maximum limit on minutes or number of messages: it is important that you tell us everything you consider relevant. Alternatively, if you prefer, write down your phone number/WhatsApp or email below and we will contact you. N=18

2 respondents (11%) answered **impacto** for this question.



Annex 3. Evaluation questions

Relevance. *The extent to which the objectives of a development intervention are consistent with the requirements of counterparts and the needs of the country.*

Questions:

1. To what extent does the Project align with the needs and capabilities of the Project's target audience, especially the portion that is in a vulnerable situation in Brazil? To what extent does the Project strategy incorporate an intersectional approach and the vulnerable conditions of the Project's target audience, as well as the capabilities and interests of the implementing partners?
2. The Project proposal is relevant for achieving the ILO's core objectives and Brazil's national priorities?

Consistency and validity of the design. *Extent to which the strategy is logical and consistent.*

Questions:

3. To what extent is the project consistent with national initiatives/plans/programmes and contribute to other ILO initiatives ongoing in Brazil?
4. Does the Project have a solid internal logic and viable theory of change? Does the Project effectively contribute to linking activities, products and results in order to obtain long-term impacts? How innovative is its design?
5. To what extent has the project involved the most relevant counterparts, including tripartite partners, and is it realistic in terms of timeframe?
6. To what extent are the indicators appropriate and useful for evaluating the results, relevance and direct effects of the Project? Are these indicators measurable and trackable?

Effectiveness. *Effectiveness of the project's processes, products, intermediate and final results. The degree to which its immediate objectives have been achieved or are expected to be achieved, taking into account their relative importance, management capabilities and implementation arrangements. These results are analyzed by disaggregated groups (e.g. migrants vis a vis locals).*

Questions:

7. To what extent has the Project achieved the products and results envisaged in its conception? Does the level of compliance vary significantly according to the project outputs/outcomes and/or according to the intervention areas in which it was implemented? What were the main internal and contextual success factors and what were the most relevant internal and contextual challenges and limits faced by the project during its implementation or for the selection of participants and implementing partners? Were the assumptions and risks foreseen in the project conception confirmed and, if so, were these risks managed?
8. To what extent were satisfactory the quality and timeliness of the products/services provided by the project? To what extent were the targets of the project indicators achieved?
9. What was the level and type of effective participation of constituents, national and local public institutions, implementing partners and final beneficiaries during project implementation, including the level of evasion by the latter? What is the level of

satisfaction and usefulness perceived by constituents, counterparts and beneficiaries with the results achieved?

10. To what extent has the project incorporated or adjusted its strategies and actions to continue its implementation in the post-pandemic context?

Efficiency and effectiveness of management. *The objective is to evaluate the extent to which project resources and inputs (funds, experience, time, etc.) were converted into results.*

Questions:

11. Are the Project resources available being implemented efficiently to achieve its results? Is the pace of financial execution of the project consistent with the progress of technical implementation?
12. Are the team structure, implementation agreements established within the scope of the Project and governance mechanisms, i.e. the Steering Committee and Advisory Group, effective and efficient in achieving results?
13. To what extent did the project receive the necessary institutional, technical and administrative guidance from the different decision-making levels for its adequate implementation?

Impact orientation. *The objective is to assess whether the strategic orientation of the project under study allows it to make significant contributions to its long-term objectives. These contributions can be positive and negative changes brought about by the intervention in question, directly or indirectly, intentionally or unintentionally.*

Questions:

14. What effects can be observed on the level of capacities of the beneficiary population, constituents and local partners in terms of better employability conditions (beneficiaries) and better capacities to implement national strategies and policies to promote decent work for the target audience of the project in the case of the different actors involved in the initiative?
15. To what extent is there evidence that these constituents, local partners and counterparts are changing their policies or practices to promote decent work for the project's target audience?

Sustainability. *The aim is to assess whether the results of the intervention will be sustainable and whether they can be maintained or even scaled up and replicated by other counterparts after the intervention has concluded or after donor funding ends.*

Question:

16. To what extent are the expected results of the project sustainable and how can the sustainability component of the actions be strengthened?

