



International Labour Office

**DECENT WORK COUNTRY PROGRAMME REVIEW
NEPAL 2013-2017**

Final Version

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**For the International Labour Office
By David Tajgman**



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Acronyms

Acronyms are used in this paper from the outset, for the sake of brevity.

AHS	Annual Household Survey
ANTUF	All Nepal Trade Union Federation
CBS	Central Bureau of Statistics
CO	Country Office
CP	Country Programme
CPO	Country programme outcome
CPR	Country Programme Review
DoLIDAR	Department of Local Infrastructure, Development & Agriculture Roads
DWCP	Decent Work Country Programme
DWA	Decent Work Agenda
DWT	Decent Work Team
FNCCI	Federation of Nepalese Chambers of Commerce & Industry
FWEAN	Federation of Women Entrepreneurship Associations of Nepal
GEFONT	General Federation of National Trade Unions
GRRSP	Gender Responsive Recovery for Sustainable Peace
ILO	International Labour Office/Organization
IR	Implementation report
IRIS	Integrated Resource Information System (of the Office)
ITC/ILO	International Training Centre of the ILO
KMG	Kathmandu Migration Group
LED	Local economic development
M&E	Monitoring and evaluation
NEFIN	Nepal Federation of Indigenous Nationalities
NMP	National Master Plan (child labour)
NPC	National Planning Commission
NTUC	Nepal Trade Union Congress
P&B	Programme and budget (of the ILO)
PR	Progress report
prodoc	Project Document
ROAP	Regional Office for Asia and the Pacific
RT	Review Team
SIYB	Start/Improve Your Business
SNRTP	Strengthening National Rural Transport Programme
ToR	Terms of Reference
UN	United Nations
UNFPA	United National Fund for Population Activities
UNICEF	United Nations International Children's Emergency Fund
USAID	United States Agency for International Development
USDOL	United States Department of Labor

Acknowledgments

The DWCP Review Team (RT) is composed of Mr. David Tajgman and Ms. Shubheksha Subu, Director of Programmes at Foundation for Development Management. This report was initially drafted by Mr. Tajgman, and sent for review by Ms. Shubheksha. The Team would like to thank Mr. Richard Howard, Director of the ILO Office for Nepal, and ILO officials Ms. Nita Neupane, and Ms. Bina Kunwar Thapa for their support during the review mission, as well as all those interviewed for sharing their perspectives about this DWCP.

The author wishes to thank ILO Officials in the Kathmandu Office particularly for comments made on a preliminary draft of this review. The comments helped in editing the report to pay somewhat greater attention to measures of DWCP outcomes beyond those seen through the original indicators established in the DWCP. In relation to this, the author wishes to emphasize the intended learning function of this review, and to acknowledge the very satisfactory job the Office in Kathmandu is doing in supporting the DWCP in Nepal. Parts of this report may be read as inferring significant deficiencies; this is not at all the case. The suggestions made in this report are typically at the margins of work promoting the DWCP. Indeed, sometimes-reiterative explanation appears precisely because the areas of discussion could be seen as trivial. The suggestions may, nevertheless, be useful for making exceptional work already done well.

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Executive summary

Background, methodology and limitations

Nepal's DWCP 2013-2017 is its third. This CPR is the third, the second having been done of Nepal's DWCP 2008-2012, and the first in 2007. The current Programme set the following 3 priorities, with 7 programme outcomes and 25 outcome indicators:

Priority 1: Promotion of employment-centric and inclusive growth (the *Employment Priority* herein)

Priority 2: Improved labour market governance and industrial relations (the *Governance Priority*)

Priority 3: Promotion of fundamental principles and rights at work (the *Rights Priority*)

The Gorkha earthquake devastated parts of the country in April 2015, killing, injuring and displacing tens of thousands, and affecting implementation of the DWCP. Elections and a new Constitution have brought changes to governance in Nepal; the holding of recent local elections makes implementation of federalization mandated in the new Constitution imminent.

The purpose of this CPR is to "take stock of what has worked and has not worked and to see what needs improvement and/or continuation into the next DWCP which is scheduled to begin in 2018." It is an internal review, intended to be less formal than an evaluation and "primarily for learning". Its methodology is nevertheless evidence-based, using accepted evaluation techniques that are grounded in measurement against established indicators, reference to evaluation and supplementary questions set in its ToR, recommendations in the previous CPR, and the OECD/DAC evaluation criteria.

Key informants among ILO constituents, stakeholders, donors and partners, ILO Officials and project personnel, were purposively sampled and interviewed. A semi-structured question framework was used based on OECD/DAC criteria and complemented by the review's evaluation questions as relevant to the person being interviewed. A scored questionnaire tool was administered to ILO programming staff and project personnel on the one hand and constituent/stakeholder attendees at the review's consultation meeting on the other; results were used indicatively to help establish trend. Relevant documents – including project evaluations – were reviewed; questionnaires focused on knowledge sharing and recommendations made in the 2013 CPR were circulated among ILO Officials and project personnel.

The CPR report first measures indicators against the published DWCP targets, then moves to establish the degree to which outcomes hoped for in the DWCP have been realised, and characterize attribution to ILO support. Findings needed to assess the evaluation criteria have been sought throughout this process.

The review is limited by a degree of evidence-based subjectivity as a result of normal resource limitations that made only sampling possible. Thus an indication or observation made in relation to some project or event should not be understood to mean that the same indication or observation could not be made or does not apply to other projects or events. There had been no tripartite consultative monitoring of the DWCP as publically published

during its term, despite provision having been made for it in the document. Assessment was thus limited to the original outcome indicators and undertaken *de novo*.

Main findings in respect of outcomes' indicator sets and outcomes

Summarized findings on the 7 CP outcome indicator sets are presented in the body of the report at page 8 and detailed in Annex V, below at page 45.

Turning first the *Employment Priority*:

- a. With respect to the *policies, strategies and regulatory framework being strengthened for the promotion of employment-centric and inclusive growth*, there is evidence of greater account being taken of the informal economy in laws, regulations, and policies, including the labour law currently pending parliamentary adoption. A National Employment Policy was adopted in 2015; it evidenced sectoral focus and gender responsiveness. ILO projects referenced in one of the indicators did not come to pass, preventing measurement against its outputs.
- b. In terms of *vulnerable groups, especially young men and women, having improved access to employment services and to productive employment and income opportunities*, significant positive measurements were noted. The GRRSP and particularly SNRTP projects have generated notable amounts of employment among vulnerable groups, and a number of employment centres have been made operational or strengthened; these facts are well documented. Emergency employment was also created in the wake of the 2015 earthquake. On other indicators, labour market information and analysis systems have deliberately not been established, nor has a national action plan for youth employment been adopted or implemented. The earthquake interfered with plans for the Bureau of Statistics to execute a second school-to-work transition survey with ILO financial support.
- c. With regard to *institutional capacity, legal and policy frameworks being strengthened for the improvement and extension of social protection coverage*, measures of each of the established indicators remain pending; the national framework for social protection has not yet been endorsed by the NPC, and legislation on social security and the social security funds are pending before the Nepal Parliament.

Looking at the *Governance Priority*:

- a. In the matter of *gender responsive labour legislations, regulations and policies being developed and enacted in line with international standards* the indicators set for measurement were closely related to the enactment of a new labour law, which remains pending with the Parliament. Having not been adopted, it has not been possible to conclude conformity with international standards. Nor has it been possible to measure the incidence of implementation of regulations extending labour administration services to the informal economy – although it is understood that the labour law as drafted intends that this be done. Nor are codes of good practice – also said to be a feature of the draft new labour laws – in place to be measured.
- b. *Apropos the Constituents (MOLE, Wos and Eos) have strengthened capacity to achieve better industrial relations* bipartite and tripartite forums exist and operate, but it has not been possible to count their incidence or operational regularity. This is the case also with collective bargaining agreements. The ILO has worked with employers' and workers' organizations to improve their support to employers' human

resources management function in the first case, and their human resources in the second, but actual measures have not been possible.

- c. In terms of *improved labour administration for effective implementation and monitoring of labour legislations* it has not been possible to collect data. Inquiries in most cases met with the response that the new labour law had not been brought into being and thus the foreseen monitoring and compliance systems had not yet been developed.

Finally, with regard to the *Rights Priority*:

- a. In respect of *constituents and major stakeholders having improved capacities to address the implementation gap in respect of conventions 29, 105, 169 and 182 and to ratify conventions of national priorities* legislation is pending in respect of one indicator and administrative approvals in respect of another three, i.e. referenced national action plan, the revised national master plan, and the hazardous child labour list. A number of child labour free zones have been established, both with and without ILO support. An ILO count of zones has been made public, but information from informants suggests that there may be more; a fuller count has not been possible. Similarly with migrant workers benefiting from targeted trafficking prevention services; these are known to exist and have been strengthened in recent years with ILO support, but the reviewer has not identified before and after numerical data.

Main findings in respect of OECD/DAC and supplemental criteria

In terms of *relevance* –

- The DWCP is *prima facie* aligned with national priorities, the UNDAF (2013-2017), and the ILO's strategic policy framework. Nothing has been found indicating deviation in implementation of the DWCP from this designed alignment.
- The DWCP was formulated taking into account national political, economic and social factors. It balanced well the inherent uncertainties in those domains with pursuit of a credible DWA.
- CPO indicators have been relevant to the CPOs, and implemented activities relevant to achieving CPOs. The idea that "the priorities and outcomes identified by the DWCP were relevant to [your] needs" ranked highest among all questions among the constituent respondents administered the scored questionnaire tool.
- ILO supports exhibited flexibility, adjusted in response to the earthquake, providing important employment, livelihood and reconstruction supports. In two or three instances positive flexibilities might have been complemented by small adjustments to priority strategies and theories of change made through DWCP-focused (as compared to administration-focused) monitoring processes.
- Overall, the substance of the TC portfolio was spread well across CPs, particularly taking into account the fact that some areas of work could not be taken up until legislative processes are completed.
- The DWCP document and current CPOs reveals coherence and an approach that integrates various elements of the DWA in active support strategies.

- ILO's cross-cutting policy drivers (ILS, gender equality and non-discrimination, and social dialogue) have been integrated into the DWCP explicitly, as implemented, and as recorded in the CPOs registered in IRIS. Analysis suggests a strong integration of gender equality and non-discrimination, followed by social dialogue and lastly ILS.

Regarding *effectiveness* –

- Projects' evaluations have commented on their effectiveness in achieving their outcomes, for example, in formalizing the informal economy, supporting informed migration decisions, responding to livelihood and employment challenges among vulnerable groups after conflict, and combatting child labour. Analysis and conclusions therein vary; the tone is typically positive, particularly in terms of projects being able to work constructively with constituents and other stakeholders during project implementation.
- The aftermath of the earthquake and staff rotation and turnover – particularly in government – were commonly cited in documents and among informants as challenging effectiveness.
- Related to this last point, the fact that several laws and policies drafted with ILO support have not yet been enacted or formally endorsed tempts an observation of ineffectiveness. The successful endorsement of the employment policy – which had notable national and regional inputs – can be exhibited in counterpoint.

The *efficiency* of the Office and projects in delivering ILO support has been widely praised, along generally with the quality, credibility and skills of ILO Officials and experts.

- The Kathmandu Office has a strong positive reputation among UN and donor partners as well; this appears to have given positive results in terms of coordination and exploitation of possible partnerships.
- There are examples of RBTC and/or RB funding having been leveraged well, functioning as seeding, bridging and complementing roles with other funding.
- Global and regional projects have brought cost-effective supports to the DWCP.
- Some evaluations have noted weakness in developing or implementing exit strategies to ensure actions or results are sustained by partners' institutions at local, provincial and/or national levels.

With regard to outcome-level *impact*, progress and change has taken place in the past five years. These developments may or may not have been measured fully against the indicators and milestones set out in the 2013 DWCP document. They are nevertheless results, possibly of ILO supports or actions. The report notes specific instances in this regard.

- Under the *Employment Priority*, the new ILO-supported NEP is in place and poised for continuing implementation; expert opinion suggests that its effects remain awaited. The extension of employment-intensive strategies in infrastructure is taking place. Other labour market supporting tools and systems named in the DWCP await development. Available data suggests that employment growth generally and youth employment remains a problem; demand for migration for employment remains unabated, while possibility safer and fairer as a result of ILO supports.

- With regard to the *Governance Priority*, the self-evident inability of the Office to take the final step in enacting legislative or endorsing policy appears to undermine the impact of seemingly well designed, adequately implemented and essentially successful prior supports. Unfortunately, it is very difficult to measure the progress that occurs while working toward the final step. This might include, for example affecting attitudes and opinions, developing individual and institutional capacity. Nevertheless, final enactments, endorsements, and implementing measures are awaited.
- In terms of the *Rights Priority*, there appears to be greater awareness of child labour as something to be avoided and area-based approaches might be a way to move in this effort; GoN data suggests little change over the term of the DWCP. The adoption of relevant ILO supported policies remains with government. The status of migration for employment has twice been holistically monitored, making it possible to take actions to credibly assure its safety and fairness; sustaining these efforts certainly ought to be a high priority on the DWA in Nepal.

Evidence points to a certain fragility in terms of *sustainability*, as well as keen awareness of this fact within the Kathmandu Office. Broad support for sustainability across DWCP interventions is found in strengthened knowledge sharing (although even more work is needed there). There is evidence of project design taking issues of sustainability well into account and a commitment to resource mobilization designed ultimately to tip the scale of factors affecting sustainability.

The ILO's *comparative advantage* in being a standards-based, tripartite organization appears to have been relatively well exploited, although domestic political factors affect both. This occurs relative to affiliations between representative organizations and political parties and in respect of indigenous peoples. It appears that the Kathmandu Office personnel have been able to deal with challenges in these respects. Specialized Office expertise was named as being undeniable and widely acknowledged by key informant stakeholders.

Strategic partnerships are evident in financial, operational, and coordination functions throughout implementation of the DWCP. In light of the comparative advantages exhibited by the Office in Kathmandu, the potential here in the future appears bright.

Conclusions and recommendations

The ILO's DWCP 2013-2017 in Nepal was based on a generally well-constructed DWCP document. It CPOs were relevant to constituents and stakeholders and coherent with development plans and needs. It has generally been effectively and efficiently implemented.

The results of follow up on recommendations made in the *2013 DWCP Review* appear in Annex VI below at page 49.

In respect of evaluation questions –

- The priorities and outcomes identified in the DWCP were – and continue to be – relevant to beneficiary needs. Actual ILO supports have been highly relevant to beneficiary needs as identified in the DWCP.
- ILO supported activities have been somewhat effective in realizing outcomes and indicators they were set to achieve. In several of the cases where measures of the 25 indicators identified in the DWCP have not met target, achievement appears to be

very close (although for a few this has been the case for many years) or non-achievement is unrelated to the effectiveness of ILO support.

- ILO supported activities have been relatively efficient in supporting realization of outcomes, if not indicators, identified in the DWCP. Resource mobilization and leveraging of RBTC and RB funding appears to have been very efficient as well as effective.
- DWCP interventions have in some cases had a notable impact contributing to outcomes and indicators identified in the DWCP. In other cases, impact may be occurring more subtly.
- Achievements against DWCP outcome indicators – either where targets have been met or where there has been progress towards targets – are to a certain extent likely to be sustainable and the outcomes themselves are likely to be sustainable. There has been improvement in knowledge sharing but more improvement is needed with a view to supporting the sustainability of DW improvements and DWCP results.
- The ILO's activities and interventions have universally exploited its normative- and constituent-based comparative advantage. The successes seen in many interventions may be at least partially attributed to the ILO's *niche* specializations and unique characteristics of the Office working within the particular specialized area.
- Strategic partnerships have been notably exploited, engaged and developed during the term of the DWCP.

Other conclusions, further explained in the report –

- Noteworthy developments in the country context, as well as in DWCP implementation, would have made regular monitoring against the published DWCP indicators an informative exercise, enabling adjustments in (or agreed notations on) CP strategies, theories of change and outcome indicators.
- Monitoring of the DWCP through IRIS has not suffered substantially as a result of lacking monitoring of the DWCP as publically published. An annual monitoring consultation would enable the work of the ILO to be more strongly cast to broader constituents' and stakeholder groups within the context of the challenges projects and RB-funded activities seek to help remedy, and the DW outcomes the DWCP aims to help address.
- Comprehension, commitment and adhesion – and thus relevance, effectiveness, impact and sustainability – of the DWCP would benefit from regular periodic consultation on outcomes and indicators set out in a new DWCP document.
- The ILO is uniquely placed to play a very important bridging role in making ever-changing government staffs and political officials knowledgeable in the DWA and DWCP in Nepal. Consideration should be given to playing that role more proactively and systematically.

Recommendations –

For the CO:

- a. In respect of a new DWCP document:

1. Continue CPO's oriented toward employment, governance and rights;
 2. Take care to assure that indicators are measurable regardless of the occurrence of ILO TC;
 3. Maintain DWCP brevity;
 4. Maintain the good distinction between indicators and targets;
 5. Formally recommit to the “organiz[ation of] six-monthly tripartite meetings [annual meetings would suffice] on the implementation and monitoring of the DWCP in order to strengthen partnership and ownership of DWCP among ILO constituents”;
 6. Maintain concise statements of strategy, theory of change, taking care to frame these in terms that are relevant to constituents' and other relevant policy frameworks, keeping in mind the possibility for and importance of revisiting them in terms of b. below.
 7. Use capacity building as a highlighted and explicit cross-cutting theme in the new DWCP to address acknowledged capacity challenges as well as to increase constituent interest in implementation of the DWCP as such.
 8. Translate and published the new DWCP in Nepali.
- b. Prepare for and actually conduct regular periodic tripartite consultations during the term of a new DWCP, concerning its implementation.
9. Emphasize the casting of and reporting on developments in ILO work in the context of the DWCP Outcomes, as distinguished from reporting on projects.
 10. Explicitly review progress against DWCP outcome indicators and assure understanding within the Office and among constituents and stakeholders that measurement against these indicators is only partially indicative of achievement of the relevant DWCP Outcome; a "situation analysis" of the larger DWCP Outcomes should also be presented.
 11. Note changed circumstances that affect the validity of outcome strategies or indicators and memorialized them in writing.
 12. Reference to the results of such a consultation should be made and appended to the DWCP.
- c. Engage a specialist in knowledge sharing to, *inter alia*, develop and implement a knowledge sharing strategy, increase Nepali language distribution of knowledge products, and assure local focus of global products.
- d. Undertake risk identification, avoidance and mitigation efforts in relation to the implications of federalization and the functioning of the NPC as it relates to DWCP outcomes.
- e. Seek to appropriately improve the social dialogue and ILS cross-cutting policy driver linkages within all outcomes in a future DWCP.

- f. Assure that internal CPOs are consistently contributing to DWCP outcomes, and refer as appropriate to DWCP indicators in CPOs; alignment CPOs with results of regular periodic tripartite consultation on DWCP progress.
- g. Maintain leadership roles and active involvement in coordinating bodies as a means of assuring ILO visibility as well subject matter coherence and coordination with other stakeholders.
- h. Consider proactive and systematic methods of broadly informing current and potential future stakeholders of the DWA and DWCP.

For constituents:

- i. Engage with the Office to determine what would motivate them, the constituents, to engage in regular periodic monitoring of the DWCP as such.

1 DWCP and review background

1. The ILO has had 3 DWCPs in Nepal. The first, for the period 2006-2007, was not finalized due to political instability.¹ A second started by covering the period from 2008-2010. In the light of the situation in the country at the time and to align it with other development frameworks, the document was extended to 2012 with necessary revisions.² A review of the *Decent Work Country Programme: Nepal 2008-12* was conducted and published in 2013.³ The third DWCP covers the period 2013-2017 and is the subject of this review.