Annex 4. Evaluation matrix

Table 05. Evaluation Matrix

Evaluation questions	Indicators	Data collection methods	Information sources
CRITERIA: Relevance			
<p>1. To what extent does the Project align with the needs and capabilities of the Project's target audience, especially the portion that is in a vulnerable situation in Brazil? To what extent does the Project strategy incorporate an intersectional approach and the vulnerable conditions of the Project's target audience, as well as the capabilities and interests of the implementing partners?</p>	<ul style="list-style-type: none"> • Evidence that the project preparation includes an assessment of the needs of the Project's target audience and the capabilities of the implementing partners; • Evidence that the objectives of the Project meet the most urgent needs of your target audience; • Evidence that the strategies of the Project respond to the capabilities and interests of implementing partners. 	<ul style="list-style-type: none"> - Document review; - Literature review; - Interviews. 	<ul style="list-style-type: none"> - Design document; - Indicator matrix; - Global normative frameworks; - National normative frameworks; - Studies on the situation of the Project's target audience; - Previous evaluations; - Corporate guidance; - ILO team.
<p>2. The Project proposal is relevant for achieving the ILO's core objectives and Brazil's national priorities?</p>	<ul style="list-style-type: none"> • Evidence that the objectives of the Project are aligned with the ILO P&P; • Evidence that the objectives of the Project are aligned with Brazil's national priorities; • The ILO team's perception of the alignment of Project with the main objectives of the ILO; • Partners' perception of the alignment of the Project with Brazil's national priorities. 	<ul style="list-style-type: none"> - Document review; - Interviews. 	<ul style="list-style-type: none"> - Design document; - Indicator matrix; - ILO Strategic Plan 2022-2025; - ILO planning documents at global, regional and national levels; - National normative frameworks; - Brazil's Pluriannual Plan 2024-2027; - ILO team; - Implementing partners.
CRITERIA: Coherence and validity of the design			
<p>3. To what extent is the project consistent with national initiatives/plans/programmes and</p>	<ul style="list-style-type: none"> • Evidence that the objectives of the Project are aligned with ILO programmes at regional and national levels; 	<ul style="list-style-type: none"> - Document review; - Interviews. 	<ul style="list-style-type: none"> - Design document; - Indicator matrix;

<p>contribute to other ILO initiatives ongoing in Brazil?</p>	<ul style="list-style-type: none"> • Evidence that the objectives of the Project are aligned with Brazil's national priorities; • Evidence of complementarity between the expected results of the Project and the national initiatives/plans/programmes and other ongoing initiatives of the ILO in Brazil; • Perception of the ILO team regarding the alignment of the Project with national initiatives/plans/programmes and other ongoing ILO initiatives in Brazil; • Partners' perception of the alignment of the Project with national initiatives/plans/programmes and other ongoing ILO initiatives in Brazil. 		<ul style="list-style-type: none"> - National normative frameworks; - ILO Brazil Strategic Plan; - ILO project documents from regional and national levels; - Evaluations of other ILO projects; - Brazil's Pluriannual Plan 2024-2027; - Documents of plans and programmes of the Federal Government of Brazil; - ILO team; - Implementing partners.
<p>4. Does the Project have a solid internal logic and viable theory of change? Does the Project effectively contribute to linking activities, products and results in order to obtain long-term impacts? How innovative is its design?</p>	<ul style="list-style-type: none"> • Evidence that the Project results chain is robust and incorporates assumptions, risks, mitigation plan and sustainability strategies; • Degree to which the Project was designed based on data or evidence; • Degree to which the Project design is innovative through: <ul style="list-style-type: none"> - Adoption of new technologies or platforms in training or training programmes aimed at people diverse in terms of gender; - Introduction of new methodologies or pedagogical approaches; - Development and application of awareness raising tools or strategies designed specifically for the inclusion of people diverse in terms of gender in the workplace; and - Creation of alliances or new collaborations between different actors. 	<ul style="list-style-type: none"> - Theory of Change review workshop; - Document review; - Literature review; - Interviews. 	<ul style="list-style-type: none"> - Results of the Theory of Change Review Workshop; - Design document; - Indicator matrix; - Global normative frameworks; - National normative frameworks; - Studies on the situation of the project's target audience; - Corporate guidance; - ILO team; - Implementing partners.

<p>5. To what extent has the project involved the most relevant counterparts, including tripartite partners, and is it realistic in terms of timeframe?</p>	<ul style="list-style-type: none"> • The actors participated in the design of the Project: a) As the main responsible; b) Taking part in meetings or work discussions; c) As providers of statistical information or other technical inputs when there is an information gap; d) Making comments on the drawing; e) Making implementation commitments; or f) As receivers of information; • Alignment of project execution deadlines with standards, partner capabilities and the Project context. 	<ul style="list-style-type: none"> - Theory of Change review workshop; - Document review; - Interviews. 	<ul style="list-style-type: none"> - Results of the Theory of Change Review Workshop; - Design document; - Indicator matrix; - Global normative frameworks; - National normative frameworks; - Corporate guidance; - ILO team; - Implementing partners.
<p>6. To what extent are the indicators appropriate and useful for evaluating the results, relevance and direct effects of the Project? Are these indicators measurable and trackable?</p>	<ul style="list-style-type: none"> • Evidence that indicators meet ILO organizational standards in terms of: <ul style="list-style-type: none"> - Quality; - Reliability; - Chance; - Disability; - Intersectional approach; and - Disaggregation of data by gender, race and ethnicity; • Degree to which indicators are SMART; • Evidence that the indicators are adequate to measure the change proposed by the Project; • ILO team's perception of the quality and effectiveness of the indicators; • Perception of implementing partners of the Project on the quality and effectiveness of the indicators. 	<ul style="list-style-type: none"> - Theory of Change review workshop; - Document review; - Interviews. 	<ul style="list-style-type: none"> - Results of the Theory of Change Review Workshop; - Design document; - Indicator matrix; - Corporate guidance; - ILO team; - Implementing partners.
<p>CRITERIA: Effectiveness</p>			
<p>7. To what extent has the Project achieved the products and results envisaged in its conception? Does the level of compliance vary significantly according to the project outputs/outcomes and/or according to the intervention areas in which it</p>	<ul style="list-style-type: none"> • Degree of effectiveness of result indicators at different levels: <ul style="list-style-type: none"> ○ To what extent has the national context and its changes influenced the achievement of the results of the Project(explanatory factor 	<ul style="list-style-type: none"> - Theory of Change review workshop; - Document review; - Interviews; - Focus groups; - Questionnaire. 	<ul style="list-style-type: none"> - Results of the Theory of Change Review Workshop; - Indicator matrix; - Monitoring of indicators; - Progress reports;