2. Several events affecting implementation of the DWCP have occurred during its term. A Comprehensive Peace Agreement had been reached in November 2006; it was followed by a period of reconstitution of political institutions of the State. In May 2012, the Constituent Assembly was dissolved after failing to produce a draft constitution; elections were held in November 2013, resulting in new ruling government. On 25 April 2015 the Gorkha earthquake struck central Nepal, killing an estimated 9000 people, injuring 22,000 others, and leaving hundreds of thousands homeless.⁴ A new Constitution came into effect on 20 September 2015, establishing a governance system with national, provincial and local levels. On 17 May 2017 local elections under the new Constitution were held, for the first time in 20 years;⁵ a second round is scheduled for 28 June 2017.⁶

1.1 DWCP logic and objectives

3. Nepal's DWCP 2013-2017 contains 3 priorities focused on employment, governance, and rights; 7 programme outcomes; and 25 indicators with a total of 23 established targets,⁷ with baselines indicated for each of 24. The country priorities were formally stated in the DWCP body as follows, and seen in Annex IV at page 42, below as presented in the DWCP results framework:

Priority 1: Promotion of employment-centric and inclusive growth

Priority 2: Improved labour market governance and industrial relations

Priority 3: Promotion of fundamental principles and rights at work

1.2 Purpose of the review

4. The ToR-identified purpose of the CPR is to "take stock of what has worked and has not worked and to see what needs improvement and/or continuation into the next DWCP which

¹ See description of situation in the review of the programme in International Labour Office 2007. *Nepal Biennial Country Programme Review (2006-2007) Report*, Available at: <http://www.ilo.org/public/english/bureau/program/dwcp/download/nepalreview.pdf>.

² This process is described in detail in International Labour Office 2013. *Review of the Decent Work Country Programme: Nepal 2008-12*, Available at. See pages 5-6.

³ Ibid.

⁴ https://en.wikipedia.org/wiki/April_2015_Nepal_earthquake (accessed 1 June 2017)

⁵ <http://www.reuters.com/article/us-nepal-politics-idUSKBN1880I1> (accessed 1 June 2017)

⁶ <http://www.election.gov.np/en/> (accessed 7 June 2017)

⁷ Two targets were to be decided.

is scheduled to begin in 2018." There is thus a backward and forward-looking aspect to this CPR. The backward looking aspect – "what has worked and what has not" – is primarily with reference to the priorities, outcomes, and indicators of success as set out in the DWCP. It is expected that the forward-looking aspect will be derived in light of gaps found against review criterion.⁸

5. It worth noting at the outset that there is very important distinction between the purpose of an internal CPR and that of an independent DWCP evaluation, which must be taken into account by the reader.

*"As opposed to the independently conducted DWCP evaluations which are conducted by the Evaluation Office, these internal CPRs are meant to be a less formal, meaningful management tool to gauge progress, correct implementation issues and improve performance and inform future strategies. ... DWCP evaluations are primarily for accountability, while CPRs are primarily for learning."*⁹

1.3 Scope of the review

6. The CPR covers ILO activities in Nepal from 2013 to present. With the CPR's learning purpose in mind, it's point of departure is the Country Priorities and Outcomes, using identified indicators for success as set out in the DWCP and its implementation plan. In determining what has worked and what has not relative to realization of outcomes, as measured by identified indicators, this review addresses itself as appropriate and possible to the adequacy of the DWCP vis-à-vis national development challenges and priorities; the usefulness of development strategies and partnerships; challenges and constraints faced; the practical application of gender mainstreaming and attention to vulnerable target groups; and adaptability of the DWCP to changing situation and needs.¹⁰

1.4 Clients of the review

7. The main clients of this CPR are the CO, the ROAP and ILO constituents in Nepal.

1.5 Review team

1. David Tajgman, Consultant and Evaluator and Ms. Shubheksha Subu, Director of Programmes at Foundation for Development Management were assigned the task of conducting this review. The review manager is Pamornrat Pringsulaka, Evaluation Officer, ROAP, Bangkok.

⁸ This would include national priorities under the 14th development plan, SDGs, UNDAF and emerging social, political and economic trends, all under the relevance criteria.

⁹ International Labour Office 2015b. *Guidance Note 17: Conducting Decent Work Country Programme Internal Reviews*, Available at: http://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_421620.pdf, p. 1-2.

¹⁰ These points are taken from the ToR "Scope" section 3.2. It is anticipated that they will appear as headings within the CPR report's Conclusions section.

2 Methodology

2.1 Main review criteria and questions

8. The ToR for this CPR calls for assessment of "the *relevance* and *coherence* of the DWCP design, the *efficiency* in implementation, *effectiveness* of its operations, *sustainability* of results." See Annex I below at page 32. A further 7 categories of "review questions and analytical framework" are identified in the ToR, along with 38 bulleted points:

- 1) the role and relevance of ILO in Nepal, its niche and comparative advantage;
- 2) tripartite participation and capacity;
- 3) the focus and coherence of the programme's design and strategies;
- 4) managing for results;
- 5) the efficiency and adequacy of organizational arrangements to deliver ILO's programme in Nepal;
- 6) knowledge management and sharing;
- 7) progress made on tangible outcomes.

9. To integrate and streamline these frameworks, with a view to maintaining focus, these other review questions have been brought within the OECD/DAC evaluation criteria framework, which features predominately. The formal evaluation questions are those below, and specific secondary questions organized as seen in Annex III below at page 40. Answers to the secondary questions have been identified in the text of the review with an "★."

- 1) Were the priorities and outcomes identified in the DWCP *relevant* to beneficiary¹¹ needs?
- 2) To what extent has actual ILO support been *relevant* to the beneficiary needs as identified in the DWCP? (Have actual activities been relevant to realization of outcomes and indicators identified in the DWCP – regardless of their effectiveness in actually doing so?)
- 3) To what extent have actual ILO supported activities (elements of the DWCP) been *effective* in realizing the outcomes and indicators they set to achieve? (Have actual activities had results foreseen to contribute to DWCP outcomes?)
- 4) To what extent have ILO supported activities been *efficient* in supporting realization of outcomes and indicators identified in the DWCP? (Have supports been redundant, superfluous, insufficient for or in excess to DWCP results?)

¹¹ Beneficiaries in this case are first those identified in DWCP initiatives. Since the purpose of the review emphasizes learning rather than accountability, and that at a relatively high level, institutional beneficiaries are likely the main focus of the review. Beneficiaries at the "grassroots" are typically the focus of project evaluations, and in that sense, the findings of conclusions of evaluations that have been conducted will be reviewed here.

- 5) To what extent have actual DWCP interventions had an *impact* that contributed to outcomes and indicators identified in the DWCP? (Have there been any negative impacts?)
 - 6) To what extent are the achieved indications of DWCP outcomes likely *sustainable*?
 - 7) To what extent are the achieved DWCP outcomes likely *sustainable*?
10. In terms of complementary criteria,¹² those of the ILO's comparative advantage and strategic partnerships with key stakeholders will be addressed through additional questions:
- 8) To what extent has the ILO's contributions exhibited its comparative advantage ("niche"), i.e. tripartite and standards/rights-based orientation, or exceptional expertise?
 - 9) To what extent have strategic partnerships been exploited, engaged, or developed through ILO interventions?

2.2 Review methods and instruments

(a) General

11. As noted above, Nepal's DWCP 2013-2017 contains 3 priorities, 7 programme outcomes, 25 indicators with a total of 23 established targets,¹³ with baselines indicated for each of 24. There has been no monitoring of the DWCP *per se* against its originally published monitoring plan; nor have there been any meetings with constituents to discuss on the progress of the DWCP as such.¹⁴ There have been frequent meetings with constituents to review programmes of CPOs, TC programmes and RB programme support that were linked to the DWCP, just as there has been monitoring within the client's Integrated Resource Information System (IRIS) of CPOs, which are rendered from the published DWCP. Measuring indicators against the published DWCP targets has thus been a first exercise for the CPR. Moving from that, the CPR attempts to establish the degree to which outcomes hoped for in the DWCP have been realised, and attribution to ILO support determined. Findings needed to assess the evaluation criteria have been sought throughout this process.

12. It is further noted that the *2013 DWCP Review* systematically applied a 4-point score scheme; the use of scoring methodology in CPRs has been criticized by reviewers and in subsequent evaluation.¹⁵ For this CPR, a scored questionnaire tool has been substituted, and was used only for broad orientation and to help establish trend, with the result being

¹² International Labour Office 2015b. *Guidance Note 17: Conducting Decent Work Country Programme Internal Reviews*, Available at: http://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_421620.pdf, p. 5.

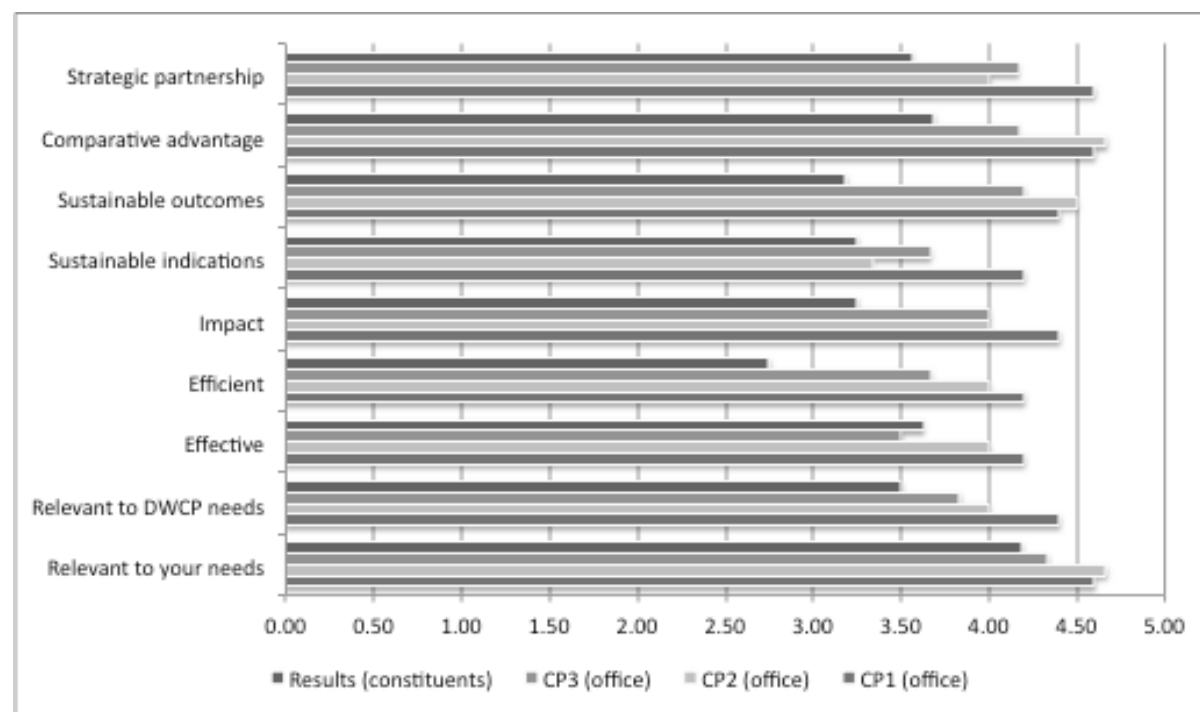
¹³ Two targets were to be decided.

¹⁴ See DWCP, Implementation, performance monitoring and evaluation arrangements, p. 25

¹⁵ Martin, J. 2014. *Delivering better work outcomes: A meta-analysis of 15 ILO Decent Work Country Programme reviews*, (Geneva, International Labour Organization). Available at: http://www.ilo.org/eval/Evaluationreports/Thematieevaluations/WCMS_250372/lang--en/index.htm.

substantially lesser use of scoring than was made in 2013. Results are seen in Figure 1: Results of scored questionnaire tool below, and discussed further in this report.¹⁶

Figure 1: Results of scored questionnaire tool



(b) Approach to data collection

13. Data used for the review was collected from:

- a. Documents that enable a mapping progress against indicators, including relevant project documents and evaluations, and similar related documents including ILO implementation reports;¹⁷ and
- b. Semi-structured interviews with key stakeholders, including constituents, technical partners, ILO Officials and project personnel, past and present, based (1) on preliminary indications of ILO support contributing outcome success,

¹⁶ Sixteen constituents and stakeholders took the survey during a preliminary review results meeting held on 27 April 2017. Fifteen further responses from ILO Office and project personnel were received during focus group meetings arranged on the basis of country priority. To avoid over representativeness in cumulative results occurring because of multiple responses from the same individual (i.e. programming personnel), Figure 1 displays aggregates of ILO respondents by country priority.

¹⁷ International Labour Office 2014b. *ILO programme implementation, 2012-13*, Available at: http://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_243312.pdf, International Labour Office 2016c. *ILO programme implementation, 2014-15*, Available at: http://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_453866.pdf.

with a view to confirming facts and determining attribution; and (2) CPR criterion and questions; and

- c. Questionnaires circulated to ILO Officials and project personnel focused on (1) knowledge sharing and (2) recommendations made in the *2013 DWCP Review*.

(c) Data collection methods

14. The collection methods, as appropriate to the data sources, included review of documents, interviews (face to face and telephonic), and electronic distribution and collection of written questionnaires.

15. Specific questions for key informants were established based on an analysis of documentary information available. A synthetic presentation of collected data has been developed and is presented here to enable cross outcome/indicator comparison.

16. A stakeholders' workshop was held on 27 April 2017. Preliminary results of the review mission were presented there. Views and contributions were solicited and received there; responses to the scored questionnaire tool were also collected there (see footnote 16 at page 5 above and accompanying text).

(d) Sampling

17. Purposive sampling methods were used to determine subjects for interviews.

- a. The DWCP logical framework gives an indication of areas of documentation that need to be consulted in order to respond to CPR questions.
- b. In respect of interviews, the strategy was to fill gaps in information left after document review and to secure responses to questions of a more macro character, based on the CPR questions and the simple semi-structured interview questionnaire.

(e) Indicators

18. The indicators for the DWCP were set out as "key performance indicators" in the main published text and incorporated into the Monitoring Plan in its Appendix 2. Appendix 2 included indicator baselines and target, and yearly milestones. A scored questionnaire tool was also used, as mentioned in paragraph 12 above.

2.3 Relevance of methods and instruments

19. The various methods and instruments were used first to satisfy ToR requirements, which posed quite specific questions, secondly to follow up on recommendations made in the *2013 DWCP Review*, and thirdly to assess the designated indicators of outcome progress. They were relevant and needed to deal with these many parameters.

2.4 Limitations

20. The texts of CPOs were available only for the current period, 2016-2017 (V3). Financial information organized by CPOs were available for 2014-2015 and 2016-2017.

21. Respondents to the scored questionnaire tool were limited to ILO programming staff and project personnel on the one hand and constituent/stakeholder attendees at a consultation

meeting held on 27 April. See Annex IX below at page 54. Its results are taken as indicative and not representative.

22. A degree of evidence-based subjectivity may be observed in the review. This is a result of normal resource limitations that made only sampling possible. Thus an indication or observation made in relation to some project or event should not be understood to mean that the same indication or observation could not be made or does not apply to other projects or events.

3 Main findings in respect of outcomes' indicator sets

23. Much has been done and accomplished in support of decent work in Nepal, by the ILO's constituents independent of the support of the ILO, as well as with its support.¹⁸ This part of the review concentrates on accomplishments in terms of the outcome indicator sets established in the DWCP document as agreed in 2012; its focus is not ILO-supported outputs, which are substantial in several cases. The summary of findings is further elaborated in Annex V, below at page 45. An overview is provided in the main text below.

24. It would be useful to recall the function of outcome indicators sets in DWCPs, and in particular:

- a. the fact that they are intended to "measure achievement of" a country programme outcome;
- b. that outcomes are the actual or intended changes in development conditions that interventions seeks to achieve through the production and utilization of multiple outputs; and
- c. that contribution of several partners may be required to achieve an outcome.¹⁹

Excerpt from *ILO Decent Work Country Programme: A Practice Guidebook*, V.4

"Outcomes are the intended changes in development conditions that result from interventions. They describe positive changes in the target group as the direct consequence of products and services (i.e. outputs) produced by interventions. In formulating CPOs, Country Offices need to ensure that outcomes:

- Make measurable contributions to moving forward the Decent Work Agenda in the country;
- Contribute to the achievement of the relevant Organization's outcomes as set out in the Programme and Budget and the relevant SDGs (see Decent Work and the 2030 Agenda); and
- Are formulated with a clear theory of change in mind (see Figure 3 for an example).

Each CPO has at least one and up to a maximum of three outcome indicators. These outcome indicators set out the criteria and data that will be used to verify or measure achievement of that CPO. Outcome indicators:

¹⁸ See, for example, International Labour Office in Kathmandu 2016. The ILO in Nepal.

¹⁹ International Labour Office. 2016b. *ILO Decent Work Country Programme: A Practical Guidebook, Version 4*, Geneva, International Labour Office. Available at: <http://oit.org/public/english/bureau/program/dwcp/download/dwcpguidebookv4.pdf>, p. 19.

- Provide a simple and reliable means to measure progress towards achieving results;
- Need to be specific, measurable, achievable, realistic and time-bound;
- Should allow the ILO to monitor progress in respect of the cross-cutting issues of international labour standards, social dialogue, gender equality and non-discrimination, and environmental sustainability as relevant;

For effective measurement, a baseline and a target need to be set for each indicator."

3.1 The Employment Priority

25. Broadly speaking the three outcomes under this CP have to do with (1) policies and strategies, (2) actual employment and labour market facilitation, and (3) the coverage of social protection.

Outcome 1.1

Policies, strategies and regulatory framework are strengthened for the promotion of employment-centric and inclusive growth.

Indicator 1.1.1 Number of new or modified legislations, regulations, or policies adopted that promote transition of informal activities carried out by women and men to formality.

Indicator 1.1.2 Gender responsive labour and employment policy adopted.

Indicator 1.1.3 Percentage of recommendations of the sectoral studies for employment targeting by priority growth sectors (agriculture, tourism, construction and manufacturing industries) implemented.

Indicator 1.1.4 Number of DDCs, Municipalities and VDCs that are targeting, monitoring and evaluating employment content of investments in potential growth sectors through ILO technical assistance and demonstration projects.

26. With respect to the first outcome area, there is evidence of greater account being taken of the informal economy in laws, regulations, and policies, including the labour law currently pending parliamentary adoption.²⁰ A National Employment Policy was adopted in 2015; it evidenced sectoral focus and gender responsiveness.²¹ ILO projects referenced in Indicator 1.1.4 did not come to pass, preventing measurement against its outputs.

Outcome 1.2

Vulnerable groups, especially young men and women, have improved access to employment services and to productive employment and income opportunities.

Indicator 1.2.1 LMIAS is established and functional

Indicator 1.2.2 Number of Employment Information Centres of MOLE providing information and counselling services.

Indicator 1.2.3 Updated data (disaggregated by sex) on school - to -work transition in place.

Indicator 1.2.4 Number of productive employment generated for men and women through TC projects.

Indicator 1.2.5 National Action Plan for youth Employment adopted and implemented.

27. Significant positive measurements are also found among indicators in the second outcome area. The GRRSP and particularly SNRTP projects have generated notable amounts of employment among vulnerable groups, and a number of employment centres have been made operational or strengthened; these facts are well documented.²² Emergency

²⁰ Rauniyar, G. P., A.D'Souza, K.Chakma & Rai, W. B. 2016. *Way Out of Informality: Facilitating Formalization of Informal Economy in South Asia (Evaluation)*, Available at: http://www.ilo.org/kathmandu/whatwedo/projects/WCMS_195423/lang--en/index.htm.

²¹ Government of Nepal 2015a. *National Employment Policy 2071 (2015)*, Available at: http://www.ilo.org/dyn/natlex/natlex4.detail?p_lang=en&p_isn=102942&p_count=3&p_classification=08.

²² Nepal Institute for Development Studies 2015. *Final Evaluation Report of Gender Responsive Recovery for Sustainable Peace (GRRSP) Project in Kavre, Ramechhap and Sindhuli District (October 2012 – March 2015)*, Available at:

employment was also created in the wake of the 2015 earthquake.²³ On other indicators, labour market information and analysis systems have deliberately not been established,²⁴ nor has a national action plan for youth employment been adopted or implemented.²⁵ The earthquake interfered with plans for the Bureau of Statistics to execute a second school-to-work transition survey with ILO financial support.²⁶

Outcome 1.3 Institutional capacity, legal and policy frameworks are strengthened for the improvement and extension of social protection coverage.

Indicator 1.3.1 National framework for social protection floor endorsed by NPC Board.

Indicator 1.3.2 SSF is implementing the prioritized social security schemes (Maternity benefit, sickness benefit, workplace accident and unemployment insurance benefit)

Indicator 1.3.3 Social Security Organization Act and Unemployment Insurance Benefit Act enacted.

28. In respect of the third outcome area, measures of each of the indicators remain pending; the national framework for social protection has not yet been endorsed by the NPC, and legislation on social security and the social security funds are pending before the Nepal Parliament.²⁷

3.2 The Governance Priority

29. The three outcomes under this CP have to do with (1) legislation, (2) social partner capacity, and (3) the implementation of legislation.

Outcome 2.1

Gender responsive labour legislations, regulations and policies are developed and enacted in line with international standards.

Indicator 2.1.1 Labour laws (Labour Act, National Labour Commission Act, Freedom of Association Act) are endorsed by the parliament reflect relevant ILS

Indicator 2.1.2 Regulations adapted to extend labour administration services to workers and employers in the informal economy.

Indicator 2.1.3 Code of good practices on collective Bargaining, non-discrimination & termination of employment adopted and implemented.

30. The indicators set for measurement of the first outcome are closely related to the draft new labour law, which remains pending with the Parliament. The relevant parliamentary subcommittee has approved drafts and enactment is expected to be imminent. Having not been adopted, it is not possible to conclude conformity with international standards.²⁸ Thus it

http://www.ilo.org/asia/whatwedo/projects/WCMS_462663/lang--en/index.htm, ILO Employment Policy Department 2016. *Mid-term Internal Review of Skills for Productivity and Employment (GLO/14/22/ROK)*, Available at: Not publically available, International Labour Office 2017. *Technical Cooperation Progress Report: Strengthening the National Rural Transport Programme (SNRTP)*, Available at: Not available.

²³ International Labour Office 2015a. Emergency Cash for work programme for early recovery of earthquake victims.

²⁴ A decision apparently taken in consultation between the relevant government technical departments, ILO technical services, and other stakeholders.

²⁵ Despite significant technical and advocacy work by the ILO to promote both.

²⁶ It is understood that the ILO stood and stands ready to support a second survey.

²⁷ Despite significant technical and advocacy work by the ILO to promote these developments.

²⁸ The Office provided supports in developing the labour law draft, which (on two occasions) advised on achieving conformity with international standards, in addition to developing and supporting legislative approaches that designed to conform to the country situation. See International Labour Office July, 2013. *Technical Note: Comments of the International Labour Office on the Bill to Amend and Unify the Labor Related Law for the Republic of*

is not possible to measure the incidence of implementation of regulations extending labour administration services to the informal economy – although it is understood that the labour law as drafted intends that this be done. Nor are codes of good practice – also said to be a feature of the draft new labour laws – in place to be measured.

<p>Outcome 2.2 The Constituents (MOLE, Wos and Eos) have strengthened capacity to achieve better industrial relations.</p> <p><i>Indicator 2.2.1 Gender balanced bi-partite and tripartite forums at national and local level functioning effectively (meet regularly and take common decisions).</i></p> <p><i>Indicator 2.2.2 Number of CBAs that include vulnerable workers' (women, IPs, Dalits, Differently abled) concerns and priorities signed and implemented at national and plant level.</i></p> <p><i>Indicator 2.2.3 Number of Units/Departments within the Workers' and Employers' Organizations with dedicated human and financial resources.</i></p>

31. In terms of the second outcome, bipartite and tripartite forums exist and operate, but it has not been possible to count their incidence or operational regularity. This is the case also with collective bargaining agreements.²⁹ The ILO has worked with employers' and workers' organizations to improve their support to employers' human resources management function in the first case,³⁰ and their human resources in the second, but actual measures have not been possible.

<p>Outcome 2.3 Improved labour administration for effective implementation and monitoring of labour legislations.</p> <p><i>Indicator 2.3.1 Percentage reduction in days taken for dispute settlement.</i></p> <p><i>Indicator 2.3.3 Number of enterprises for which labour administration has recorded statistics (sex disaggregated) concerning conditions of employment and work.</i></p>

32. It has not been possible to collect data in respect of the indicators for the third outcome. Inquiries in most cases met with the response that the new labour law had not been brought into being and thus the foreseen monitoring and compliance systems had not yet been developed.

3.3 The Rights Priority

<p>Outcome 3.1 Constituents and major stakeholders have improved capacities to address the implementation gap in respect of conventions 29, 105, 169 and 182 and to ratify conventions of national priorities.</p> <p><i>Indicator 3.1.1 The National Master Plan on child labour and Hazardous Child Labour List (sector and activity wise) adopted by the GON.</i></p> <p><i>Indicator 3.1.2 Number of selected zones free from CL.</i></p> <p><i>Indicator 3.1.3 Kamaiya Labour (Prohibition) Act2002 reformed in line with relevant Conventions and endorsed to address all forms of bonded labour in agriculture sector.</i></p> <p><i>Indicator 3.1.4 Number of potential migrant workers (men, women, girls) benefitting from targeted trafficking prevention services.</i></p>

Nepal, Available at: Not published, International Labour Office May, 2012. *Technical note to the Ministry of Labour and Employment, Republic of Nepal*, Available at: Not published. It is not known whether the ILO has provided comments concerning ILS conformity on the draft of the labour law that has now been approved by the parliamentary committee – a draft that is understood now to be final and ready for formal plenary adoption. This evaluator has had intimate experiences with the drafting of labour laws in several countries in different regions; compliance with international standards can only be determined once the final law – the result of national processes outside the control and beyond the advise of the ILO – is adopted and reviewed by the ILO's supervisory bodies.

²⁹ Ministry of Labour and Employment annual report for 2072/73 has been consulted.

³⁰ This is not the thrust of indicator 2.2.3, but is what has been done and what was intended to be done.

33. In respect of the indicators for the outcome desired under this Country Priority, legislation is pending in respect of one and approval in respect of another three, i.e. referenced national action plan, the revised national master plan, and the hazardous child labour list.³¹ A number of child labour free zones have been established, both with and without ILO support; an accurate count has not been possible.³² Similarly with migrant workers benefiting from targeted trafficking prevention services; these are known to exist and have been strengthened in recent years with ILO support, but the reviewer has not identified *before and after* numerical data.³³

³¹ A National Master Plan on Child Labour (2004/14) has been implemented and is being reviewed with a view to its updating, according to the Government. Committee on the Rights of the Child 2013. Third to fifth periodic reports of States parties due in 2010: Nepal., para. 14, 247 and 253. Concerning the hazardous work list, in addition to information of informants, see Stolyarenko, K. 2016. *Promoting the Effective Governance of Labour Migration from South Asia through Actions on Labour Market Information, Protection during Recruitment and Employment, Skills, and Development Impact (SALM project)*, Available at: http://www.ilo.org/kathmandu/whatwedo/projects/WCMS_234634/lang--en/index.htm, p. 21 and 22. Interestingly, the evaluation of the ACHIEVE project mentioned neither that the hazardous work list, the national master plan on child labour nor the number of selected zones free from child labour were indicators in Nepal's DWCP, or that the project had been aware of this or worked toward these indications of country priority achievement.

³² According to the ILO in connection with its TC work, as of June 2016 two wards in Panauti, one ward in Banepa, two wards in Lalitpur, and five wards in Kavrepalanchok – plus an "additional four wards within Kavrepalanchok and Lalitpur districts" – had been declared child labour free zones – 14 wards in total. The author is under the impression that the practice is broader than the scope of the relevant ILO project, and has not been able to quantify an actual figure. See International Labour Office. 2016a. *Declaration of "Child Labour Free Zones"* [Online]. Available: http://www.ilo.org/kathmandu/whatwedo/eventsandmeetings/WCMS_488960/lang--en/index.htm [Accessed 15 July 2017]. The evaluation of the ACHIEVE project, which ended in August 2016 and had promoted area-based models for child-labour free communities, had warned that "[m]echanisms to maintain areas child labour-free are weak and there is a high risk that, given the ongoing supply of potential child workers, wards that have been declared child labour-free will again have incidences of child labour". Jeddere-Fisher, K. & Khatri, B. B. 2016. *Final evaluation of "Towards Achieving the Elimination of the Worst Forms of Child Labour as Priority (ACHIEVE)"*, Available at: http://www.ilo.org/kathmandu/whatwedo/projects/WCMS_234540/lang--en/index.htm, p. v.

³³ See, for example, Stolyarenko, K. 2016. *Promoting the Effective Governance of Labour Migration from South Asia through Actions on Labour Market Information, Protection during Recruitment and Employment, Skills, and Development Impact (SALM project)*, Available at: http://www.ilo.org/kathmandu/whatwedo/projects/WCMS_234634/lang--en/index.htm, p. 31, for example.

4 Main findings in respect of criteria

34. To deepen understanding of the previous points we turn to the review criteria in looking for lessons to be learned from the implementation of this DWCP.

4.1 Relevance

4.1.1 Coherence with national development priorities and policies

35. The DWCP is *prima facie* aligned with national priorities, the UNDAF (2013-2017), and the ILO's strategic policy framework.³⁴ Nothing has been found indicating deviation in implementation of the DWCP from this designed alignment.

36. ★ At the time of its formulation, DWCP was shaped by national political, economic and social factors. At that time these included political uncertainty in anticipation of new elections following the dissolution of the Constituent Assembly, weak economic growth and significant unemployment, under- and vulnerable employment. These factors clearly pointed to the chosen country priorities.

4.1.2 Relevance of support to DWCP priorities, outcomes and indicator sets

37. ★ The DWCP has been implemented flexibly, responding to both emerging opportunities and needs. A clear example is in responsiveness to reconstruction needs after the earthquake³⁵ and adaption of project implementation in the light of delays resulting from the earthquake.³⁶ Implementation support included the GRRSP, which aimed to directly support employment in a unique peace-building scenario.³⁷

38. The multi- and bi- lateral project support portfolio is illustrated in Figure 2 below.³⁸ Overall, it reflects that supports during the life of the DWCP were well balanced to address the identified DWCP priorities, outcomes and indicators, which in turn reflected national development priorities.

³⁴ See DWCP, pp. 9-11.

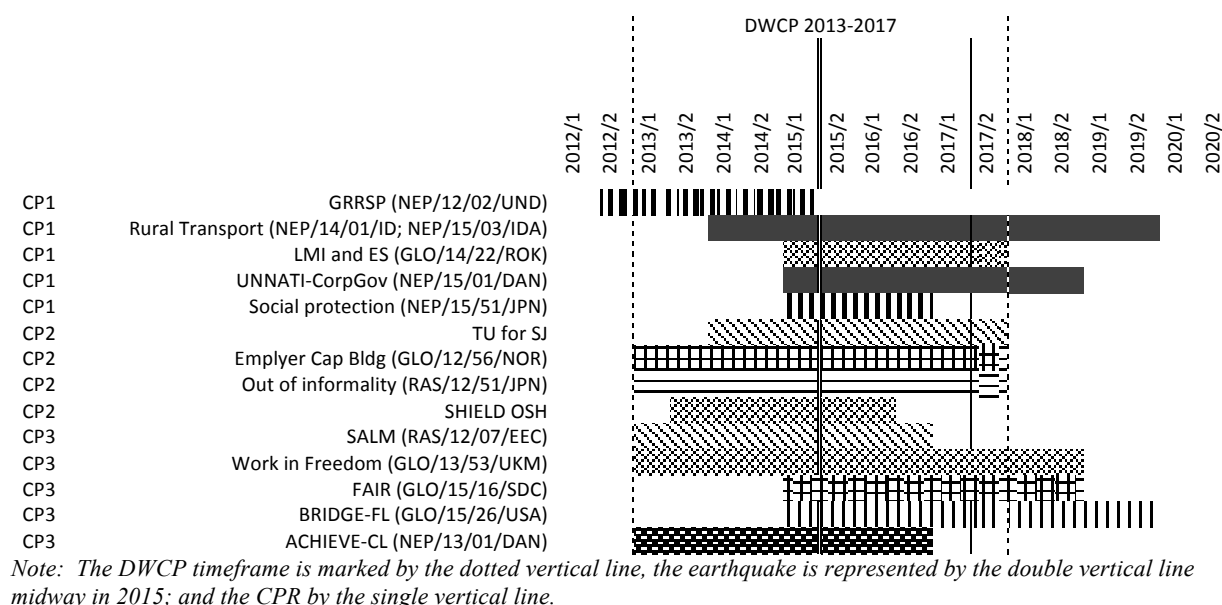
³⁵ See, for example, International Labour Office 2015c. The ILO's response to the Nepal earthquake.

³⁶ See, for example, Stolyarenko, K. 2016. *Promoting the Effective Governance of Labour Migration from South Asia through Actions on Labour Market Information, Protection during Recruitment and Employment, Skills, and Development Impact (SALM project)*, Available at: http://www.ilo.org/kathmandu/whatwedo/projects/WCMS_234634/lang--en/index.htm, p. 8.

³⁷ Nepal Institute for Development Studies 2015. *Final Evaluation Report of Gender Responsive Recovery for Sustainable Peace (GRRSP) Project in Kavre, Ramechhap and Sindhuli District (October 2012 – March 2015)*, Available at: http://www.ilo.org/asia/whatwedo/projects/WCMS_462663/lang--en/index.htm, International Labour Office 2014a. Gender Responsive Recovery for Sustainable Peace (GRRSP) Factsheet. This is acknowledged notwithstanding the observation in para. 47.

³⁸ This representation does not reflect the size of financing.

Figure 2: Project portfolio 2012-2019



39. ★ Each of the priorities established in the DWCP – employment, labour market governance, and rights at work – are consistent with the ILO's capacities and comparative advantages as a tripartite, standards-based institution. The operation of projects have received tripartite guidance through their steering committees;³⁹ and have been guided by its norms.⁴⁰

40. ★ The ILO has actively engaged with other UN agencies and subject-relevant actors to promote and achieve overall policy coherence and partnership between its actions and those of the others. ILO representatives – from the Office Director to programming personnel to project staff – have been reported present and active in numerous coordination groups working with the subjects of migrants, children, trafficking, social protection, etc. The ILO served as convenor for the Donors' Social Protection Task Team. Coordination has been acknowledged in evaluations at the project level as well.⁴¹

41. ★ A review of financial data shows that multi- and bilateral financing accounted for approximately 95% of technical cooperation support funding expended (during earlier periods) and budgeted (for the current period); RBTC and RB accounted for the remainder. This is the budgetary reality of ILO technical cooperation; working realistically with that

³⁹ See, for example, Rauniyar, G. P., A.D'Souza, K.Chakma & Rai, W. B. 2016. *Way Out of Informality: Facilitating Formalization of Informal Economy in South Asia (Evaluation)*, Available at: http://www.ilo.org/kathmandu/whatwedo/projects/WCMS_195423/lang--en/index.htm, p. 34, perhaps to the detriment of tripartite constituents not well representing informal economy workers (p. 31, 41, 45);

⁴⁰ See, for example, *ibid.*, p. 35, 47

⁴¹ Nepal Institute for Development Studies 2015. *Final Evaluation Report of Gender Responsive Recovery for Sustainable Peace (GRRSP) Project in Kavre, Ramechhap and Sindhuli District (October 2012 – March 2015)*, Available at: http://www.ilo.org/asia/whatwedo/projects/WCMS_462663/lang--en/index.htm, p. viii;

reality means both avoiding a pledge of support where external funds are not available and seeking financing to meet demands that are present. In the case of this review, the Office appears to have been able to attract external resources more or less sufficient to be able to work in a balanced fashion in support of DWCP outcomes. See Figure 2 above. Information was received suggesting that the country office has made particular efforts, which were successful, in garnering resources. ★ The growth and breadth of the TC portfolio attests to the idea that resource mobilization has been an integral part of the DWCP strategy during its duration.

42. ★ The DWCP reflected a consensus between the country and the ILO on decent work priorities and areas of cooperation to the extent that it was initially endorsed through a memorandum of understanding on which its implantation has proceeded. No evidence has been received suggesting otherwise then or subsequently.

43. ★ Strategies reflected in the DWCP have largely been present in the main means of action delivering ILO support. The possible exceptions to this are (1) employment generation in the rural transport sector through rural roads maintenance, and (2) the improvement of safety at work through law reforms. In these two cases, there is certainly an alignment between SNRTP's job creation results and the "promotion of employment centric and inclusive growth", as well as between in an improved OSH law and "improved labour market governance". But these specific supports have been provided in the presence of weak reference in the DWCP to the relevant applied strategies.⁴²

44. In the case of the SNRTP, the relevant part of the DWCP to which SNRTP as a means of action may be attributed reads:

Outcome 1.1:

"The ILO will also extend its technical and financial support to the Government to Develop an umbrella Employment policy. To streamline its efforts in promoting employment-centric and inclusive growth, the ILO will target priority growth sectors including agriculture, service, tourism, construction and manufacturing. More specifically, the ILO will provide technical assistance and initiate demonstration projects in DDC, Municipalities and VDCs that are targeting, monitoring and evaluating employment content of investments in these potential growth sectors."

Outcome 1.2:

...
ILO will mobilise resources to implement Technical Cooperation (TC) projects that are geared towards generating and providing productive employment for men and women.
...

⁴² DWCP, p. 14. The related KPI is: "Number of District Development Committees (DDCs), Municipalities and Village Development Committees (VDCs) that are targeting, monitoring and evaluating employment content of investments with a gender lens in potential growth sectors through ILO technical assistance and demonstration projects." While it might be possible to interpret these words as sanctioning of SNRTP, This observation may also be justified by ministry-based silo-ing of interventions like SNRTP – they may not readily seen by all as implementation of – or part of – broader employment policy.

45. These DWCP strategies are consistent with the National Employment Policy, 2071 (2014) – a document produced with important ILO supports.⁴³ That Policy also makes specific reference to the idea of employment creation in the roads sector.⁴⁴ But the employment strategy focus in antecedent CP1 is policy, migration for employment, and labour market intermediation. The reference to "demonstration projects" focusing on employment content of investments in targeted growth sectors (including construction) in localities, could be understood to reflect the SNRTP strategy.⁴⁵ It is understood, however, that a community-based, multi-sectoral LED-oriented intervention was envisaged and intended in this reference. The reference to employment-generating TC projects – a reference that stands out in the context of the foci of CP1 read as a whole – could clearly justify the SNRTP. The very distinct intervention of SNRTP – government financed employment and "decent work" in maintaining rural infrastructure, with ILO technical supports to administrative/engineering personnel aimed at sustaining and broadening the approach – might have justified a more specific reference in the DWCP, had the strategy actually been present during elaboration of the DWCP.