<p>was implemented? What were the main internal and contextual success factors and what were the most relevant internal and contextual challenges and limits faced by the project during its implementation or for the selection of participants and implementing partners? Were the assumptions and risks foreseen in the project conception confirmed and, if so, were these risks managed?</p>	<ul style="list-style-type: none"> ○ or compliance criterion); ○ Management skills; ○ Premises; and ○ Risks. <ul style="list-style-type: none"> ● Identification of evidence of side effects, intentional and/or unintentional, positive and/or negative; ● The extent to which the risks identified for the execution of the Project have been mitigated. <p>INDIVIDUAL CAPACITIES</p> <ul style="list-style-type: none"> ● Evidence and perceptions of changes in individual skills (Kitchen & Voice, Workers' organization training and Entrepreneurship course); ● Evidence of changes generated or early indications of changes as a result of the development of acquired capabilities. <p>INSTITUTIONAL CAPACITIES</p> <ul style="list-style-type: none"> ● Degree to which partners communicate greater organizational capacity developed as a result of participation in the Project; ● Evidence of the ILO's contribution to normative change at the national level. 		<ul style="list-style-type: none"> - ILO team; - Implementing partners; - Beneficiaries.
<p>8. To what extent were satisfactory the quality and timeliness of the products/services provided by the project? To what extent were the targets of the project indicators achieved?</p>	<ul style="list-style-type: none"> ● Degree to which the indicator targets were met; ● Perception of the ILO team regarding the results of the Project; ● Partners' perception of the results of the Project; ● Beneficiaries' perception of the results of the Project; ● Level at which the Project's products and services were developed with quality and 	<ul style="list-style-type: none"> - Theory of Change review workshop; - Document review; - Literature review; - Interviews; - Focus groups; - Questionnaire. 	<ul style="list-style-type: none"> - Results of the Theory of Change Review Workshop; - Indicator matrix; - Monitoring of indicators; - Progress reports; - Studies on the situation of the Project's target audience;

	<p>timeliness (quality and relevance of content, teaching methodology, documents, leveling of the digital exclusion, etc.).</p>		<ul style="list-style-type: none"> - ILO team; - Implementing partners; - Beneficiaries.
<p>9. What was the level and type of effective participation of constituents, national and local public institutions, implementing partners and final beneficiaries during project implementation, including the level of evasion by the latter? What is the level of satisfaction and usefulness perceived by constituents, counterparts and beneficiaries with the results achieved?</p>	<ul style="list-style-type: none"> • Level/type of effective participation of tripartite constituents and promotion of sustainable development: <ul style="list-style-type: none"> ○ The tripartite constituents participate in deliberative bodies (Steering Committee) to propose or validate technical aspects of the Project; and ○ The tripartite constituents participate as providers or recipients of assistance services, training, awareness raising or other project products. • Existence of an institutional environment that encourages the effective participation of tripartite constituents, national and local public institutions, implementing partners and final beneficiaries; • Existence of affirmative actions to include a diverse range of CSOs as formal partners; • Perception of the ILO team on the level and type of effective participation of tripartite constituents, national and local public institutions, implementing partners and final beneficiaries; • Partners' perception of the level and type of effective participation of tripartite constituents, national and local public institutions, implementing partners and final beneficiaries; • Beneficiaries' perception of their level of effective participation in the Project. 	<ul style="list-style-type: none"> - Theory of Change review workshop; - Document review; - Interviews; - Focus groups; - Questionnaire. 	<ul style="list-style-type: none"> - Results of the Theory of Change Review Workshop; - Indicator matrix; - Monitoring of indicators; - Progress reports; - ILO team; - Implementing partners; - Beneficiaries.

<p>10. To what extent has the project incorporated or adjusted its strategies and actions to continue its implementation in the post-pandemic context?</p>	<ul style="list-style-type: none"> • Evidence that post-pandemic implications were considered in the planning and execution of the initiatives of the Project; • To what extent the risks of post-pandemic implications for the execution of the Project have been mitigated. 	<ul style="list-style-type: none"> - Theory of Change review workshop; - Document review; - Interviews. 	<ul style="list-style-type: none"> - Results of the Theory of Change Review Workshop; - Indicator matrix; - Monitoring of indicators; - Progress reports; - ILO team; - Implementing partners.
CRITERION: Efficiency and effectiveness of management			
<p>11. Are the Project resources available being implemented efficiently to achieve its results? Is the pace of financial execution of the project consistent with the progress of technical implementation?</p>	<ul style="list-style-type: none"> • Adequacy of resource distribution in accordance with project objectives and initiatives; • Adequacy of resource distribution per implementing partner; <ul style="list-style-type: none"> ○ Evidence that the distribution of resources was planned taking into account the complexity of the results and the needs of the implementing partners; • <i>Delivery rate</i> of the resources of the Project. 	<ul style="list-style-type: none"> - Document review; - Review of financial reports; - Interviews. 	<ul style="list-style-type: none"> - Design document; - Indicator matrix; - ILO Strategic Plan 2022-2025; - ILO Brazil Strategic Plan; - Financial reports; - Corporate guidance; - Progress reports; - ILO team; - Implementing partners.
<p>12. Are the team structure, implementation agreements established within the scope of the Project and governance mechanisms, i.e. the Steering Committee and Advisory Group, effective and efficient in achieving results?</p>	<ul style="list-style-type: none"> • Adequacy of human resources to the expected results for the Project; • Evidence that the design and operation of the governance mechanisms of the Project contributed to greater transparency of the ILO and participation of counterparts; • Evidence of counterparts' ability to comply with ILO procedures; • Evidence of an appropriate and timely response from the ILO office to counterparts. 	<ul style="list-style-type: none"> - Document review; - Review of financial reports; - Interviews. 	<ul style="list-style-type: none"> - Design document; - Indicator matrix; - ILO Strategic Plan 2022-2025; - ILO Brazil Strategic Plan; - Financial reports; - Corporate guidance; - Progress reports; - ILO team; - Implementing partners.
<p>13. To what extent did the project receive the necessary institutional, technical and administrative guidance from the</p>	<ul style="list-style-type: none"> • Evidence of timely presentation of internal reports based on institutional process guidelines; 	<ul style="list-style-type: none"> - Document review; - Review of 	<ul style="list-style-type: none"> - Design document; - Indicator matrix; - ILO Strategic Plan 2022-

<p>different decision-making levels for its adequate implementation?</p>	<ul style="list-style-type: none"> • Provision of mandatory documents and information on agreements with partners; • Implementing partners' perception of ILO procedures in terms of access to financial support; • Evidence that the ILO has trained its implementing partners to comply with its procedures; • Evidence that the ILO Office in Brazil received guidance and technical support from its regional office and ILO headquarters. 	<p>financial reports; Interviews.</p>	<p>2025; ILO Brazil Strategic Plan; Financial reports; Corporate guidance; Progress reports; ILO team; Implementing partners.</p>
<p>CRITERION: Impact Guidance</p>			
<p>14. What effects can be observed on the level of capacities of the beneficiary population, constituents and local partners in terms of better employability conditions (beneficiaries) and better capacities to implement national strategies and policies to promote decent work for the target audience of the project in the case of the different actors involved in the initiative?</p>	<ul style="list-style-type: none"> • Extent to which programme beneficiaries are able to access decent jobs and other results; • Evidence of increased knowledge and institutional capacity of implementing partners and changes in their performance that can contribute to the consolidation of the intervention results; • Type of barriers to insertion and inclusion of the Project's target audience for which the initiative is contributing to overcome; • Evidence that knowledge products generated or supported by the ILO have been used to develop partner capacities; • Evidence that the Project results are being translated into normative and public policy advances; • Perception of implementing partners in terms of building capacity to implement national strategies and policies to promote decent work; • Perception of beneficiaries in terms of better employability conditions. 	<p>Document review; Theory of Change review workshop; Interviews; Focus groups; Questionnaire.</p>	<p>Products of the Theory of Change Review Workshop; Knowledge products of the Project; Brazil's Pluriannual Plan 2024-2027; Documents of plans and programmes of the Federal Government of Brazil; Progress reports; ILO team; Implementing partners; Beneficiaries.</p>
<p>15. To what extent is there evidence that these constituents, local partners and</p>	<ul style="list-style-type: none"> • Evidence that implementing partners are changing their attitudes, which is 	<p>Theory of Change review workshop;</p>	<p>Products of the Theory of Change Review</p>