46. In the case of the strategic fit of the OSH SHIELD project, its final self-evaluation found "direct linkages" with the Outcomes 2.1 and 2.3. In both cases however, the focus of the DWCP was on improved governance in terms of labour relations legislation and inspection; there was no reference to workers' safety concerns.⁴⁶

47. Other possible anomalies are the ILO's management of the UNNATI Advocacy Challenge Fund and the GRRSP project. In the first, a sectoral approach consistent with the DWCP's stated strategy is taken, with focus on improved enabling environment, an approach that may be implied as a strategy under the DWCP employment priority.⁴⁷ In the second,

⁴³ For example, Islam, R. 2014. *Nepal: Addressing the Employment Challenge through the Sectoral Pattern of Growth*, Available at: <http://www.un.org.np/sites/default/files/Series12-Nepal-Employment.pdf>, Sijapati, B. 2014. *Enhancing Employment-Centric Growth in Nepal: Situational Analysis for the Proposed Employment Policy, Government of Nepal*, Available at: http://apirnet.ilo.org/resources/enhancing-employment-centric-growth-in-nepal-situational-analysis-for-employment-policy/at_download/file1.

⁴⁴ At para. 10.28: "In the construction of road infrastructure, as well as repair and maintenance, expansion and improving of road networks, priority will be accorded on the basis of impact on employment. While designing road projects, emphasis will be given to employment creation through optimal use of local skills and resources."

⁴⁵ This may not be entirely in line with the very large employment impact of the SNRTP (targeted 3.9 million workdays of paid employment, at least 1.6 million achieved) and distinctive character.

⁴⁶ See Bajracharya, R. D. 2016. *Occupational Safety and Health Development in Nepal (SHIELD) Project - Final Self Evaluation*, Available at: http://www.ilo.org/kathmandu/whatwedo/projects/WCMS_374369/lang--en/index.htm. p. 26 of PDF document.

⁴⁷ The immediate objective of the ILO-implemented Advocacy Fund is the "improved advocacy for responsible business including rights and good corporate governance." See http://www.ilo.org/kathmandu/whatwedo/projects/WCMS_379408/lang--en/index.htm (accessed 20 June 2017). "The Advocacy Challenge Fund is a means to support private sector organisations (PSOs) and other organisations interested in private sector development, of the four value chains (orthodox tea, ginger, dairy and cardamom), to conduct evidence

strategies set out in Outcome 1.2 included employment services and counselling, LMIAS, TC-generated employment generally, and a youth employment action plan; there was no reference to a vision to meet the employment and occupation impacting economic, social and psychosocial hardships of conflict affected women and their families.

48. The conclusion in paragraph 1.b at page 30, urging periodic revisiting and adjustment of the DWCP document are supported by these four examples. While these project activities are fine examples of important ILO support of DW in Nepal, they illustrate the fact that TC projects during the life of a DWCP cannot be identified at its start. The DWCP document must be publicly revisited, consulted and adjusted during its life if its consolidating and coherency functions are to be optimized.

49. ★ The DWCP fits within ILO's strategic policy framework and programme and budget priorities and strategies. Of the current CPOs, 10 have a *target* status and 1 is designated *maintenance*.⁴⁸ Seen in terms of the IRIS registered CPOs, all technical support have had a logical relation to the DWCP; 4 out of 12 have a DWCP link explicitly stated in the form calling for it; the others do not.⁴⁹

50. ★ Inspection of the DWCP document and current CPOs reveals coherence and an approach that integrates various elements of the DWA in active support strategies. ILO's cross-cutting policy drivers (ILS, gender equality and non-discrimination, and social dialogue) have been integrated into the DWCP explicitly,⁵⁰ as implemented, and as recorded in the CPOs registered in IRIS.⁵¹ The pattern shown in the presentation of data in Annex VIII below at page 53 suggests a strong integration of gender equality and non-discrimination, followed by social dialogue and lastly ILS.

51. ★ The DWCP presented in the 2013 document is coherent and logical; technical cooperation activities and projects have been harmonized within the Programme. It is possible to find examples of opportunities taken for intersectionality between components and outcome areas. For example, between the promotion of employment through migration

based advocacy and lobbying activities and to support initiatives addressing responsible business issues including the Global Compact principles, corporate governance and inclusive economic development related human rights issues." See

<http://advocacychallengefund.org/about-us/> (accessed 16 July 2017).

⁴⁸ *Target* status means that progress is on track and results, as per the ILO's P&B measurement criteria, are likely to be achieved during the current ILO budget biennium. Target CPOs are where efforts are concentrated in order to meet the criteria for measurable results during the biennium. *Maintenance* CPOs relate to country outcomes that were reported as a result in a previous biennium; they cannot subsequently be reported against different measurement criteria, but on going work on their achievement is foreseen. See Strategic Programming and Management Department, International Labour Office, 2014. *Programming - Internal Governance Manual*, Available at:

<https://www.ilo.org/intranet/english/bureau/program/download/pdf/igmanual.pdf>.

⁴⁹ In the IRIS field: "CPO is in active DWCP": NPL105 ↔ CP3, Outcome 3.1; NPL801 ↔ CP2, Outcome 2.2; and NPL126 and NPL127 ↔ CP1, Outcome 1.1.

⁵⁰ With reference on page 13 of the document.

⁵¹ With the exception of NPL101, NPL102, and NPL826.

and the protection and securing of the rights of migrants at work;⁵² between the prevention of children working and their being the subject of trafficking; between the creation of employment opportunities in maintaining rural roads and protection of the safety of (these and other) construction workers; between the promotion of occupational opportunities for particularly vulnerable groups and promotion of the provision of minimum social protection for the same groups; between the development of labour law and workplace OSH law. These things have been done.⁵³

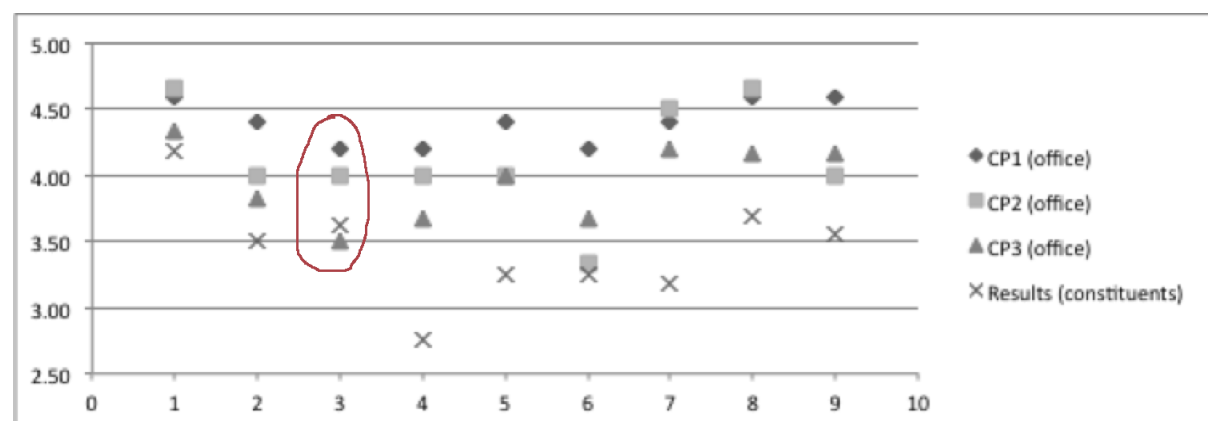
52. ★ Verification that the ILO responds to recognized needs among constituents can be found in the results of the survey questionnaire: The idea that "the priorities and outcomes identified by the DWCP were relevant to [your] needs" ranked highest among all questions among the constituent respondents. Interviews with key informants were aligned with the survey result.

53. ★ To the extent that the DWCP was formulated on a solid mapping of constituent needs, concern can be expressed that the overarching programme has not been adapted systematically to changes during the life of the programme. The Office can be credited with *ad hoc* mapping of constituent needs by way of programming and management personnel's close relations with the constituents' leaderships, making it able to adjustment programmatically during DWCP execution.

4.2 Effectiveness

54. The survey results on the effectiveness question (question #3) showed the smallest difference between Office and constituent/stakeholders' perception as compared with all the other questions. See Figure 3 below.

Figure 3: Constituent/stakeholder and Office perception of effectiveness (circled in red)



⁵² The effectiveness of ILO interventions' persuasiveness in link the promotion of fair migration for employment with the prevention of trafficking for labour exploitation made for an interesting area of discussion with key informants at the Foreign Employment Promotion Bureau.

⁵³ Perhaps the more difficult question is the degree to which these "intersectionalities" are recognized and understood by constituents and stakeholders both as part of their efforts and as efforts of the ILO in partnership with them.

55. ★ Evidence has been repeatedly received suggesting that ILO support has been critically important for bringing national tripartite constituents actively into national development planning forums and networks. The political character and strategic approach of certain constituents may have made involvement a foregone conclusion. In these cases, it has been said that involvement of the ILO improved the quality of engagements by providing a framework for consultations and technical preparation.

56. Looking to project evaluations, there have been successes and challenges in DWCP effectiveness relative to law and policy. The employment policy is cited as an important success. Necessary and effective supports were provided in the social security, labour law, child labour policy and OSH sectors, and effects have been positive, but final adoption of the relevant instruments remains pending, suggesting that whatever was done to promote final adoption – a matter that is clearly outside of the control of the ILO – was not effective. This observation must be seen in light of the fact that in many, if not most of these instances, key informants cite the important absence of local champions and shifting political and technical leadership within government particularly, contributing sometimes to a perception of "two steps forward, one step back" in developments. Technical supports and consensus building efforts *per se* are thus neither easily nor universally faulted.

57. The effectiveness of projects in achieving their outcomes can be seen in relevant evaluations in the areas, for example, of formalizing the informal economy,⁵⁴ supporting informed migration decisions,⁵⁵ responding to livelihood and employment challenges among vulnerable groups after conflict,⁵⁶ and combatting child labour.⁵⁷ Analysis and conclusions therein vary; the tone is typically positive.

58. ★ In terms of awareness – one possible indicator of ownership, and thus commitment to effectiveness – key informants repeatedly showed a limited awareness of the DWCP document as such. Producing the physical document normally refreshed recollection of the idea, but not of the content. This compares badly with awareness of particular initiatives, supports, or projects, to which most informants could resolutely speak. Considering that a DWCP is concretized through initiatives, supports or projects resourced to achieve identified outcomes, awareness of and involvement in those initiatives, supports or projects could be taken as an indicator of ownership, and thus commitment to assuring the effectiveness of

⁵⁴ Rauniyar, G. P., A.D'Souza, K.Chakma & Rai, W. B. 2016. *Way Out of Informality: Facilitating Formalization of Informal Economy in South Asia (Evaluation)*, Available at: http://www.ilo.org/kathmandu/whatwedo/projects/WCMS_195423/lang--en/index.htm., counselling informal enterprise entrepreneurs (p. 28), for example.

⁵⁵ Jersild, A., D'Souza, A., Kwinana, H. & Bhandari, J. 2017. *Mid-Term Evaluation of the Work in Freedom Programme*, Available at: http://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_546254.pdf.

⁵⁶ Nepal Institute for Development Studies 2015. *Final Evaluation Report of Gender Responsive Recovery for Sustainable Peace (GRRSP) Project in Kavre, Ramechhap and Sindhuli District (October 2012 – March 2015)*, Available at: http://www.ilo.org/asia/whatwedo/projects/WCMS_462663/lang--en/index.htm.

⁵⁷ Jeddere-Fisher, K. & Khatri, B. B. 2016. *Final evaluation of "Towards Achieving the Elimination of the Worst Forms of Child Labour as Priority (ACHIEVE)"*, Available at: http://www.ilo.org/kathmandu/whatwedo/projects/WCMS_234540/lang--en/index.htm. See p. iv-v.

efforts. But even on this point, awareness of a living and constituent-owned DWCP ought to be promoted to counter awareness of projects and initiatives limited to those who are involved in them.⁵⁸

59. ★ Key informants reported improved capacities – individual if not organizational – to influence national policy and resources within decent work areas as a result of Office efforts. A challenge raised to this improvement was that posed by personnel movements and shifting job responsibilities.⁵⁹ There are indications that focus is needed to assure that improved organizational capacities (internal mechanisms, tools and procedures) complement institutional capacity to engage in labour market governance and rights compliance with a view to promoting sustainability in the face of changed – but newly capacitated – personnel.⁶⁰

60. ★ There is particular evidence of implementation of certain elements of the DWCP working in close partnership with the tripartite constituents (as compared with being instrumental for) to build national capacities and support policy change. Work on the labour law, in support of employers' organization development, in development of social protection policy, in the SNRTP, and for the benefit of Nepali migrant workers can be named in this respect. As mentioned above, some of these elements have borne fruit; others have yet to come to fruition.

61. ★ The main constraints inhibiting the tripartite constituents in delivering the DWCP in line with their priorities appears to be those related to human capacities, as referenced repeatedly above. At least one documented circumstance has been noted pointing to institutional capacity inhibiting an outcome and related indicator;⁶¹ this was subsequently acted upon by the project.⁶²

⁵⁸ One very high key government informant, for example, had no idea that the employment generation supporting work occurring in the SNRTP (which was known to him) was being done by the ILO, as part of the DWCP.

⁵⁹ See, for example, Stolyarenko, K. 2016. *Promoting the Effective Governance of Labour Migration from South Asia through Actions on Labour Market Information, Protection during Recruitment and Employment, Skills, and Development Impact (SALM project)*, Available at: http://www.ilo.org/kathmandu/whatwedo/projects/WCMS_234634/lang-en/index.htm. at p. 53.

⁶⁰ Ibid. p. 13. For example, in the SALM project "It is also important to highlight that the SALM project contributed to the sustainability of the MRCs through development of operational manuals which could be used further by the government and MRCs staff for effective guidance of operational procedures of the centres."

⁶¹ World Bank 2016. *Project for Strengthening the National Rural Transport Program (P132750) - Implementation Status & Results Report (April, 2016)*, Available at: <http://documents.worldbank.org/curated/en/499801468279914489/pdf/ISR-Disclosable-P132750-04-28-2016-1461859612611.pdf>. GON asked to assure that routine maintenance workers not suffer several months delay in receiving their regular salaries.

⁶² International Labour Office 2017. *Technical Cooperation Progress Report: Strengthening the National Rural Transport Programme (SNRTP)*, Available at: Not available. All routine maintenance workers now receive all wages through direct bank transfers.

4.3 Efficiency

62. ★ The ILO's standard operational management set up is used for DWCP implementation, monitoring and delivery of expected results. The periodic updating of CPOs with IRIS appears adequate; no indications of issues related to monitoring within this system have been found.

63. ★ Key informants universally applauded the quality, credibility and skill of ILO support personnel, technical specialists and administrative personnel, within the Office as well as within projects. No question has been raised relative to integrity or fairness; two key informants noted the ILO's integrity particularly for the importance for their partnership with the Office and its technical cooperation. The ILO in Kathmandu benefits from a strong positive reputation among constituents, interviewed donors and other stakeholders. In terms of available skills, there has been comment about the need for a specialist in media/communications within the Kathmandu Office, servicing both projects and the Office, and for a local labour market or social protection specialist.

64. ★ It appears that resource mobilization has been both efficient and effective, with RB and RBTC funds being used to leverage the approximately 95% of resources allocated to CPOs in 2014/15 and 2016/17 coming from multi- and bi-lateral sources. There are examples of RBTC and/or RB funding having been leveraged well in seeding,⁶³ bridging⁶⁴ and complementing⁶⁵ functions with other funding.

65. ★ Delays in the execution of technical cooperation projects obviously resulted from the 2015 earthquake;⁶⁶ complements have also been given to how quickly normal delivery was resumed.⁶⁷ Besides this, evaluations mention delay in work processes mostly outside of Nepal in, for example, the execution of global or regional projects.

66. It is noteworthy that there have been several global and regional projects, yielding economic but also very important substantive efficiencies. These include projects related to transformation of the informal economy, migration and trafficking, and child labour. Key informants have repeatedly cited the ability of the ILO to work across borders on these matters – as they affect Nepal and for the benefit of Nepalese – as being of significant actual or potential importance.⁶⁸

⁶³ For example, with regard to social protection.

⁶⁴ For example, with WB funding in relief after the earthquake.

⁶⁵ As evidenced in CPO funding information.

⁶⁶ Stolyarenko, K. 2016. *Promoting the Effective Governance of Labour Migration from South Asia through Actions on Labour Market Information, Protection during Recruitment and Employment, Skills, and Development Impact (SALM project)*, Available at: http://www.ilo.org/kathmandu/whatwedo/projects/WCMS_234634/lang--en/index.htm. p. 8.;

⁶⁷ World Bank 2016. *Project for Strengthening the National Rural Transport Program (P132750) - Implementation Status & Results Report (April, 2016)*, Available at: <http://documents.worldbank.org/curated/en/499801468279914489/pdf/ISR-Disclosable-P132750-04-28-2016-1461859612611.pdf>.

⁶⁸ See, for example, Stolyarenko, K. 2016. *Promoting the Effective Governance of Labour Migration from South Asia through Actions on Labour Market Information, Protection during Recruitment and Employment, Skills, and Development Impact (SALM project)*,

67. ★ The DWCP defined clear and assessable outcome-level results. Valid indicators were also set, although the occurrence⁶⁹ or monitoring⁷⁰ of a few were entirely dependent upon ILO TC; these could have been adjusted away from TC dependence without affecting their validity as a measure used to verify or measure achievement of a CPO. As previously indicated, DWCP monitoring has been entirely within the ILO's internal systems; this is agreed and acknowledged within the Kathmandu Office. Likewise, there has been clear understanding of on-going monitoring of projects, against their indicators, with the involvement of stakeholders and constituents. The monitoring plan within the published DWCP has not been used systematically as a management tool.⁷¹

68. ★ Evaluations suggest some weakness in developing or implementing exit strategies to ensure actions or results are sustained by partners' institutions at local, provincial and/or national levels. In the context of projects, the limited timeframe of work at the local level has been noted,⁷² along with the issue of personnel turnover in government. The size of the issue at hand – migration or informality, for example – as well as limited engagement of government in promotion of change (as compared with project staff), has been raised as another.⁷³

4.4 Impact

69. ★ Progress and change has taken place in the past five years. These developments may or may not have been measured fully against the indicators and milestones set out in the 2013 DWCP document. They are nevertheless results, possibly of ILO supports or actions. As mentioned above, regular, periodic changes in government personnel, both political and technical, has been named as an – if not the most – important reason for impact falling short of targets. In the case of the inter-related labour law and social protection reforms, institutional challenges in bringing the latter forward into adopted legislation impacts on the other body of legislation being brought into law.

70. Nepal has an up-dated sector-focused employment policy now as a result of ILO support. It previously had a Labour and Employment Policy, 2062 (2005). A recent ILO assessment of the current employment situation in Nepal acknowledges the setbacks resulting from the 2015 earthquake, including an increase in migration for employment. That analysis

Available at: http://www.ilo.org/kathmandu/whatwedo/projects/WCMS_234634/lang--en/index.htm, p. 50.

⁶⁹ 1.1.4, 1.2.4, 3.1.4

⁷⁰ 2.2.2, 2.1.3

⁷¹ See for example, para. 31 on page 11.

⁷² Stolyarenko, K. 2016. *Promoting the Effective Governance of Labour Migration from South Asia through Actions on Labour Market Information, Protection during Recruitment and Employment, Skills, and Development Impact (SALM project)*, Available at: http://www.ilo.org/kathmandu/whatwedo/projects/WCMS_234634/lang--en/index.htm, p. 26

⁷³ Rauniyar, G. P., A.D'Souza, K.Chakma & Rai, W. B. 2016. *Way Out of Informality: Facilitating Formalization of Informal Economy in South Asia (Evaluation)*, Available at: http://www.ilo.org/kathmandu/whatwedo/projects/WCMS_195423/lang--en/index.htm, p. 37.

promotes the sectoral approach taken in the employment policy.⁷⁴ The potential for increases in employment nationally connected to reconstruction needs resulting from the earthquake is mentioned; sectoral period-on-period change was not reflected in the ILO analysis. A further analysis of the NEP and its implementation done in 2015 by a highly respected national expert noted that it was too soon to see the impact of the NEP and acknowledged that changed circumstances warranted amendment of the document policy to include a component on emergency response, and to respond to implementation challenges with an Action Plan for Implementation.⁷⁵

71. In the area of migration for employment both employment and rights CPOs are implicated. The clear policy mandate for safer migration has now been transparently monitored in two Labour Migration for Employment status reports thanks to ILO support, partnerships between several interested actors and the Government of Nepal.⁷⁶ These reports show that migration for employment continues to be hazardous. The information available to potential migrants on potential risks, designed to reduce them has certainly increased. Other actions have been taken with technical supports with the same and related objectives; of those flowing from the SALM project, many have been realized, while other remain prospective.⁷⁷ Migration for employment continues to be seen as a viable option for Nepali workers facing a difficult labour market at home.