<p>counterparts are changing their policies or practices to promote decent work for the project's target audience?</p>	<p>reflected in changes in policies and practices as a consequence of the implementation of the Project;</p> <ul style="list-style-type: none"> ● Implementing partners' perception of the influence of the Project on its activities and perspectives. 	<ul style="list-style-type: none"> - Interviews; - Focus groups; - Questionnaire. 	<ul style="list-style-type: none"> - Workshop; - Knowledge products of the Project; - Brazil's Pluriannual Plan 2024-2027; - Documents of plans and programmes of the Federal Government of Brazil; - Progress reports; - ILO team; - Implementing partners.
<p>CRITERION: Sustainability</p>			
<p>16. To what extent are the expected results of the project sustainable and how can the sustainability component of the actions be strengthened?</p>	<ul style="list-style-type: none"> ● Evidence that exit strategies were designed for the Project initiatives; ● Evidence of national ownership by implementing partners; ● Evidence of the use of ILO-funded research by counterparts of the Project; ● Degree to which the Project carried out actions aimed at increasing the knowledge and capacities of tripartite constituents and national implementing partners; ● Perception of implementing partners on the long-term results of ILO support. 	<ul style="list-style-type: none"> - Document review; - Interviews. 	<ul style="list-style-type: none"> - Design document; - Indicator matrix; - National normative frameworks; - Knowledge products of the Project; - Brazil's Pluriannual Plan 2024-2027; - Documents of plans and programmes of the Federal Government of Brazil; - ILO team; - Implementing partners.



Annex 5. Data collection instruments

Interviews

Standard information for all interviews:

- Date:
- Name of interviewee:
- Position held in the organization:
- Organization:
- Interviewer:

Table 06. Interview guide

Questions	Counterparty category consulted				
	ILO	UNS	Government partner	CSO Partner	Consultants
Presentation					
Could you indicate your personal involvement and/or that of your institution with the activities of the Project?	x	x	x	x	x
Relevance					
In terms of promoting decent work, what would be the greatest needs of the population in terms of gender diversity?	x	x	x	x	x
In your opinion, to what extent does the Project adapts to the needs of the population in terms of gender diversity?	x	x	x	x	x
What were the main contextual changes, positive or negative, that affected the execution of the Project?	x	x	x	x	x
Consistency and validity of the design					
In your opinion, is the Project aligned with other national or ILO initiatives? If so, which one and why?	x	x	x	x	x
In your opinion, what would be the main innovation in the approach of the Project?	x	x	x	x	x
How has the implementing partners and representatives of the tripartite constituents participated in the design of the Project?	x				
Did you participate in the design of the Project? If so, could you describe what that process was like?			x	x	x
How do you evaluate the quality and usefulness of the indicators of the Project, especially considering	x		x	x	



Questions	Counterparty category consulted				
	ILO	UNS	Government partner	CSO Partner	Consultants
your ability to measure the proposed changes?					
Efficiency					
What is the added value of the partnership with the ILO in the context of the Project?			x	x	x
Do you consider that the type of contract you have with the ILO is appropriate and contributes to achieving results? Why?			x	x	
What do you consider to have been the main achievements of the Project so far?	x	x	x	x	x
Do you feel that you have strengthened your individual or institutional capacities through the Project? How?		x	x	x	
How do you evaluate the quality of the outputs of the Project (training, knowledge products, methodology)?	x	x	x	x	x
How do you assess the quality of the partnership and dialogue with the ILO?		x	x	x	x
Are you satisfied with the level of participation of the implementing partners in the execution of the initiatives of the Project? Why?	x		x	x	
What were the post-pandemic implications for the implementation of the Project?	x	x	x	x	x
Efficiency and effectiveness of management					
Do you consider that the amount of financial resources designated for the initiatives of the Project is adequate? Why?	x	x	x	x	x
Have you received information or training to make you feel confident regarding ILO procedures?			x	x	x
What are the positives and negatives aspects of the ILO rules and procedures in relation to implementing partners?	x	x	x	x	x
How do you evaluate the quality and timeliness of the ILO team's responses to your demands and needs?			x	x	x
Impact Guidance					
How do you assess the capacity of the initiatives of the Project in generating decent and sustainable work opportunities for the population in terms of gender diversity?	x	x	x	x	x



Questions	Counterparty category consulted				
	ILO	UNS	Government partner	CSO Partner	Consultants
How do you assess the capacity of the initiatives of the Project in generating normative and public policy changes?	x	x	x	x	x
What results do you expect for the final execution part of the Project (until June 2024)?	x	x	x	x	x
What would be your expectations regarding the possible long-term results of the Project (in the next 3 years)?	x	x	x	x	x
Sustainability					
Do you feel that something has changed in your perspectives or working methodologies – or in your organization – as a result of your participation in the Project? If so, what would it be?	x		x	x	x
Have you ever used any knowledge product, methodology or training from the Project in your daily work or activism?		x	x	x	x
What are your perspectives on the long-term partnership with the ILO?			x	x	x
Closing					
What are your recommendations to the ILO for the final period of implementation of the Project?	x	x	x	x	x
Is there anything you would like to suggest or add?	x	x	x	x	x

Focus groups

Standard information for all focus groups:

- Date:
- Number of people:
- Group:
- Training attended:
- Facilitator:

Focus group guide for beneficiaries of the Project

Part I

Presentation round



Please tell us your name and how you participated in the Project.

part II

Question 1: Tell us about the training you participated in. Was it relevant or not in terms of the topics covered? Why? Was something missing?

Question 2: What were the positive results of this training?

Question 3: After the training, do you feel more able to look for a job in the same area of the course or even in another area?

Question 4: What were the main challenges and limitations of the participation spaces you were part of? Could you describe them?

Part III

Question 5: In addition to the issue of professional or union training, do you feel that something else has changed in your way of being or in your attitude towards challenges after your participation in the Project? If so, could you explain what it was?

Question 6: Have you had a job interview or gotten a job since joining the Project? If so, do you think the training had any positive impact? Why?

Question 7: What are your recommendations for improving the engagement of the ILO and the Project with people diverse in terms of gender who seek to qualify for decent work?

Questionnaire

This anonymous questionnaire will serve to provide information relevant to the mid-term evaluation of the Project, which seeks to identify what were its results and how to improve them in the future. This evaluation is carried out by an independent consultant who will treat the information provided confidentially.

1. In which training of the Project did you participate?

If necessary, you can select more than one option.

- Kitchen & Voice North 1
- Kitchen & Voice North 2



- Kitchen & Voice Northeast
- Kitchen & Voice Southeast 1
- Kitchen & Voice Southeast 2
- Workers' organization training

2. What is your gender identity

- Woman
- Man
- Transgender
- Non-binary
- Rather not answer

3 . How old are you?

- Between 18 and 25 years old
- Between 26 and 35 years old
- Between 36 and 45 years old
- Between 46 and 55 years old
- Between 56 and 65 years old
- Over 65 years old
- Rather not answer

4. Please indicate to what extent you agree with the following statements regarding the training you were part of.

Please select only one of the options below for each statement.

	Totally disagree	Disagree	I neither disagree nor agree	Agree	Totally agree
The training was relevant for my qualification and my professional career					
I feel more confident to search for a formal employment after the training					



I feel more confident to search for new business opportunities after the training					
I have improved my position in the formal labor market after the training					
The training strengthened or expanded my networks of interpersonal relationships					
The training was relevant for my personal development					

5 . Please indicate to what extent you agree with the following statements regarding the training you were part of.

Please select only one of the options below for each statement.

	Totally disagree	Disagree	I neither disagree nor agree	Agree	Totally agree
The training's theme was relevant					
The training curriculum suits my career prospects					
The training's curriculum was appropriate for my professional prospects					
The training's curriculum was					



appropriate for the demands of the formal labor market					
The training's number of hours was appropriate for the demands of the formal labor market					
The training's certificate has opened doors for me in the formal labor market					
The training has given me new opportunities outside from the formal labor market					

6. Please indicate to what extent you agree with the following statements regarding the training you were part of.

Please select only one of the options below for each statement.

	Totally disagree	Disagree	I neither disagree nor agree	Agree	Totally agree
The level of difficulty of the training was appropriate for me					
I was able to adequately accompany the training activities					
The physical space of the training was friendly, considering my gender identity					



The staff responsible for the training was friendly, considering my gender identity					
---	--	--	--	--	--

7. Please indicate to what extent you agree with the following statements regarding the training you were part of.

Please select only one of the options below for each statement.

	Totally disagree	Disagree	I neither disagree nor agree	Agree	Totally agree
My voice has been heard by the people who organized or ministered the training					
My demands or recommendations have been taken seriously or heeded by the people who organized or ministered the training					
After the training, I have changed my perspectives about my potential in the formal labor market					
After the training I feel that I am more aware of my labor and union organizing rights					
After the training I feel I have more capacity to open or expand my own business, if I want to					
The training has also generated positive					



changes in my personal life					
--------------------------------	--	--	--	--	--

8 . What are your recommendations to improve the commitment of the various actors involved in the **Project (ILO, companies, NGOs, unions and governments) with people diverse in terms of gender who seek to qualify for decent work?**

Write your answer here

9. Did you have a formal job before the training?

Yes

No

10. Did you get a formal job after the training?

Yes

No

11. If the training you participated in had a positive impact on your life, we would like to know more about your story. So, if you feel like to, we ask that you send an audio message to WhatsApp xxx xxxx xxxxx telling us a little about your life story and professional trajectory, as well as we would like you to tell us how your training has been and what the positive impacts it had on your life on a personal and professional level. There is no minimum or maximum limit on minutes or number of messages. The important thing is that you tell us everything you consider relevant.



Annex 6. Evaluation approaches

The Terms of Reference for this evaluation propose ten evaluation approaches: development evaluation approach; participatory evaluation; results-based evaluation; processual evaluation; contextual evaluation; intersectional approach; rights approach; ethnic and intercultural approach; sustainability evaluation; and environmental sustainability approach.