72. In terms of youth employment – where ILO has promoted the development and adoption of policy – AHS data for age cohorts 15-19 and 20-24 suggests some increase in proportions employment, some reduction in those outside of the labour force and those unemployed, results possibly being affected during the most recent period of 2014/15 by the earthquake. See Table 1 below. Similar mixed but potentially more positive results are suggested in data of youth employment and school attendance for these same age cohorts, showing somewhat increased employment and decreased school attendance. Table 2 below.

⁷⁴ ILO Country Office for Nepal 2017. *Nepal Labour Market Update*, Available at: http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-kathmandu/documents/publication/wcms_543497.pdf.

⁷⁵ Sijapati, B. 2015. *Analysis of the National Employment Policy, 2015(2071 BS) - - Nepal*, Available at.

⁷⁶ Government of Nepal, Ministry of Labour and Employment, 2016. *Labour Migration for Employment A Status Report for Nepal: 2014/2015*, Available at: http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-kathmandu/documents/publication/wcms_500311.pdf, Government of Nepal, Ministry of Labour and Employment, 2015b. *Labour Migration for Employment A Status Report for Nepal: 2013/2014*, Available at: http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-kathmandu/documents/publication/wcms_312137.pdf. It probably cannot be overemphasized that this extremely important series continues.

⁷⁷ Stolyarenko, K. 2016. *Promoting the Effective Governance of Labour Migration from South Asia through Actions on Labour Market Information, Protection during Recruitment and Employment, Skills, and Development Impact (SALM project)*, Available at: http://www.ilo.org/kathmandu/whatwedo/projects/WCMS_234634/lang--en/index.htm., see Annex 7.4. Impact mapping at p. 101, showing "realized" and remaining "prospective" impacts.

Table 1: Youth employment

	Employed	Unemployed	Outside labour force
AHS I (2012/13)			
15-19	59.2	2.7	38.1
20-24	72.5	5.8	21.7
AHS II (2013/14)			
15-19	63.6	3.3	33.2
20-24	73.7	7.2	19.1
AHS III (2014/15)			
15-19	62.6	3.7	33.8
20-24	73.2	5.5	21.3

Sources: AHS I: Table 28, p. 37; AHS II: Table 3.17, p. 32; AHS III: Table 3.13, p. 39

Table 2: Youth employment and school attendance

	Not employed and...		Employed and...	
	... not in school	... in school	... not in school	... in school
AHS I (2012/13)				
15-19	n/a	n/a	n/a	n/a
20-24	n/a	n/a	n/a	n/a
AHS II (2013/14)				
15-19	5.7	30.7	25.7	37.9
20-24	14.1	12.2	57.2	16.5
AHS III (2014/15)				
15-19	7.7	29.7	28.5	34.2
20-24	16.2	10.6	58.9	14.4

Sources: AHS I: n/a; AHS II: Table 3.9, p. 34; AHS III: Table 3.14, p.39

73. New labour and social protection legislation is in line for (final) consideration and adoption, and policies labour protection policies have been promoted, also pending adoption, as noted above in para. 56. Improvements in labour market governance are foreseen, pending final adoption of this legislation and future implementing regulations and institutions.

74. Combatting child labour – supported by the ILO ACHIEVE project's focus on area-based child labour free models and policy strengthening – appears well to have become a mission of government.⁷⁸ Available recent CBS Annual Household Survey (AHS) data from during the term of the DWCP does not suggest progress, either pre- or post-earthquake.⁷⁹ See Table 3 and Table 4 below.

⁷⁸ <http://dol.gov.np/np/cms/13> (accessed 15 July 2017)

⁷⁹ Central Bureau of Statistics, Government of Nepal 2013/2014. *Annual Household Survey 2013/2014 (Major Findings)*, Available at: <http://cbs.gov.np/image/data/Surveys/2015/Report%20on%20Annual%20Household%20Survey%202013-14.pdf>, Central Bureau of Statistics, Government of Nepal 2014/15. *Annual Household Survey 2014/15 (Major Findings)*, Available at: <http://cbs.gov.np/image/data/2016/Annual%20Household%20Survey%20Report%202014-15.pdf>, Central Bureau of Statistics, Government of Nepal 2012/2013. *Annual Household Survey 2012/2013 (Major Findings)*, Available at: {Central Bureau of Statistics, 2013/2014 #3363}.

Table 3: Children aged 5-14, by status of employment

	Employed	Unemployed	Outside labour force
AHS I (2012/13)	24.8	n/a	n/a
AHS II (2013/14)	29.4	1.9	68.6
AHS III (2014/15)	31.9	2.8	65.3

Sources: AHS I: p.49; AHS II: Table 3.22, p. 37; AHS III: Table 3.17, 41

Table 4: Children aged 5-14 by status of school attendance and employment

	Not employed and...		Employed and...	
	... not in school	... in school	... not in school	... in school
AHS I (2012/13)	4.3	71	3.2	21.6
AHS II (2013/14)	4.3	66.2	4.0	25.5
AHS III (2014/15)	6.4	61.7	4.5	27.4

Sources: AHS I: Table 40, p. 49; AHS II: Table 3.24, p. 39; AHS III, Table 3.18, p. 41

75. Generally in terms of risk and opportunities, the DWCP accurately identified three: (1) tripartite political will, engagement and related government staff turnover, (2) tripartite prioritization related to various tabled policy and legislative instrument, and (3) resource mobilization. The Kathmandu Office has done well to deal with all three; particularly to the extent they were able at all to influence factors affecting them. In addition, the NPC plays a very important role both in assuring the effectiveness of ILO supports for the DWA and the longer-term impact of changes occurring as a resulting of supports. This situation can be seen in several intervention areas. The operation of the NPC for the benefit of the DWA should be seen as an area of potential risk and risk reduction measures ought to be taken. This observation applies as well to other ministries and departments with which the ILO in Nepal works, aside from the primary Ministry of Labour and Employment, such as the Ministry of Federal Affairs and Local Development, the Ministry of Education, Ministry of Health and Population, etc.

76. ★ In terms of risks and opportunities affecting progress of specific outcomes, the looming implementation of Nepal's system of federal government can certainly be cited. At the policy level, there is some indicated hesitancy to act "pending developments." Related opportunities are also apparent insofar as actions with the potential for results close to local communities can be foreseen. On the legislative front, outcomes 1.3 and 2.1, the political agreement linking labour law with social protection reforms, while positive in principle, has been shown to be difficult to implement in practice, posing a risk to both.⁸⁰ This has impacted on the implementation of outcome 2.3, and probably also the rights outcome 3.1.

77. ★ Up until now, the country programme appears to have accepted these risks and opportunities, and moved where possible to adjust strategies and expectations of results, although there has been no formal adjustment of the outcomes stated in the published DWCP. The next DWCP will certainly need to explicitly acknowledge and orient itself to implementation of federalization.

78. ★ The ILO contribution to outcomes have been relatively well balanced, if not adequately resourced. Key informants did not raise the issue of institutions' abilities to

⁸⁰ Based on comments made by key informants who speculated that the political will for social protection reforms did not equal that for labour law "flexibilization".

absorb technical supports provided as such. Technical cooperation activities have clearly contributed to DWCP outcomes.

79. ★ Performance has been effectively monitored and reported within the ILO systems. As noted elsewhere in this review, monitoring at the national level with emphasis on CP outcomes could be strengthened.

4.5 Sustainability of results and outcomes

80. The sustainability of project results has been commented upon in relevant evaluations in the areas, for example, of formalizing the informal economy,⁸¹ supporting informed migration decisions,⁸² responding to livelihood and employment challenges among vulnerable groups after conflict,⁸³ and combatting child labour.⁸⁴ Ultimate legislative enactment and/or policy endorsements will ensure sustainability in some of these cases. Continued development of institutional capacity is stated as likely to help in others. The evaluation of the multi-country SALM project noted that despite the project doing everything right – neatly listing each one of those actions – "for the national governments and project partners, sustainability is very much dependent on their ability to mobilise resources and still for the majority of them the external support is required to ensure follow up." Here too, in the case of Nepal, the project did well in actually "securing funding for continuation of the work on labour migration issues". Even in the SNRTP, where the DWA is well-embedded institutionally, the sustainability of results ultimately relies on the funding of employment-intensive options.⁸⁵

81. ★ Information is continuously being created by the ILO globally and in Nepal and is shared and made accessible to national partners largely through the Internet, although also through publications in various media and face-to-face communication. It is considered that in a national context, the awareness of this information will help assure the sustainability of results implicated by it. Three recommendations were made in the 2013 DWCP Review

⁸¹ Rauniyar, G. P., A.D'Souza, K.Chakma & Rai, W. B. 2016. *Way Out of Informality: Facilitating Formalization of Informal Economy in South Asia (Evaluation)*, Available at: http://www.ilo.org/kathmandu/whatwedo/projects/WCMS_195423/lang--en/index.htm, p. viii.

⁸² Stolyarenko, K. 2016. *Promoting the Effective Governance of Labour Migration from South Asia through Actions on Labour Market Information, Protection during Recruitment and Employment, Skills, and Development Impact (SALM project)*, Available at: http://www.ilo.org/kathmandu/whatwedo/projects/WCMS_234634/lang--en/index.htm. pp. 64-66.

⁸³ Nepal Institute for Development Studies 2015. *Final Evaluation Report of Gender Responsive Recovery for Sustainable Peace (GRRSP) Project in Kavre, Ramechhap and Sindhuli District (October 2012 – March 2015)*, Available at: http://www.ilo.org/asia/whatwedo/projects/WCMS_462663/lang--en/index.htm. pp. 28-32.

⁸⁴ Jeddere-Fisher, K. & Khatri, B. B. 2016. *Final evaluation of "Towards Achieving the Elimination of the Worst Forms of Child Labour as Priority (ACHIEVE)"*, Available at: http://www.ilo.org/kathmandu/whatwedo/projects/WCMS_234540/lang--en/index.htm. See pp. 26-28.

⁸⁵ Even acknowledging environmental factors and terrains that make employment intensive options most economic.

dealing with knowledge management and sharing; see Annex VI below at page 49. Results of the questionnaire among ILO staffs suggest clearly that most knowledge products are produced in English and that decisions are taken systematically to publish knowledge products in a particular language/languages. Beyond this, data from the questionnaire – including the deviation in responses on individual questions – suggests that there is a continued need for a clear knowledge sharing strategy.

82. ★ The ILO is using and strengthening national knowledge networks and knowledge bases. This has been done at the regional level through the use of numerous internet platforms and tools, though decentralization to national offices of web-building processes. There are examples of country-level gap-filling knowledge products.⁸⁶ There is evidence among key informants of a strong awareness of the role of knowledge sharing in ILO work and this is acted upon. The involvement of Office personnel in the various coordination groups is a useful example in terms of face to face sharing. Improved promotion of work through its documentation and publication is another. Language is, however, an issue raised by constituents' informants, prompting the questions asked of Office staffs to determine the mechanisms by which knowledge products are made available in Nepali. See results at Annex X below at page 55. It has not been possible to systematically survey all knowledge products or even all from a sample project, however the impression received – particularly from constituent informants – is that this is an important issue, which may be exacerbated in cases where the knowledge-producing initiatives are global, regional, or multi-country.

83. ★ When it comes to observing a mechanism for knowledge sharing and the ILO's use of knowledge garnered from DWCP implementation in Nepal, there is evidence that, at very least, information flows follow financial flows. This is apparent from multi- and bi- laterally funded projects operating in Nepal as one of several involved countries,⁸⁷ as well as where regular budget has brought specialist resources from headquarters or the DWT in Delhi.⁸⁸

4.6 Comparative advantage

84. Comparative advantages cited by key informants included specialized skills, the ILO's Kathmandu Office positive reputation and ability for collaboration. Objectively, the ILO's mandate to work with employers and workers and their organizations is undoubtedly an advantage in addressing issues dealing with the world of work. The ILO's normative foundation has apparently taken some abuse, linked to ratification and implementation of C. 169, as noted in pages 23 and 24 of the DWCP and on several occasions with key informants. Positive perceptions on this front may certainly arise from strong publicity being given (when the time comes) to the remedy of particular issues currently under ILO supervision, which are on the verge of being addressed, notably in the area of child labour.

⁸⁶ Several employment policy analysis including data, the migration status reports, etc. See References in this document.

⁸⁷ WIF, SALM, and Way Out of Informality.

⁸⁸ Work in support of the employment policy, for example. Publications and references can be cited.

4.7 Strategic partnership

85. The DWCP in Nepal has engaged with and benefited from strategic partnerships of various types with donors and financial institutions,⁸⁹ other UN agencies individually and their coordination bodies,⁹⁰ civil society organizations and NGOs.⁹¹ Please see footnotes for references.

5 Conclusions and recommendations

86. This part includes conclusions first in respect of the specific evaluation questions, and then in respect of other matters.

87. The results of follow up on recommendations made in the *2013 DWCP Review* appear in Annex VI below at page 49.

5.1 Conclusions in respect of evaluation questions

88. The priorities and outcomes identified in the DWCP were – and continue to be – relevant to beneficiary needs. Actual ILO supports have been highly relevant to beneficiary needs as identified in the DWCP.

89. ILO supported activities have been somewhat effective in realizing outcomes and indicators they were set to achieve. In several of the cases where measures of the 25 indicators identified in the DWCP have not met target, achievement appears to be very close (although for a few this has been the case for many years) or non-achievement is unrelated to the effectiveness of ILO support.

90. ILO supported activities have been relatively efficient in supporting realization of outcomes, if not indicators, identified in the DWCP. Resource mobilization and leveraging of RBTC and RB funding appears to have been very efficient as well as effective.

91. DWCP interventions have in some cases had a notable impact contributing to outcomes and indicators identified in the DWCP. In other cases, impact may be occurring more subtly.

92. Achievements against DWCP outcome indicators – either where targets have been met or where there has been progress towards targets – are to a certain extent likely to be sustainable and the outcomes themselves are likely to be sustainable. There has been improvement in knowledge sharing but more improvement is needed with a view to supporting the sustainability of DW improvements and DWCP results.

93. The ILO's activities and interventions have universally exploited its normative- and constituent-based comparative advantage. The successes seen in many interventions may be at least partially attributed to the ILO's *niche* specializations and unique characteristics of the Office working within the particular specialized area.

⁸⁹ For example, specifically with the World Bank, the United States, Japan, Korea, the United Kingdom, Switzerland, the European Union, and Denmark. And generally, with the IBPG

⁹⁰ Specific agencies in the context of intervention collaboration, such as FAO, IOM, UNICEF, UNFPA, and generally in the KMG, the UNT Coordination group (meeting twice monthly), etc.

⁹¹ The Asia Foundation, ILO project implementing local NGOs.

94. Strategic partnerships have been notably exploited, engaged and developed during the term of the DWCP.

5.2 Other conclusions

95. Noteworthy developments in the country context, as well as in DWCP implementation, would have made regular monitoring against the published DWCP indicators an informative exercise. For example, *technical* supports on labour law reform ended with a technical note on the subject done in about the third quarter of 2013, and for social security reforms at about the end of 2015; subsequent work in both areas focused on Office advocacy and supporting constituent advocacy for adoption of the reforms.⁹² Having the opportunity to bring this situation transparently forward for discussion with constituents in the context of an annual review against the several relevant DWCP indicators might have made some difference in progress in these areas. Similarly in relation to several other indicators and outcomes.

96. The DWCP document could be a much stronger reference and monitoring tool. The DWCP document exists; it has been published in English (only); and its priorities are duly referenced. Findings strongly suggest that it plays a weak secondary role in the work of the Office and ILO constituents in Nepal, and is in practice used only as an obligatory reference.⁹³

97. Monitoring of the actual DWCP – as opposed to the DWCP as published – has not suffered substantially as a result of the use of the published DWCP described in the paragraph immediately above. On the other hand, that use of the DWCP has constrained the effectiveness of the ILO to exploit its unique ability to present a coherent and holistic plan – and elements fitting into the plan – to improve working and social conditions in Nepal.⁹⁴ Said more explicitly, the work of the ILO could be more strongly cast to broader constituents' and stakeholder groups within the context of the challenges projects and RB-funded activities seek to help remedy, and the DW outcomes the DWCP aims to help address.

98. Comprehension, commitment and adhesion – and thus relevance, effectiveness, impact and sustainability – of the DWCP would benefit from regular periodic consultation on outcomes and indicators set out in a new DWCP document. This is ILO policy; findings in this review suggest the desirability of such a result, at least at the margins and potentially more fundamentally. Such consultation should emphasize realistic monitoring of developments with a view to adapting outcomes and indicators, as well as strategies.⁹⁵ It should emphasize holistic comprehension of the Programme and its desired outcomes and

⁹² Important actuarial studies were done in 2016, but the use of these are relevant only once the legislation enacting the social protection schemes are enacted, and technical support to that ended earlier.

⁹³ Based upon the repeatedly exhibited lack of knowledge of constituents and key stakeholders with the document and its contents (persons who should know), absent and erroneous documentary references to it, and similar. It may be telling that a key ILO promotional document – likely produced at Headquarters - reproduces the DWCP Priorities in a highlighted box, with priorities 1 and 2 sequentially inverted. International Labour Office in Kathmandu 2016. The ILO in Nepal.

⁹⁴ This is something that distinguishes the ILO from any other organization, public or private, implementing projects.

⁹⁵ This would remedy the issue reflected in paras. 43 and 47.

de-emphasize as much as possible project status reporting against project outcomes. There should be a thorough conversation within the Kathmandu Office about why this type of consultation would be a good thing, and what factors should be considered to make it a good thing.⁹⁶

99. ILO staffs appear more optimistic about implementation of the DWCP than constituents. This was shown in the results of the indicative survey, (see Figure 1 above at page 5 and Figure 3 above at page 17) but also detected in face-to-face interviews. Is there justification in reality for one group or the other to be "right"? Conclusions above concerning knowledge sharing, consultation, and monitoring and periodic adjustment of the monitoring plan might be relevant in considering this question.

100. The ILO is uniquely placed to play a very important bridging role in making ever-changing government staffs and political officials knowledgeable in the DWA and DWCP in Nepal. This function can be seen as a role defensively played in response to changing personnel – something that needs to be done when evidence arises that a block to progress has developed – or a role to be more proactively and systematically played by the Office through appropriate mechanisms. These mechanisms are essentially knowledge products designed and systematically used with this function in mind. For example, regularly scheduled information and advocacy meetings,⁹⁷ DWCP-oriented (as compared with project-oriented) website in Nepali,⁹⁸ LISTSERV emailing,⁹⁹ etc.

5.3 Recommendations

101. For the CO:

a. In respect of a new DWCP document:

1. Continue CPO's oriented toward employment, governance and rights;
2. Take care to assure that indicators are measurable regardless of the occurrence of ILO TC;
3. Maintain DWCP brevity;
4. Maintain the good distinction between indicators and targets;
5. Formally recommit to the “organiz[ation of] six-monthly tripartite meetings [annual meetings would suffice] on the implementation and monitoring of the DWCP in order to

⁹⁶ Management should be open to the possibility that such a conversation might conclude that such consultation would not be a good thing. If this were to occur, a further conversation would be needed to determine what factors might be adjusted to prompt positive results from such consultation.

⁹⁷ Such as a DWCP monitoring consultation.

⁹⁸ See

http://www.ilo.org/gateway/faces/home/ctryHome?locale=EN&countryCode=NPL®ionId=3&_adf.ctrl-state=11fkh25mgw_4

as well as <http://www.ilo.org/kathmandu/lang--en/index.htm>

⁹⁹ <https://en.wikipedia.org/wiki/LISTSERV> (accessed 20 June 2017)

strengthen partnership and ownership of DWCP among ILO constituents”;

6. Maintain concise statements of strategy, theory of change, taking care to frame these in terms that are relevant to constituents' and other relevant policy frameworks, keeping in mind the possibility for and importance of revisiting them in terms of b. below.
 7. Use capacity building as a highlighted and explicit cross-cutting theme in the new DWCP to address acknowledged capacity challenges as well as to increase constituent interest in implementation of the DWCP as such.¹⁰⁰
 8. Translate and published the new DWCP in Nepali.
- b. Prepare for and actually conduct regular periodic tripartite consultations during the term of a new DWCP, concerning its implementation.
9. Emphasize the casting of and reporting on developments in ILO work in the context of the DWCP Outcomes, as distinguished from reporting on projects.
 10. Explicitly review progress against DWCP outcome indicators and assure understanding within the Office and among constituents and stakeholders that measurement against these indicators is only partially indicative of achievement of the relevant DWCP Outcome; a "situation analysis" of the larger DWCP Outcomes should also be presented.
 11. Note changed circumstances that affect the validity of outcome strategies or indicators and memorialized them in writing.
 12. Reference to the results of such a consultation should be made and appended to the DWCP.
- c. Engage a specialist in knowledge sharing to, *inter alia*, develop and implement a knowledge sharing strategy, increase Nepali language distribution of knowledge products, and assure local focus of global products.
- d. Undertake risk identification, avoidance and mitigation efforts in relation to the implications of federalization and the functioning of the NPC as it relates to DWCP outcomes.
- e. Seek to appropriately improve the social dialogue and ILS cross-cutting policy driver linkages within all outcomes in a future DWCP.
- f. Assure that internal CPOs are consistently contributing to DWCP outcomes, and refer as appropriate to DWCP indicators in CPOs; alignment CPOs with results of regular periodic tripartite consultation on DWCP progress.

¹⁰⁰ Note ILO policy support in GB.329/POL/5 (March, 2017), para. 13-16, *inter alia*. Also GB.317/POL/6 (March 2013).

- g. Maintain leadership roles and active involvement in coordinating bodies as a means of assuring ILO visibility as well subject matter coherence and coordination with other stakeholders.
- h. Consider proactive and systematic methods of broadly informing current and potential future stakeholders of the DWA and DWCP.

102. For constituents:

- i. Engage with the Office to determine what would motivate them, the constituents, to engage in regular periodic monitoring of the DWCP as such.¹⁰¹

6 Lessons learned

103. Activities of the Office (projects, events, research, publications, etc.) in support of the DWA – including monitoring of those activities – can proceed successfully in the absence of a strongly present, frequently referred-to DWCP document that is monitored often by the national Office with the participation and engagement of its national constituents. The Office's policy mandate for an all-encompassing results-based management tool is insufficient as a basis for making the DWCP as published a central focus for the Office and its constituents.

104. Inconsistencies can develop between original DWCP strategy and theory of change statements during the term of a DWCP. This warrants revalidation and appropriate adjustments to assure on-going consistency, transparency, and accurate projection to stakeholders of (new) activities in the light of the results and broader outcomes they are undertaken to achieve.

¹⁰¹ A lay statement of the objective here: Key ILO stakeholders demonstrate keen interest in the annual monitoring meeting by calling upon relevant ILO Officials to convene the meeting if delay or postponement appears imminent.

Annex I. Terms of reference

Terms of Reference Nepal - ILO Decent Work Country Programme Review (2013-2017) 23 MARCH 2017

1. Introduction

The current Decent Work Country Programme (DWCP) for 2013-2017 was developed and approved by the national tripartite constituents (MOLE-Government of Nepal, FNCCI Employers' Organisation and JTUCC-Joint Trade Union Committee). It is aligned with Nepal's 13th Development Plan and the UNDAF for the same period.

The Country Programme Review (CPR) will assess the relevance and coherence of the DWCP design, the efficiency in implementation, effectiveness of its operations, sustainability of results. The review is also intended to provide a basis for improved insights within the country office as to how to better design, implement, monitor and assess country programmes in the future and also identify priorities by the constituents to inform the development of the next DWCP.

The CPR will cover all interventions planned and carried out during the period 2013-2017. The CPR will be managed and coordinated by the ILO Regional Office for Asia and the Pacific (ROAP) and the ILO Kathmandu Office in consultation with DWT-Delhi.

The core CPR team will comprise an international consultant to act as facilitator and team leader and a national consultant. The ILO Monitoring and Evaluation Officer from ROAP will provide overall oversight. The ILO approach is to encourage participation of key stakeholders throughout the review process. The accuracy of the CPR will depend on the collaboration from the national tripartite constituents and other relevant stakeholders.

2. Nepal Decent Work Country Programme

The following three strategic priority areas were identified in the course of developing the DWCP in 2013-2017:

- i) *Promotion of employment-centric and inclusive growth;*
- ii) *Improved labour market governance and industrial relations;*
- iii) *Promotion of fundamental principles and rights at work.*

The Country Programme Outcomes (outcomes) for the DWCP are as follows:

Outcome 1.1: Policies, strategies and regulatory frameworks are strengthened for the promotion of employment centric and inclusive growth

Outcome 1.2: Vulnerable groups, especially young men and women, have improved access to employment services and to productive employment and income opportunities.

Outcome 1.3: Institutional capacity, legal and policy frameworks are strengthened for the improvement and extension of social protection coverage

Outcome 2.1: labour legislation, regulations and policies are developed and enacted in line with international standards

Outcome 2.2: The constituents have strengthened capacity to achieve better industrial relations

Outcome 2.3: Improved labour administration for effective implementation and monitoring of labour legislation

Outcome 3.1: Constituents and major stakeholders have improved capacities to address the implementation gap in respect to conventions 29, 105, 169 and 182 and to ratify conventions in line with national priorities

The ILO's work in Nepal is primarily technically backstopped by the ILO Decent Work Support team –Delhi and with relevant HQ technical units. Technical cooperation projects funded by several donors have been an important mechanism and means of contributing to the progress towards decent work goal in Nepal to date.

3) Purpose and Scope and Clients

3.1 Purpose

The purpose of the review is to take stock of what has worked and has not worked and to see what needs improvement and/or continuation into the next DWCP which is scheduled to begin in 2018. The country situation and evolving national development frameworks and plans will be taken into account.

3.2 Scope

The CPR will cover the appropriateness and adequacy of the programme design, outreach/partnership and implementation performance of the DWCP. It will also include an operational assessment of the progress being made on tangible outcomes directly resulting from ILO contributions in the DWCP. Specifically, the scope of the work will include:

1. Review of the appropriateness and adequacy of the design of Nepal DWCP vis-à-vis national development challenges and priorities, Interagency Collaboration, MDGs and ILO priorities.
2. Examination of the usefulness of the strategies, partnerships and challenges or constraints, and the practical application of gender mainstreaming, and attention to vulnerable target groups.
3. Assessment of how the DWCP has adapted/adjusted its strategies to the changing situation and needs on the ground
4. Analysis of DWCP implementation:
 - Examination of the **effectiveness** of DWCP (progress made towards outputs and outcomes - achievement of planned results), its organizational arrangements (managerial, administrative and business processes) and the availability of resources in delivering results.
 - Examination of the **efficiency** of programme implementation (time and cost).
 - Examination of the **sustainability** with particular attention to capacity/institutional development and the creation of enabling environment (changes in laws, policies and behaviours).
 - Identification of **key success factors and constraints** encountered (internal and external).
 - Examination of knowledge management and communication strategies (internal and external) and the use of knowledge and the incorporation of M&E information into the knowledge base.
5. Assessment of any possible impact, identify good practices, and lessons learnt towards the achievement of the DWCP
6. Identification of business models operationalized within ILO programmes in Nepal and in other UN agencies with a view to recommend optional business models for future adoption. This should take

into account the status of Nepal as a lower income country, availability of resources within ILO Kathmandu, and the importance of joint programmes within the UN and between ILO and government offices and other entities in Nepal.

3.3. Clients

- ∞ ILO Kathmandu, ROAP and ILO constituents in Nepal are the main clients of this review

4) Proposed methodology and the CPR Team

The review exercise is a participatory assessment of the implementation of the DWCP. The methodology will comprise an desk review of relevant documentation and an in-country mission of the CPR team for information gathering. The process includes a series of meetings/interviews between the CPR team and the Government, workers' and employers' organizations, civil society organizations, other UN agencies, major donors and other relevant national partners as appropriate (e.g. academia). A stakeholder workshop will be organized at the conclusion of the mission as a platform to discuss the preliminary findings of the CPR.

The CPR team will adhere, but not be limited to, the criteria set in review questions and analytical framework below. The tripartite constituents will be consulted throughout the process and will have the chance to provide inputs to the draft TOR and the report.

5) Review questions and analytical framework

5.1 The role and relevance of ILO in Nepal, its niche and comparative advantage

- ∞ The extent to which national political, economic and social factors have shaped the formulation of DWCP.
- ∞ The extent of flexibility that the DWCP has to respond to emerging opportunities.
- ∞ The extent of DWCP priorities consistent with ILO's capacities and its comparative advantages.
- ∞ To what extent the ILO has achieved the overall policy coherence and partnership between ILO action and those of other UNs, and of the MDGs?
- ∞ The extent to which it is a realistic in its approach and takes into account budgetary realities.

5.2 Tripartite participation and capacity

- ∞ The extent to which the DWCP has been based on a solid mapping of constituent needs and is fully reflective of those needs in execution
- ∞ The extent that the national tripartite constituents are active in national development planning forums and networks.
- ∞ To what extent the national tripartite constituents take ownership of DWCP?
- ∞ To what extent do the tripartite constituents have improved capacities to influence national policy and resources within decent work areas?
- ∞ The extent to which the DWCP has worked in partnerships with tripartite constituents and built national capacities and support policy change.
- ∞ What are the main capacity and resource constraints of the tripartite constituents in delivering DWCP in line with their priorities? And if so have there been steps to address them collectively?

5.3 The focus and coherence of the programme's design and strategies

- ∞ Is there coherence and integrated approach in DWCP strategy?
- ∞ The DWCP fits within ILO's strategic policy framework and programme and budget priorities and strategies.
- ∞ Does the DWCP reflect a consensus between the country and the ILO on decent work priorities and areas of cooperation?

- ∞ The extent to which that the DWCP strategy has been presented with main means of action for delivery of ILO support.
- ∞ To what extent have ILO cross-cutting policy drivers (gender, discrimination and labour standards) been integrated into the DWCP,.
- ∞ The extent that the current programme is coherent, logical and captures opportunities for intersectionality between components and outcome areas.
- ∞ Verification that ILO responds to recognized needs among constituents.
- ∞ The extent to which resource mobilization is an integral part of the DWCP strategy.

5.4 Managing for results

- ∞ Has the DWCP defined clear outcome-level results against which it can be assessed? Have valid indicators been set and monitored during the life of the programme?
- ∞ Is there clarity and agreement on how results have been documented, and verified indicators with targets and milestones set are being applied? Has the monitoring plan been prepared and used as a management tool?
- ∞ Are there exit strategies to ensure results are sustained by partners' institutions at various levels (local, provincial and national)?

5.5 The efficiency and adequacy of organizational arrangements to deliver ILO's programme in Nepal

- ∞ To what extent has the operation and management set up been effective for DWCP implementation, monitoring and delivery of expected results?
- ∞ To what extent has the ILO has operated fairly and with integrity?
- ∞ Are credible, skilled specialists supporting the work?
- ∞ Is resource mobilization being carried out effectively and efficiently?
- ∞ Are work processes efficient and timely?

5.6 Knowledge management and sharing

- ∞ How effectively is performance being monitored and reported?
- ∞ The extent to which and how information is shared and made accessible to national partners.
- ∞ Is the ILO using/strengthening national knowledge networks and knowledge bases?
- ∞ How is the ILO utilizing the knowledge garnered from DWCP implementation in its wider policy work and what are the mechanisms that help information feed into the wider policy discourses in HQ?

5.7 Progress made on tangible outcomes

- ∞ Is the ILO contribution to the outcomes adequately resourced? Do technical cooperation activities (regardless of the sources of funds) contribute to outcomes? If under-resourced, why?
- ∞ Will all the planned outputs be delivered by the end of 2017?
- ∞ Are the quality and quantity of outputs delivered satisfactory/acceptable?
- ∞ Are the outputs delivered by the ILO being used by partners/ target groups?
- ∞ Has progress/change taken place in the past five years (against the indicators/milestones set)? If not, why did it not happen?
- ∞ What emerging risks and/or opportunities have affected the progress of specific outcomes?
- ∞ Does the country programme take into consideration those risks and opportunities and adjust the outcome and/or its strategies?

6) Management and roles and responsibilities

6.1 ROAP's roles and responsibilities

ROAP Monitoring and Evaluation Officer coordinates this CPR with ILO Kathmandu Office including

developing this TOR, participating in the review mission and reviewing the CPR report. ROAP will provide financial support for this CPR. ROAP will consult with ILO Kathmandu Office throughout the process.

ROAP has oversight responsibility for the whole CPR and will share the draft report with ILO Kathmandu Office, tripartite constituents, relevant ILO staff and specialists for comments. ROAP will consolidate all the comments and submit them to the CPR team for consideration to incorporate them in the revised and finalized report.

6.2 ILO Kathmandu Office's roles and responsibilities

The ILO Kathmandu Office (Programme Unit Coordinator as focal point) will coordinate with ROAP and will brief partners on the process and their participation. The ILO Kathmandu Office will help facilitate the whole review process. ILO Kathmandu Office will also prepare relevant information in advance to contribute to the review exercise.

The ILO Kathmandu Office in consultation with the tripartite constituents, will arrange a stakeholder workshop where relevant internal and external stakeholders can analyze and discuss ILO's work in the country (also for the CPR team to share the preliminary findings).

The ILO Kathmandu Office (together with other stakeholders if relevant) will take action and follow up on the recommendations of the review.

ILO Kathmandu will prepare relevant information in advance to contribute to the review exercise prior to the start of the field mission as follows:

- ∞ Updated DWCP monitoring plan and implementation plan
- ∞ Summary of relevant countries' policies, such as employment, industrial relations, migration, occupational safety and health, social protection.
- ∞ Other relevant background information, including project progress reports, project evaluations, as well as evidence of major outputs and other performance-related information.

ILO Kathmandu will coordinate and prepare the review mission's agenda and schedule meetings for the review team with the following:

- ∞ Ministry of Labour and Employment
- ∞ Joint Trade Union Coordination Centre Nepal
- ∞ Federation of Nepalese Chamber of Commerce and Industry (FNCCI) Nepal
- ∞ UN agencies
- ∞ Development Partners
- ∞ Relevant ILO staff in Kathmandu Nepal, DWT-Delhi Specialists, ILO Regional Officer for Asia and the Pacific (ROAP), ILO HQ, who have been directly involved in the development and implementation of the DWCPs and technical cooperation interventions
- ∞ Other key partners

6.3 ILO tripartite constituents and other key partners

ILO constituents will be consulted throughout the process. The tripartite constituents and key partners will provide inputs to this TOR, and participate and contribute actively in the review process including attending a stakeholder's validation workshop at the end of the review mission.

6.4 ROAP, DWT-Delhi, EVAL, PROGRAM and others

ILO specialists and other staff may participate and/or be asked to contribute to the exercise, including providing inputs to the TOR or participation in review process and also input to a self-evaluation of outcome specific component, and inputs to the draft report. EVAL and PROGRAM provides guidance and may provide comments to the draft report.

6.5 CPR team's roles and responsibility

A team of two external consultants (international and national consultant) will be hired to facilitate the review process and to prepare the review report as per this TOR. ROAP Monitoring and Evaluation Officer will also participate.

The international consultant will be the team leader for the review and will be responsible for conducting the review by using the DWCP progress report as a point of departure and analyzing gaps to prepare an Inception Report, facilitating of the stakeholders' workshop, drafting and finalizing the review report based on the inputs from the consultations with relevant stakeholders and member of the review team. The international consultant will report to the ROAP M&E Officer. The report will encompass the purposes, scope, methodology and performance criteria as per this TOR. The draft report will be submitted to ROAP M&E Officer who will share it with ILO Kathmandu and other key stakeholders in due course.

Specific outputs to be delivered:

- 1) Inception report – outline a plan for the review including purposes, scope, methodology, key questions and target stakeholders, the work plan, deliverables etc.
- 2) Power point presentation of preliminary findings and facilitation of the stakeholders' validation workshop
- 3) Draft country programme review report (20-30 pages maximum, excluding annexes)
- 4) Final report incorporating inputs from key stakeholders
- 5) ToRs for the situation analysis using the Technical Guide on DWCP Diagnostics as a basis, and to assist CO Kathmandu to brief the national consultants on them (on this particularly output - the consultant will review the ILO DWCP Diagnostics Technical Guide and develop, in close collaboration with CO Kathmandu and Regional Programming Services Unit - ROAP, a TOR for the Diagnostic/situation analysis taking into account Nepal country context and the results of the CPR.)

The national consultant will provide inputs to the report. The national consultant technically will report to the team leader. Specific tasks for the national consultant are listed in Box 1.