The Inception Report of this evaluation proposed that the evaluation focus on seven of the ten proposed approaches, considering these to be the most viable for the pretended workplan and most appropriate for the nature of the design and implementation of the Project. The seven approaches and their descriptions are:

- **Development evaluation approach:** Development evaluation aims to support innovation and progress in complex and changing environments. This practice is used to adapt to emerging and dynamic realities. Innovations can manifest themselves in different ways, such as new projects, programmes, products, organizational changes, policy reforms and system interventions. In a complex system, characterized by the interaction and interdependence of various elements, there is no centralized control. Emergent behaviors and self-organization, driven by sophisticated information processing, generate learning, evolution and development. Complex environments for social interventions and innovations are those in which it is not clear how to solve problems, and key stakeholders are in conflict over how to proceed. Development evaluation is based on systemic thinking and considers non-linear and complex dynamics. Its aim is to support social innovation and adaptive management;
- **Participatory evaluation:** The evaluation must involve all relevant counterparts, including the governments of countries participating in the initiative, the main funds, UN agencies and programmes linked to the topic, civil society organizations, labor unions and employers' institutions/companies. This will allow us to bring together different perspectives and experiences, identify lessons learned and develop concrete and feasible recommendations;
- **Results-based evaluation:** It is important to evaluate the contribution to the results of the actions implemented within the structure of the intervention model of the project, whether a logic model or a theory of change. If such a model or theory does not exist, it will be reconstructed as a starting point for evaluation in collaboration with key intervention counterparts. This will allow, on the one hand, to identify whether any results were achieved as agreed in the TOC, what changes were achieved and what effects were observed. On the other hand, it will allow the development of a provisional roadmap for the remainder of the project implementation;
- **Processual evaluation:** In addition to the results, it is essential to evaluate the implementation processes of the Project, in order to understand how the results have been achieved to date and how the remaining results could be achieved in the near future. This involves examining coordination between actors, the quality of planning and management of actions, the participation of different sectors and the efficiency of using available resources;



- **Rights approach:** It refers to a perspective that focuses on the respect and promotion of human rights as a fundamental element in decision-making and the development of policies and programmes. This approach is based on the idea that all people have inherent rights and that it is the responsibility of the State and the international community to protect and ensure the full exercise of these rights. This involves examining whether the civil, political, economic, social and cultural rights of people affected by the actions and policies of member states and UN organizations are being respected. It also seeks to identify and address human rights violations and promote accountability for those responsible;
- **Intersectional approach:** It is an analytical and conceptual approach that recognizes the multiple forms of discrimination and inequality that people can suffer due to the intersection of different factors, such as gender, race, ethnicity, class, sexual orientation, disability, among others. Rather than considering each factor in isolation, the intersectional approach seeks to understand how these different dimensions of identity interact and intertwine to give rise to unique experiences of oppression or privilege. Applying the intersectional approach in evaluations of the UN system seeks to analyze and address structural inequalities and discrimination from a more comprehensive and holistic perspective. This involves recognizing that people do not face a single form of discrimination, but rather experience multiple and intersectional forms of oppression. By taking these intersections into account, the specific barriers and challenges faced by marginalized groups can be better identified and more effective policies and programmes can be designed to address these inequities; and
- **Sustainability evaluation:** The evaluation must address the sustainability of actions and the capacity of participating countries to maintain and strengthen socioeconomic integration measures in the long-term. This involves analyzing the institutional capacity, available financial and human resources, as well as the policies and normative frameworks needed to support integration in a sustainable manner.



Annex 7. Theory of Change Review Workshop

On September 12th and 13th, 2023, a workshop to review the Theory of Change of the Project was held in Brasília, at the ILO Office in Brazil. The workshop was facilitated by this evaluator and was attended by the Program's main counterparts, namely:

- The management team of the Project from the ILO Office in Brazil;
- Representatives of the ILO Regional Office for Latin America and the Caribbean;
- The implementing partners of the Project and other relevant counterparts; and
- The consultant responsible for preparing the first draft of the national decent work plan for people diverse in terms of gender.

The Theory of Change review workshop had a long agenda which can be seen below. Likewise, the workshop resulted in a series of small products that were used within the scope of this evaluation, such as the systematization of discussions on the sustainability of the programme, the review of the division of responsibilities and the development of a prioritization matrix for the next steps of the intervention.

One of the results of the workshop was the review of the Theory of Change of the Project and its consequence for the review of the initiative's logical matrix. It is important to mention that, although the Project has a robust logical matrix of results, a Theory of Change was not developed for it. Thus, one of the objectives of this mid-term evaluation was to develop a Theory of Change based both on document review and consultation with the ILO team and programme implementing partners. This TOC was validated during the Theory of Change review workshop and its most recent version served as a relevant analysis guide for this evaluation, since this TOC combines both the design elements of the Project, as well as the transformations and unplanned results that emerged during its execution. The products of the revision of the Project's Theory of Change were presented in the Output 7 of this mid-term evaluation.