Box 1: national consultant's responsibilities

The national consultant will assist the international consultant in the whole review process. Specifically, the national consultant will be responsible for:

- Conduct desk review of relevant documentations and contribute to the preparation for the CPR
- Proactively provide relevant local knowledge and insights to the review team e.g. Nepal's context and suggest other possible key persons to be interviewed if relevant
- Be available during the review mission
- Take part in the interviews with ILO constituents and key stakeholders
- Take note and write brief reports
- To contribute to the main report to be written by the international consultant – the national consultant may be asked to contribute to certain sections of the draft report as requested by the team leader
- To participate and jointly facilitate the stakeholders' workshop
- To help provide interpretation during the meetings, where needed

Annex II. List of interviewees

ILO Office and project staff

Mr. Richard Howard, Director
Ms. Nita Neupane, Senior Programme Officer
Ms. Bina Kunwar Thapa, Programme Officer
Mr. Prakah Sharma, Programme Officer, formerly NPC, Way out of Informality
Ms. Marina Rai, Administration/Finance Officer

Mr. Shailendra Jha, NPM, SNTRP
Mr. Dhiraj Jha, M&E Officer, SNTRP
Mr. Nabin Karna, NPC, UNNATI Challenge Fund
Ms. Barsh Pradhan, M&E, UNNATI
Mr. Debendra Dhungana, Advocacy Officer, UNNATI

Mr. Narayan Bhattarai, NPC, Bridge Project
Ms. Niyama Rai, NPC, FAIR Project
Ms. Bipina Sharma, NPC, ACHIEVE project

ILO Office retired staff

Mr. Jose Assalino, retired Director

ILO DWT Delhi

Mr. Sher Verick, Deputy Director
Mr. Ravindra Laksen Prasanna Peiris, Senior Specialist on Employers' Activities
Mr. Magnus Berge, Specialist on Workers' Activities
Mr. Markus Ruck, Senior Social Security Specialist

ILO Geneva

Mr. Colin Fenwick, Head, Labour Law and Reform Unit

Ministry of Labour and Employment

Mr. Laxman Prasad Mainali, Secretary
Ms. Abha Shrestha, Joint Secretary
Er. Uday Kumar Gupta, Under Secretary Tech

Secretariat of Foreign Employment Promotion Board, MoLE

Raghu Raj Kaphle, Executive Director
Ms. Nirmala Thapa, Director

Ministry of Federal Affairs and Local Development

Er. Ram Krishna Sapkota, Director General, DoLIDAR

National Planning Commission, GoN

Dr. Kripa Sindhu Prasad, Member

Employees Provident Fund

Mr. Krishna Acharya, Administrator (CEO)
Mr. Dilip Raj Paudel, Manager

Central Bureau of Statistics

Dr. Rudra Suwal, Deputy-Director General

Workers' Organizations

Mr. Ganesh Regmi, President, ANTUF
Cde. Bishnu Rimal, President, GEFONT
Ganesh Prasad Niroula, Vice President, NTUC
Khila Nath Dahal, President, NTUC
Dhirendra Kumar Shingh, President NTUC

Employers' Organizations

Mr. Hansa Ram Pandey, Director, FNCCI
Ms. Darshana Shrestha, Secretary, FWEAN

Delegation of the European Union

Branda Thapa, Program Manager

UNDP

Mr. Renaud Meyer, Country Director
Mr. Dharma Swarnakar, Focal Point Sustainable Development Goals

World Bank

Mr. Dominic Pasquale Patella, Senior Transport Specialist

Asia Foundation

Reena Pathak, Programme Manager, Combating Trafficking in Persons Programme

Civil society organizations

Mr. Nitya Nand Tajpuriya, General Secretary, NEFIN
Mr. Gobinda Chhantyal, Vice Chairperson, NEFIN
Abhiram Roy, WOREC
Manju Gurung, Pourakhi Nepal
Satr Kumari, Pourakhi Nepal
Durga Ghimire, ABC Nepal
Muna Uprety, ABC Nepal

USAID & US Embassy

Maria E. Barrón, Director, Democracy & Governance Office, USAID
Jaya Ram Nepali, Political Assistant, Political/Economic Section
Meghan T. Nalbo, Deputy Director, Democracy & Governance Office, USAID
(introduction only)

DFID

Karuna Onta, PhD, Social Development Adviser

KOICA

Seo Hee Chang, Deputy Country Director
Shekhar KC, Programme Officer

Annex III. Secondary review questions

Main criteria and questions	Particular questions
Relevance, including coherence 1) Were the priorities and outcomes identified in the DWCP relevant to beneficiary needs? 2) To what extent has actual ILO support been relevant to the beneficiary needs as identified in the DWCP? (Have actual activities been relevant to realization of outcomes and indicators identified in the DWCP – regardless of their effectiveness in actually doing so?)	<ol style="list-style-type: none"> 1. To what extent has national political, economic and social factors shaped the formulation of DWCP? 2. To what extent has the DWCP been flexible and been able to respond to emerging opportunities and needs? 3. To what extent has the ILO established priorities consistent with its capacities and its comparative advantages? 4. To what extent has the ILO achieved overall policy coherence and partnership between its actions and those of other UNs, and of the MDGs? 5. To what extent has the DWCP been realistic in its approach and in taking into account budgetary realities? 6. Is there coherence and an integrated approach in DWCP strategy? 7. Does the DWCP fit within ILO's strategic policy framework and programme and budget priorities and strategies? 8. Does the DWCP reflect a consensus between the country and the ILO on decent work priorities and areas of cooperation? 9. To what extent has the DWCP strategy been presented with main means of action for delivery of ILO support? 10. To what extent have ILO cross-cutting policy drivers (gender, discrimination and labour standards) been integrated into the DWCP? 11. To what extent is the current programme coherent and logical? Does it capture opportunities for intersectionality between components and outcome areas? 12. Is there verification that the ILO responds to recognized needs among constituents? 13. To what extent is resource mobilization an integral part of the DWCP strategy? 14. To what extent has the DWCP been based on a solid mapping of constituent needs and been fully reflective of those needs in execution?
Effectiveness of its operations 3) To what extent have actual ILO supported activities (elements of the DWCP) been effective in realizing the outcomes and indicators they set to achieve? (Have actual activities had results foreseen to contribute to DWCP outcomes?)	<ol style="list-style-type: none"> 15. To what extent have the national tripartite constituents been active in national development planning forums and networks? 16. To what extent the national tripartite constituents take ownership of DWCP? 17. To what extent do the tripartite constituents have improved capacities to influence national policy and resources within decent work areas? 18. To what extent has the DWCP worked in partnerships with tripartite constituents to build national capacities and support policy change? 19. What are the main capacity and resource constraints of the tripartite constituents in delivering DWCP in line with their priorities? Have there been steps to address them collectively?

<p>Efficiency in implementation</p> <p>4) To what extent have ILO supported activities been efficient in supporting realization of outcomes and indicators identified in the DWCP? (Have supports been redundant, superfluous, insufficient for or in excess to DWCP results?)</p>	<p>20. To what extent has the operation and management set up been effective for DWCP implementation, monitoring and delivery of expected results?</p> <p>21. To what extent has the ILO has operated fairly and with integrity?</p> <p>22. Are credible, skilled specialists supporting the work?</p> <p>23. Is resource mobilization being carried out effectively and efficiently?</p> <p>24. Are work processes efficient and timely?</p> <p>25. Has the DWCP defined clear outcome-level results against which it can be assessed? Have valid indicators been set and monitored during the life of the programme?</p> <p>26. Is there clarity and agreement on how results were to have been documented, with set/verified indicators, targets and milestones being applied? Has the monitoring plan as prepared been used as a management tool?</p> <p>27. Are there exit strategies to ensure results are sustained by partners' institutions at various levels (local, provincial and national)?</p>
<p>Impact</p> <p>5) To what extent have actual DWCP interventions had an impact that contributed to outcomes and indicators identified in the DWCP?</p>	<p>28. Has progress/change taken place in the past five years (against the indicators/milestones set)? If not, why did it not happen?</p> <p>29. What emerging risks and/or opportunities have affected the progress of specific outcomes?</p> <p>30. Does the country programme take into consideration those risks and opportunities and adjust the outcome and/or its strategies?</p> <p>31. Is the ILO contribution to the outcomes adequately resourced? Do technical cooperation activities (regardless of the sources of funds) contribute to outcomes? If under-resourced, why?</p>
<p>Sustainability of results</p> <p>6) To what extent are the achieved indications of DWCP outcomes likely sustainable?</p>	<p>32. How effectively is performance being monitored and reported?</p> <p>33. To what extent (and how) is information shared and made accessible to national partners?</p> <p>34. Is the ILO using/strengthening national knowledge networks and knowledge bases?</p> <p>35. How is the ILO utilizing the knowledge garnered from DWCP implementation in its wider policy work and what are the mechanisms that help information feed into the wider policy discourses in HQ?</p>

Annex IV. DWCP Priorities, Outcomes and Indicators

COUNTRY PRIORITY I: PROMOTION OF EMPLOYMENT CENTRIC AND INCLUSIVE GROWTH

Outcome 1.1

Policies, strategies and regulatory framework are strengthened for the promotion of employment-centric and inclusive growth.

Indicator 1.1.1 Number of new or modified legislations, regulations, or policies adopted that promote transition of informal activities carried out by women and men to formality.

Indicator 1.1.2 Gender responsive labour and employment policy adopted.

Indicator 1.1.3 Percentage of recommendations of the sectoral studies for employment targeting by priority growth sectors (agriculture, tourism, construction and manufacturing industries) implemented.

Indicator 1.1.4 Number of DDCs, Municipalities and VDCs that are targeting, monitoring and evaluating employment content of investments in potential growth sectors through ILO technical assistance and demonstration projects.

Outcome 1.2

Vulnerable groups, especially young men and women, have improved access to employment services and to productive employment and income opportunities.

Indicator 1.2.1 LMIAS is established and functional

Indicator 1.2.2 Number of Employment Information Centres of MOLE providing information and counselling services.

Indicator 1.2.3 Updated data (disaggregated by sex) on school - to -work transition in place.

Indicator 1.2.4 Number of productive employment generated for men and women through TC projects.

Indicator 1.2.5 National Action Plan for youth Employment adopted and implemented.

Outcome 1.3 Institutional capacity, legal and policy frameworks are strengthened for the improvement and extension of social protection coverage.

Indicator 1.3.1 National framework for social protection floor endorsed by NPC Board.

Indicator 1.3.2 SSF is implementing the prioritized social security schemes (Maternity benefit, sickness benefit, workplace accident and unemployment insurance benefit)

Indicator 1.3.3 Social Security Organization Act and Unemployment Insurance Benefit Act enacted.

COUNTRY PRIORITY II: IMPROVED LABOUR MARKET GOVERNANCE AND INDUSTRIAL RELATIONS

Outcome 2.1

Gender responsive labour legislations, regulations and policies are developed and enacted in line with international standards.

Indicator 2.1.1 Labour laws (Labour Act, National Labour Commission Act, Freedom of Association Act) are endorsed by the parliament reflect relevant ILS

Indicator 2.1.2 Regulations adapted to extend labour administration services to workers and employers in the informal economy.

Indicator 2.1.3 Code of good practices on collective Bargaining, non-discrimination & termination of employment adopted and implemented.

Outcome 2.2

The Constituents (MOLE, Wos and Eos) have strengthened capacity to achieve better industrial relations.

Indicator 2.2.1 Gender balanced bi-partite and tripartite forums at national and local level functioning effectively (meet regularly and take common decisions).

Indicator 2.2.2 Number of CBAs that include vulnerable workers' (women, IPs, Dalits, Differently abled) concerns and priorities signed and implemented at national and plant level.

Indicator 2.2.3 Number of Units/Departments within the Workers' and Employers' Organizations with dedicated human and financial resources

Outcome 2.3

Improved labour administration for effective implementation and monitoring of labour legislations.

Indicator 2.3.1 Percentage reduction in days taken for dispute settlement.

Indicator 2.3.3 Number of enterprises for which labour administration has recorded statistics (sex disaggregated) concerning conditions of employment and work.

COUNTRY PRIORITY III: PROMOTION OF FUNDAMENTAL PRINCIPLES AND RIGHTS AT WORK

Outcome 3.1

Constituents and major stakeholders have improved capacities to address the implementation gap in respect of conventions 29, 105, 169 and 182 and to ratify conventions of national priorities.

Indicator 3.1.1 The National Master Plan on child labour and Hazardous Child Labour List (sector and activity wise) adopted by the GON.

Indicator 3.1.2. Number of selected zones free from CL.

Indicator 3.1.3 Kamaiya Labour (Prohibition) Act2002 reformed in line with relevant Conventions and endorsed to address all forms of bonded labour in agriculture sector.

Indicator 3.1.4 Number of potential migrant workers (men, women, girls) benefitting from targeted trafficking prevention services.

Indicator 3.1.5 Number of action points in the National Plan of Action on Convention 169 implemented by GON and IPOs.

Annex V. Findings in respect of DWCP indicators

CP1. EMPLOYMENT

COUNTRY PRIORITY I: PROMOTION OF EMPLOYMENT CENTRIC AND INCLUSIVE GROWTH

Outcome 1.1

Policies, strategies and regulatory framework are strengthened for the promotion of employment-centric and inclusive growth.

- FINDINGS** *Indicator 1.1.1 Number of new or modified legislations, regulations, or policies adopted that promote transition of informal activities carried out by women and men to formality.*
Final Evaluation of Way Out of Informality project: The issue of informality has been integrated in national laws and policies – draft Labour Law and Social Security Act are at the final stage of the adoption by the parliament. Formalizing the informal economy is an objective of the National Employment Policy developed by the Ministry of Labour and Employment. Action plan and inter-ministerial strategy integration work is also going on for further implementation. Implementation of building code is taken into consideration by the local municipalities, important for formalising construction sector workers. The 14th Development Plan has also covered the issue of formalization.¹⁰²
- FINDINGS** *Indicator 1.1.2 Gender responsive labour and employment policy adopted.*
A National Employment Policy was adopted in 2015 where gender responsive labour component is also included. There is no separate gender responsive labour policy as such.
- FINDINGS** *Indicator 1.1.3 Percentage of recommendations of the sectoral studies for employment targeting by priority growth sectors (agriculture, tourism, construction and manufacturing industries) implemented.*
ILO had supported sectoral studies, which were aligned with government's Sectoral Implementation Plan (Employment Centric Plan) prioritized 4 sectors. Recommendations would be folded into the plan.
- FINDINGS** *Indicator 1.1.4 Number of DDCs, Municipalities and VDCs that are targeting, monitoring and evaluating employment content of investments in potential growth sectors through ILO technical assistance and demonstration projects.*
Had planned to have LED project that would have provided outputs and made indicator possible, but none developed. (However, ILO is working in 36 districts where its main work is to formalize their engagement in construction sector, which can be seen as possibly related.)

Outcome 1.2

Vulnerable groups, especially young men and women, have improved access to employment services and to productive employment and income opportunities.

- FINDINGS** *Indicator 1.2.1 LMIAS is established and functional*
ILO hoped to establish the LMAIS but government and ADB felt that it would not be manageable, and thus did not pursue its development. It was decided to focus on development of employment information centres.
- Indicator 1.2.2 Number of Employment Information Centres of MOLE providing information and counselling services.*

¹⁰² Rauniyar, G. P., A.D'Souza, K.Chakma & Rai, W. B. 2016. *Way Out of Informality: Facilitating Formalization of Informal Economy in South Asia (Evaluation)*, Available at: http://www.ilo.org/kathmandu/whatwedo/projects/WCMS_195423/lang--en/index.htm.

- FINDINGS** Cannot give the exact numbers, outside of ILO technical cooperation project. Mid-term review of TC project "Skills for Employment and Productivity in Low-Income Countries" reported positive results.¹⁰³
- FINDINGS** ***Indicator 1.2.3 Updated data (disaggregated by sex) on school - to -work transition in place.*** Survey was conducted with ILO support; no second survey was done. First survey data available and was used by WB.
- FINDINGS** ***Indicator 1.2.4 Number of productive employment generated for men and women through TC projects.*** There have been decent work day jobs created for 1.75 million people in Rural Transport Maintenance project, earning NRs 13000 per month where maximum number of beneficiaries were women. The GRRSP project evaluation recorded employment and skill improvements in the three districts where it worked.¹⁰⁴
- FINDINGS** ***Indicator 1.2.5 National Action Plan for youth Employment adopted and implemented.*** This has not been processed by government but it has been integrated under employment policy.

Outcome 1.3

Institutional capacity, legal and policy frameworks are strengthened for the improvement and extension of social protection coverage.

- FINDINGS** ***Indicator 1.3.1 National framework for social protection floor endorsed by NPC Board.*** This has not been endorsed by the NPC, but is in the final stage of getting endorsed. It is getting delayed as government annually adjusts schemes within the plan. A UN task team follows the matters.
- FINDINGS** ***Indicator 1.3.2 SSF is implementing the prioritized social security schemes (Maternity benefit, sickness benefit, workplace accident and unemployment insurance benefit)*** Waiting for the bill to be passed. ILO supported SSF.
- FINDINGS** ***Indicator 1.3.3 Social Security Organization Act and Unemployment Insurance Benefit Act enacted.*** Waiting for the act to be passed

CP 2. GOVERNANCE

COUNTRY PRIORITY II: IMPROVED LABOUR MARKET GOVERNANCE AND INDUSTRIAL RELATIONS

Outcome 2.1

Gender responsive labour legislations, regulations and policies are developed and enacted in line with international standards.

Indicator 2.1.1 Labour laws (Labour Act, National Labour Commission Act, Freedom of Association Act) are endorsed by the parliament reflect relevant ILS

¹⁰³ ILO Employment Policy Department 2016. *Mid-term Internal Review of Skills for Productivity and Employment (GLO/14/22/ROK)*, Available at: Not publically available.

¹⁰⁴ Nepal Institute for Development Studies 2015. *Final Evaluation Report of Gender Responsive Recovery for Sustainable Peace (GRRSP) Project in Kavre, Ramechhap and Sindhuli District (October 2012 – March 2015)*, Available at: http://www.ilo.org/asia/whatwedo/projects/WCMS_462663/lang--en/index.htm.

FINDINGS Out of three Acts, the Labour Act has been endorsed by the Parliamentary committee. The draft prepared by ILO regarding the Labour Commission was based upon provision for same in the interim constitution, which was not included in the new constitution. A formal drafting process has not been initiated by the government. Employers and Workers are still demanding for the Commission Act as it would allow complaints to be heard and would resolve disputes. The Freedom of Association Act would supersede the Trade Union Act; it would bring EOs and WOs within it in line with the new constitution. It is waiting to be endorsed by GoN

Indicator 2.1.2 Regulations adapted to extend labour administration services to workers and employers in the informal economy.

FINDINGS The new labour law, pending finally approval, covers work in the informal economy. It also makes provision for labour administration functions, i.e. inspection. However, it is still pending approval.

Indicator 2.1.3 Code of good practices on collective bargaining, non-discrimination & termination of employment adopted and implemented.

FINDINGS The new labour law draft made provisions for codes of good practice. Since it is still waiting to be endorsed, codes of good practice have not come into being.

Outcome 2.2

The Constituents (MOLE, WOs and EOs) have strengthened capacity to achieve better industrial relations.

Indicator 2.2.1 Gender balanced bi-partite and tripartite forums at national and local level functioning effectively (meet regularly and take common decisions).

FINDINGS Legislations establish some tripartite mechanisms, for example, dealing with minimum wage setting. WOs want to have bi-partite forums as they would resolve issues between employers and workers.

Indicator 2.2.2 Number of CBAs that include vulnerable workers' (women, IPs, Dalits, Differently abled) concerns and priorities signed and implemented at national and plant level.

FINDINGS Not known if there is actually registration of CBAs, which would make content analysis possible. Trade Unions/WOs demand for sectoral CBAs (which would make it easier to determine achievement).

Indicator 2.2.3 Number of Units/Departments within the Workers' and Employers' Organizations with dedicated human and financial resources

FINDINGS Human Resource Management Gaps study has been conducted. ILO provided HRM support to employers for their better functioning. HRM function capacity building provided to the EO members.

Outcome 2.3

Improved labour administration for effective implementation and monitoring of labour legislations.

Indicator 2.3.1 Percentage reduction in days taken for dispute settlement.

FINDINGS Follow up this with Dept. of Labour has not provided a statistic. Disputes/conflicts/ strikes are reduced/less frequent as compared to years during Maoist insurgency period.

Indicator 2.3.3 Number of enterprises for which labour administration has recorded statistics (sex disaggregated) concerning conditions of employment and work.

FINDINGS Not determined

CP 3. RIGHTS

COUNTRY PRIORITY III: PROMOTION OF FUNDAMENTAL PRINCIPLES AND RIGHTS AT WORK	
Outcome 3.1 Constituents and major stakeholders have improved capacities to address the implementation gap in respect of conventions 29, 105, 169 and 182 and to ratify conventions of national priorities.	
	<i>Indicator 3.1.1 The National Master Plan on child labour and Hazardous Child Labour List (sector and activity wise) adopted by the GON.</i>
FINDINGS	Revised NMP draft was formulated by MoLE and is now at NPC. It needs to be endorsed by the cabinet. An operation plan for NMP has been developed as well after the revised version of NMP 2015 in Nepali was drafted.
	<i>Indicator 3.1.2. Number of selected zones free from CL.</i>
FINDINGS	14 wards were declared as child labour free zones (target was to reach only 7) as an outcome of the ACHIEVE project; monitoring of the CL free zones is being done. Even after the project phased out, Lalitpur Municipality declared two of the wards as CL free zones.
	<i>Indicator 3.1.3 Kamaiya Labour (Prohibition) Act2002 reformed in line with relevant Conventions and endorsed to address all forms of bonded labour in agriculture sector.</i>
FINDINGS	The revised Kamaiya Labour Prohibition Act draft has been sent from the ministry of Law and Justice to Ministry of Land Reforms
	<i>Indicator 3.1.4 Number of potential migrant workers (men, women, girls) benefitting from targeted trafficking prevention services.</i>
FINDINGS	The ILO has supported efforts to prevent trafficking among migrant worker; the number of beneficiaries is found with projects and potentially in evaluations.
	<i>Indicator 3.1.5 Number of action points in the National Plan of Action on Convention 169 implemented by GON and IPOs.</i>
FINDINGS	NAP on Convention No. 169 was prepared by MoFALD with the technical support of ILO. This has not been adopted by the government.

Annex VI. Findings on recommendations made in 2013 CPR

The answers to these questions, which are based on the Recommendations in the 2013 CPR, are derived from interviews with key informants and specific information collected in response to each question below in a written questionnaire. The answers in ***bold italics*** below summarize findings on each point.

GENERAL RECOMMENDATIONS

Recommendation 1:

☐ Has there been continued alignment with the Government's National Development Plans and with UNDAF? ***Yes***

Recommendation 2:

☐ Do the ILO constituents have strategic plans? ***A few, but not all do; ILO has been supporting development on both the employers and workers side.***

☐ How have they been used in the design of ILO support? ***Not clear that they have; more so with the employers. Contacts with these constituents enable knowing what is needed and requested; strategies as such are of lesser importance in this context.***

☐ Has there been work with/mechanisms use to work with local chapters? ***Yes, in the context of projects; needs to be further considered in the light of federalization under the new Constitution.***

Recommendation 3:

☐ Has there been targeted and strategic support to the follow-up of the 15-Point Declaration of the 2012 National Labour Conference? ***Work has been done supporting items on the 15 Point Declaration, but not clear that the work has been targeted and strategic in terms of the 15 Point Declaration as such; knowledge in the Office and among constituents of what the Declaration is/was is weak (as compared, for example, with the idea of labour law reform/draft).***

Recommendation 4:

☐ Have there been six-monthly tripartite consultation meetings on the implementation and monitoring of the DWCP? Any other regular/periodic monitoring process? ***No. Internal monitoring of CPOs occurs as required within the Office. Consultations with constituents of their needs is on-going and is taken into account in programming by projects and through regular specialist support.***

Recommendation 5:

☐ Has use been made of the overall baseline assessment (undertaken by CO-Kathmandu) of the capacities of the MOLE and its ten Labour Offices to assess their readiness for projects dealing with local economic development? ***No systematic baseline has been done, but regular meetings to gather information on capacity gaps take place, and attempts are made to address these by the relevant projects and other supports.***

Recommendation 6:

☐ Has the the results-based monitoring system of the country programme been strengthened? ***Yes***

☐ Have indicators and the planned results been explicitly link to DWCP outcomes and the programme outcomes? ***Partially.*** See para. 49 above.

Recommendation 7:

☐ Have indicators and scoring been simplified and streamlined? ***Yes. "Milestones have been developed for each indicator," offers a respondent.***

Recommendation 8:

☐ Have cross-cutting issues (gender, environmental issues, governance, discrimination) been more explicitly dealt with? ***Somewhat. A respondent observes that work for gender and non-discrimination has been done more intensely than the other two, triangulating with other data.*** See para. 50 above.

Recommendation 9:

☐ Has labour law reform process been supported, particularly, support to task force set up by MOLE to finalize the five draft labour laws? ***Yes***

Recommendation 10:

☐ Has specific attention been paid to sustainability at the regional, zonal and district levels through explicit cooperation with the constituents and their branches/members at those levels? ***As appropriate to the relevant project or intervention, for example, SNRTP.***

☐ Has the data collected through the different surveys (Labour Force Survey 2008 and the Nepal Multiple Indicator Cluster Survey 2010 on women and children) continued to be used in the design of interventions and in the tripartite forums? ***Yes, as appropriate.***

Recommendation 11:

☐ Has work planning and follow-up between the different technical and administrative units of CO-Kathmandu been strengthened? ***Unknown if it has been strengthened. Biennium workplan is prepared in consultation with all technical and administrative units.***

Recommendation 12:

☐ Has interaction between CO-Kathmandu and DWT/CO-New Delhi been tightened with a view to coordinating the timely demand and supply of inputs? ***Unknown if it has been strengthened. No indication of weakness.***

Recommendation 13:

☐ Has an explicit resource mobilizing strategy been developed (with the support of a brief and targeted donor mapping exercise, tapping into the multi-year plans of donors)? ***There is no written strategy, but regular meetings are organized with potential donors to understand their specific priorities and to make them aware of ILOs comparative advantage, donor mapping specifically for skills development, KMG group gives good opportunity. There has been apparent success in mobilization during the DWCP as seen in this report.***

Recommendation 14:

☐ Have the findings and recommendations of the technical cooperation evaluations and the Country Programme reviews been used as inputs to the design of new project proposals and the next DWCP? ***Probably yes; no systematic review has been made during the review.***

☐ Has the list of recommendations brought forward by the 2012 review been used to monitor progress on the new DWCP? ***No***

Recommendation 15:

☐ Has a communication and media strategy been designed to enhance visibility of the ILO? ***No, not a strategy as such. Increased awareness and efforts have been made to enhance visibility.***

☐ Has a bilingual ILO quarterly newsletter been designed in such a way that it is manageable with the resources available to the Country Office or with the resources that could be requested additionally for this purpose? ***Apparently insofar as newsletter publication has been regularized, but only in English.***

☐ In general, has there been an increase the use of the Nepali language in the website and in publications? ***Probably increased yes. Respondent offers: "Website in both English and Nepali is maintained for transparency, accountability and considering right of information to all stakeholders"***

Recommendation 16:

☐ Has a knowledge management strategy been established, including documenting good practices and lessons learned, developing relevant databases and sharing knowledge? ***No. An informant offers "...however, there has been significant improvement in documentation and sharing through websites, fact sheets and stakeholder workshops."***

☐ Has new census data (which are expected to be published within one month) been used and included in this knowledge management strategy? ***Likely, where relevant.***

RECOMMENDATIONS SPECIFIC TO THE DECENT WORK COUNTRY PROGRAMME OUTCOMES

Recommendation 17:

☐ What support has been given to preparatory work for ratification of Conventions Nos 87, 102, 122 and 158? ***Supports have been given, particularly in the area of employment policy and social protection.***

Recommendation 18:

☐ Has the involvement of the tripartite constituents, especially the trade union organizations, in the national plan of action on the implementation of the Indigenous and Tribal Peoples Convention, 1989 (No. 169) been strengthened? ***Yes.***

Recommendation 19:

☐ Has the provision of follow-up support to the Government and the line agencies to implement already ratified Conventions been substantial and timely, and thus not discouraged the Government from ratifying other Conventions? ***Yes. Most recent ratifications made in 2007.***

Recommendation 20:

☐ Has the capacity of national organizations of the constituents been improved so that they better relate with their local branches? ***Yes.***

Recommendation 21:

☐ Has assistance been provided to the Joint Trade Union Coordination Centre with the result that it has been better able to help halt any further fragmentation of trade unions? ***Yes***

Recommendation 22:

☐ Has the ILO–DOLIDAR rural roads programme for capacity building and job creation been considered for replication? ***Yes***

Annex VII. DWCP Priority and Outcome statements vs. P&B CPO statements

The diagramme below shows alignment of CPOs currently registered in the ILO's IRIS with Country Priorities and Outcomes from the DWCP document. It is organized in line with Annex IV above. Those CPOs that are explicitly aligned in IRIS with the active DWCP are noted with show with ①.

DWCP CP 1: Promotion of employment centric and inclusive growth			DWCP CP 2: Improved labour market governance and industrial relations			DWCP CP 3: Promotion of fundamental principles and rights at work	
Outcome 1.1: Policies, strategies and regulatory framework are strengthened for the promotion of employment-centric and inclusive growth.	Outcome 1.2: Vulnerable groups, especially young men and women, have improved access to employment services and to productive employment and income opportunities.	Outcome 1.3: Institutional capacity, legal and policy frameworks are strengthened for the improvement and extension of social protection coverage.	Outcome 2.1: Labour legislation, regulations and policies are developed and enacted in line with international standards	Outcome 2.2: The Constituents (MOLE, WOs and EOs) have strengthened capacity to achieve better industrial relations.	Outcome 2.3: Improved labour administration for effective implementation and monitoring of labour legislations.	Outcome 3.1: Constituents and major stakeholders have improved capacities to address the implementation gap in respect of conventions 29, 105, 169 and 182 and to ratify conventions of national priorities.	
↑	↑	↑	↑	↑	↑	↑	
NPL 126- Policies, strategies and regulatory framework are strengthened for the promotion of Employment- centric and inclusive growth ① (<i>Explicitly aligned with Outcome 1.1</i>)	NPL 129- Government and stakeholders have access to improved labour market information for employment targeting, monitoring and evaluation	NPL 101- Institutional capacity, legal and policy frameworks are strengthened for the improvement and extension of social protection coverage.	NPL 104 - Gender responsive labour legislations and policies are developed and enacted in line with international standards	NPL 801- Strengthened institutional capacity of employers' organisations ① (<i>Explicitly aligned with Outcome 2.2</i>)	NPL 102 – Improved labour administration for effective implementation and monitoring of labour legislation (<i>under preparation</i>)	NPL105 - Government and social partners have strengthened capacity to manage labour migration ① (<i>Explicitly aligned with Outcome 3.1</i>)	
NPL 127- Government and stakeholders have strengthened capacity to improve entrepreneurial potential and skills in the informal economy while facilitating the transition to formality ① (<i>Explicitly aligned with Outcome 1.1</i>)	NPL 128- Labour Intensive public works designed and implemented for increased employment opportunities and poverty reduction			NPL 802- Strengthened institutional capacity of employers' organisations		NPL828 – Constituents adopt and implement an integrated approach to the elimination of forced labour and trafficking.	NPL 826- Strengthened capacity of member states to ratify and apply international labour standards to fulfil their reporting obligations
							NPL 829- Tripartite constituents take policy and programme action to eliminate child labour, with specific emphasis on the worst forms.

Annex VIII. Cross-Cutting Policy Drivers' contribution to CPS as registered in IRIS

CP	CPO	ILS				Gender & Non-Disc.				SD			
		0	1	2a	2b	0	1	2a	2b	0	1	2a	2b
1	NPL 126- Policies, strategies and regulatory framework are strengthened for the promotion of Employment- centric and inclusive growth		◆					◆				◆	
1	NPL 127- Government and stakeholders have strengthened capacity to improve entrepreneurial potential and skills in the informal economy while facilitating the transition to formality		◆						◆		◆		
1	NPL 129- Government and stakeholders have access to improved labour market information for employment targeting, monitoring and evaluation		◆					◆			◆		
1	NPL 128- Labour Intensive public works designed and implemented for increased employment opportunities and poverty reduction		◆					◆		◆			
1	NPL 101- Institutional capacity, legal and policy frameworks are strengthened for the improvement and extension of social protection coverage.	-				-				-			
2	NPL 104 - Gender responsive labour legislations and policies are developed and enacted in line with international standards			◆				◆					◆
2	NPL 801- Strengthened institutional capacity of employers' organisations		◆				◆					◆	
2	NPL 802- Strengthened institutional capacity of employers' organisations			◆				◆					◆
2	NPL 102 – Improved labour administration for effective implementation and monitoring of labour legislation (<i>under preparation</i>)												
3	NPL105 - Government and social partners have strengthened capacity to manage labour migration		◆					◆			◆		
3	NPL828 – Constituents adopt and implement an integrated approach to the elimination of forced labour and trafficking.		◆						◆		◆		
3	NPL 826- Strengthened capacity of member states to ratify and apply international labour standards to fulfil their reporting obligations												
3	NPL 829- Tripartite constituents take policy and programme action to eliminate child labour, with specific emphasis on the worst forms.			◆			◆				◆		

Key:

Code	International Labour Standards	Gender Equality and non-discrimination	Social Dialogue
0 – no contribution	International Labour Standards are not reflected at all in the description of the issues to be addressed and the outputs to be delivered by the ILO. There is no evidence that ILO action will contribute to the effective implementation of International Labour Standards.	Gender equality and non-discrimination are not reflected at all in the description of the issues to be addressed and the outputs to be delivered by the ILO. There is no evidence that ILO action will contribute to advance gender equality and reduce discrimination based on other grounds such as age, race, colour religion, political opinion, national extraction, sexual orientation, social origin, HIV status, indigenous identity, disability.	There is no evidence that consultations with tripartite constituents have taken place to initiate the ILO action.
1 – limited contribution	The description of the issues to be addressed and the outputs are primarily focused on other issues, but there are a few components with potential to contribute to the effective implementation of International Labour Standards.	The description of the issues to be addressed and the outputs are primarily focused on other issues, but there are a few gender equality and non-discrimination components with potential to contribute to addressing these issues.	The description of the issues to be addressed and the outputs provide evidence that tripartite constituents have been informed and consulted on the action to be undertaken by the ILO.
2A – significant contribution	International labour standards are identified in the design stage and are reflected in the outputs as the framework guiding ILO action. ILO action has potential to contribute significantly to the effective implementation of international labour standards, although this is not its principal objective.	Gender equality and non-discrimination are identified in the design stage and are reflected in the outputs. ILO action has potential to contribute significantly to advancing gender equality and reducing discrimination based on sex and other grounds, although this is not its principal objective.	Social dialogue is identified in the design stage and reflected in the outputs as a key means to achieve the expected outcomes. ILO action has potential to contribute significantly to strengthening social dialogue and its actors, although this is not its principal objective.
2B – targeted actions	Ratification or direct follow-up to ILO supervisory bodies' comments is the principal objective of the outputs and the expected outcome.	Advancing gender equality and reducing discrimination based on other grounds is the principal objective of the outputs and the expected outcome. ILO action targets one or more target group with the explicit goal to advance gender equality and to reduce discrimination (e.g. women, persons with disabilities, members of indigenous communities or ethnic minorities, persons living with HIV/AIDS, migrant workers). All actions address disadvantage, discrimination and exclusion of the targeted population groups and the means to empower these groups.	Strengthening social dialogue is the principal objective of the outputs and the expected outcome. ILO action targets directly the ILO constituents, bipartite or tripartite institutions, mechanisms, or agreements as well as laws, policies and practices on social dialogue.

Annex IX. Consultation questionnaire results

Results, from most support
(Strongly agree=5, Agree=4, Undecided=3, Disagree=2, Strongly disagree=1)

Statement	Constituents	Office		
		CP1	CP2	CP3
1. The priorities and outcomes identified by the DWCP were relevant to our needs	4.19	4.60	4.67	4.33
2. The actual support given by the ILO has been relevant to the needs identified in the DWCP	3.50	4.40	4.00	3.83
3. The actual support given by the ILO has been effective in realizing outcomes and indicators identified in the DWCP	3.63	4.20	4.00	3.50
4. Actual ILO support has been efficient in supporting realization of outcomes and indicators identified in the DWCP	2.75	4.20	4.00	3.67
5. Actual ILO support has had an impact that contributed to outcomes and indicators identified in the DWCP	3.25	4.40	4.00	4.00
6. The achieved indications of DWCP outcomes are sustainable	3.25	4.20	3.33	3.67
7. The achieved DWCP outcomes are sustainable	3.19	4.40	4.50	4.20
8. ILO's contributions to DWCP outcomes have taken advantage of its comparative advantage	3.69	4.60	4.67	4.17
9. ILO's contributions have exploited, engaged or developed strategic partnerships	3.56	4.60	4.00	4.17

CP1 *n*=5

CP2 *n*=3

CP3 *n*=6

Constituents and stakeholders *n*=16

The results of this questionnaire are taken only as indicative and not representative.

Annex X. Knowledge Sharing Questionnaire results

ILO Kathmandu Programming and Project staff was asked 11 questions concerning knowledge products. Respondents were asked to "think **broadly** about knowledge products with which you have been involved in your project or in your work in the Office within the past 5 years. This would include for example, research studies; survey results; guides; advocacy materials such including pamphlets and brochures; audio/video productions; radio programmes; notifications of future events; reports of project activities, events or meetings; press releases, etc." There were six respondents. They were equally divided between programming- and project-responsible/background.

Nine questions asked for responses in percentages. Two questions requested expository responses. The questions and responses are immediately below.

Question Nr.	Question	Average	Standard Deviation
1	What proportion of products would you estimate are produced originally in English?	82%	9.83%
2	What proportion of products would you estimate are produced originally in Nepali?	20%	12.65%
3	What proportion of products would you estimate are produced originally with the plan that they appear both in English and Nepali?	42%	22.29%
4	How frequently are plans for the production of products in one language changed to produce in both?	38%	21.37%
5	"Decisions to publish knowledge products in English or Nepali, or both are systematically taken with regard to all our work."	8 (1-10/ disagree/agree scale)	0.55%
7	In what proportion of products would you consider a summary of the original language version in the second language to be an option that would succeed in conveying the message intended by the product/fulfil the objective of the product?	42%	17.22%
8	In what proportion of products has summarization of the original language version actually been used to provide a second language product?	43%	15.06%
9	What proportion of products would you estimate are actually distributed on the Internet??	57%	16.33%
10	What proportion of products would you estimate would reach their target audience if distributed using the Internet?	45%	20.74%

6. What criteria are used (if at all) in a decision to translate either from original Nepali to English or visa versa, so that two version are available? Please indicate in order of importance, most important first.

Respondent A: Target audience and their capacity to read and write English.

Respondent B: 1. The ultimate users language
2. Costs associated with the translation

Respondent C: The decisions to translate the documents are based on:
1. type of document eg. policy, research, capacity building, process and service related documents
2. type of audience eg. government officials, stakeholders, partners, implementing target groups.

Respondent D: - Language with which the audience is more familiar

Respondent E: If the product is specially for Nepali we produce in both language. It depends who are the reader/target group.

- Respondent F:**
- Consider the audience or stakeholders
 - Outreach based on rural and urban
 - Message/contents of the document
 - Type of events e.g. training, campaign
 - Mean of communication
-

11. Do you have any clarifying comments about the matter of knowledge sharing as suggested by these questions, i.e. language, methods of distribution, decision making on translations, or in respect of types of knowledge products or what the Office could do to further disseminate the knowledge it produces? Please share them below. In particular, has any use been made of languages other than English and Nepali? How should they be considered in terms of your responses above?

- Respondent A:** Most of our documents are in English.
Most of studies commissioned by different projects are often not shared within the office and many are not published despite spending a lot of fund to carry the studies. The studies are generally not published because of poor quality of report (not publishable by ILO standards). To improve this situation, the methodology of the study should be cleared by ILO specialists and selection of the qualified researcher is important to conduct studies and prepare report
- Respondent B:** 1. Organizing sharing meetings between staff members on regular basis is an option to share knowledge.
- Respondent C:** It is found that most of the documents are in English and do not have translated version. Depending upon target audience, it is recommended to have in both languages or have details in first language with abstract mentioned in second language.
- Respondent D:** There is a need for producing some of the standard guidelines, principles and conventions in Nepali so that they can be used by various projects who are working in these areas.
Whenever possible mass awareness materials should be produced in local languages.
A summary of annual progress reports of each project or the country office needs to be produced in Nepali language and distributed to relevant stakeholders for accountability.
- Respondent E:** No comments.
- Respondent F:** Local Economic Development (LED) Radio programme episodes were produced and aired in local language (i.e. Maithili)
Consumer adoption and uses of social media is increasing so produce knowledge materials in local languages and share in social media.
Produce case studies/stories with emphasis on pictorial message
Produce audio/visual materials for wider distribution and outreach.

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