**Workshop Title: Collectively Building a Theory of Change¹⁷**

(Project "Decent work through Skills and Livelihoods training for groups vulnerable to discrimination)

Date: September 12th and 13th of 2023

Duration: 1 and a half days

09/12, from 9am to 12pm and from 1pm to 5pm

13/09, from 9am to 1pm.

Participants: 17 actors, representatives of tripartite constituents, implementing partners and an UN agency (UNAIDS)

Project budget: 1 million dollars

Donor: Government of the United States of America

Dates: July 2021/June 2024 (seeking extension of dates and budget)

Coverage: Midwest, Northeast, North and Southeast

Workshop Objectives: Understand and clarify the project's intervention model.

1. Reconstruct a ToC, explaining assumptions and risks.
2. Identify the roles and responsibilities of the main actors involved in the project.
3. Define result indicators and monitoring & evaluation mechanisms.
4. Promote collaboration and synergy between different actors to maximize the impact of the project.

Workshop Structure:

Morning - 12/09, from 9am to 12pm

1. Opening table

¹⁷ As requested by the institution that finances the project, this appendix contains changes and does not adopt terms or communicate information that could endanger the security of the beneficiaries and partners of the Project.



- Reception of guests;
- Welcome from ILO representative.

2. Inaugural Session (30 minutes):

- Presentation by the facilitator.
- Introduction to the purpose and objectives of the workshop.
- Contextualization of the project in terms of the situation of the LGTBIQ+ population, their capacities and needs, the challenges and risks they face in their professional career. Characteristics of the institutional and political context related to this population.

3. Theory of Change presentation session (20 minutes):

- Presentation of the proposed review of the project's Theory of Change (prepared by Caio after document review and interviews with the project team/Advisory Group).

4. Comments on the Theory of Change (80 minutes)

- Exercise to develop a problem tree based on what is proposed in the Theory of Change using the Miro platform;
- Based on the TOC presented and the exercise carried out, continue with the discussion on the components of the proposed Theory of Change and, chain of activities/products, assumptions and risks by level using the Miro platform.

Afternoon - 09/12, from 1pm to 5pm

5. Preparation for group work (45 minutes):

- Review of the Theory of Change presented and discussed in the morning;
- Presentation of the group work methodology;
- Division of the 3 working groups and definition of permanent speakers and editors for each group:
Group 1: Kitchen & Voice and other professional training initiatives;
Group 2: Ability of employers and associations to understand and support people diverse in terms of gender;
Group 3: National Action Plan for people's employability in terms of gender diversity;
- Spatial organization of groups.

6. Group work (120 minutes):

- **Section 1: Context Analysis**
Guide Questions



What changes in the institutional, political and social contexts are relevant to the implementation of the programme?

What institutional, political and social conditions are crucial to ensuring that these changes occur?

- **Section 2: Problem Analysis**

Guide Questions

What continue to be the main barriers to population inclusion in terms of gender diversity in the labor market?

How do you visualize the project's desired impact on the community in terms of gender diversity considering individual changes?

How do you envision the project's desired impact on the community in terms of gender diversity considering institutional changes?

- **Section 3: Strategy Development**

Guide Questions

What new strategies need to be developed to take into account changes in context and resolve implementation bottlenecks?

What strategies are needed to ensure the sustainability of project results?

How do you visualize the change at the level of the institutions/organizations involved, considering the project deadlines (taking into account the possibility of a new phase)?

7. Presentation of results in plenary (45 minutes – 15 minutes per group):

- Presentation Group 1;
- Presentation Group 2;
- Presentation Group 3.

Morning - 13/09, from 9am to 1pm

8. Role identification (90 minutes):

- Presentation of a systematization of the Theory of Change review based on the work of the groups from the previous day;
- Prioritization matrix exercise in relation to the proposed changes;
- Taking into account the revised TOC and the prioritization exercise, based on the stakeholder map, reaffirm or review the expected role of each counterpart in the project;
- Discussion about possible joint actions between actors to promote changes;
- Preparation of a preliminary implementation plan for the final period of programme implementation.



9. Design of Indicators and Monitoring Mechanisms (90 minutes):

- Presentation on the importance of indicators, monitoring and timely reporting in development projects (examples);
- Validation and review of the project indicator matrix;
- Analyze the matrix of indicators in light of the revised Theory of Change and, if necessary, add proposals for revised and/or new indicators.

10. Closing and Commitment Session (30 minutes):

- Summary of the main points discussed during the workshop;
- Commitment of participants to carry out the agreed actions;
- Acknowledgements.

Necessary materials:

- Projector and screen for presentations;
- Blackboards or flipcharts for group activities;
- Pens/markers, flipcharts and other writing materials; and
- Space for group activities and plenary discussions.

When finished

- Perception survey about the workshop;
- Definition of responsibilities to monitor changes and decisions resulting from the workshop.